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Abstract

The business case for **diversity** begins from the progression of the models of diversity within the workplace since the 1960s. In the United States, the original model for diversity was first mentioned when equal rights and opportunities were the main subject of the Civil Rights Act of 1964. Equal employment opportunity was centered around the idea that any individual academically or physically qualified person for a specific job could succeed, even make a career, without being discriminated against based on identity. This conformity-based model gave rise to the idea that tokenism was the reason an individual was hired into a company when they differed from the dominant group. Being disappointed from minority groups stopped existing little by little and raised the desire to pursue equal employment opportunities in every job.

The social justice model evolved next and extended the idea that individuals outside the dominant group, either we are talking about white people or rich people etc, should be given opportunities within the workplace, not only because it was instituted as a law, but because it was the right thing to do. Kevin Sullivan an ex-vice president of Apple Inc. said that *"diversity initiatives must be sold as business, not social work. This model still revolved around the idea of tokenism, but it also brought in the notion of hiring based on a "good fit"*.

In the deficit model, it is believed that organizations that do not have a strong diversity inclusion culture will show less productivity than others who support diversity, as a result higher costs to the company. Establishments with more diversity are less likely to have successful organizational structures.

In this dissertation we will examine the meaning of diversity , the situation that exists nowadays in the workplace, the attitude towards diversity matters and the method we will use is through bibliography. We will give emphasis on how these structures of society affect the shipping industry, how the shipping industry has evolved on choosing to create a more diverse environment and what management policies made that happen. We will also talk about how companies and organizations use diversity as a strategy and as a managerial structure and how can they train their personnel in order to overcome problems which come because of diversity matters.

Περίληψη

Η επιχειρηματική υπόθεση για τη διαφορετικότητα ξεκινά από την εξέλιξη των μοντέλων της διαφορετικότητας στον εργασιακό χώρο από τη δεκαετία του 1960. Στις Ηνωμένες Πολιτείες, το αρχικό μοντέλο για τη διαφορετικότητα αναφέρθηκε για πρώτη φορά όταν τα ίσα δικαιώματα και οι ευκαιρίες ήταν το κύριο αντικείμενο του Νόμου για τα Πολιτικά Δικαιώματα του 1964. Οι ίσες ευκαιρίες απασχόλησης επικεντρώθηκαν γύρω από την ιδέα ότι κάθε άτομο με ακαδημαϊκά ή σωματικά προσόντα για μια συγκεκριμένη εργασία θα μπορούσε να πετύχει, ακόμη και να κάνει καριέρα, χωρίς να υφίσταται διακρίσεις βάσει ταυτότητας. Αυτό το μοντέλο που βασίζεται στη συμμόρφωση γέννησε την ιδέα ότι ο διακριτικός χαρακτήρας ήταν ο λόγος που ένα άτομο προσλήφθηκε σε μια εταιρεία όταν διέφερε από την κυρίαρχη ομάδα. Η απογοήτευση από τις μειονοτικές ομάδες σταμάτησε σιγά σιγά να υπάρχει και δημιούργησε την επιθυμία να επιδιώκουμε ίσες ευκαιρίες απασχόλησης σε κάθε δουλειά.

Το μοντέλο κοινωνικής δικαιοσύνης εξελίχθηκε στη συνέχεια και επέκτεινε την ιδέα ότι σε άτομα εκτός της κυρίαρχης ομάδας, είτε μιλάμε για λευκούς είτε για πλούσιους κ.λπ., θα πρέπει να δίνονται ευκαιρίες εντός του χώρου εργασίας, όχι μόνο επειδή θεσπίστηκε ως νόμος, αλλά επειδή ήταν το σωστό. Ο Kevin Sullivan, πρώην αντιπρόεδρος της Apple Inc. είπε ότι "οι πρωτοβουλίες διαφορετικότητας πρέπει να πωλούνται ως επιχειρηματικό, όχι κοινωνικό έργο. Αυτό το μοντέλο εξακολουθεί να περιστρέφεται γύρω από την ιδέα του tokenism, αλλά έφερε επίσης την ιδέα της πρόσληψης με βάση ένα "καλό κατάλληλος".

Στο μοντέλο του ελλείμματος, πιστεύεται ότι οι οργανισμοί που δεν έχουν ισχυρή κουλτούρα ένταξης της διαφορετικότητας θα παρουσιάσουν μικρότερη παραγωγικότητα από άλλους που υποστηρίζουν τη διαφορετικότητα, με αποτέλεσμα υψηλότερο κόστος για την εταιρεία. Τα ιδρύματα με μεγαλύτερη ποικιλομορφία είναι λιγότερο πιθανό να έχουν επιτυχημένες οργανωτικές δομές.

Σε αυτή τη διατριβή θα εξετάσουμε την έννοια της διαφορετικότητας, την κατάσταση που επικρατεί στις μέρες μας στον εργασιακό χώρο, τη στάση απέναντι στη διαφορετικότητα και τη μέθοδο που θα χρησιμοποιήσουμε είναι μέσω της βιβλιογραφίας. Θα δώσουμε έμφαση στο πώς αυτές οι δομές της κοινωνίας επηρεάζουν τη ναυτιλιακή βιομηχανία, πώς η ναυτιλιακή βιομηχανία έχει εξελιχθεί επιλέγοντας να δημιουργήσει ένα πιο διαφοροποιημένο περιβάλλον και ποιες πολιτικές διαχείρισης το

έκαναν αυτό. Θα μιλήσουμε επίσης για το πώς οι εταιρείες και οι οργανισμοί χρησιμοποιούν τη διαφορετικότητα ως στρατηγική και ως διοικητική δομή και πώς μπορούν να εκπαιδεύσουν το προσωπικό τους προκειμένου να ξεπεράσουν προβλήματα που προκύπτουν λόγω θεμάτων διαφορετικότητας.

1. Introduction

The concept of diversity is characterized from acceptance and respect. It means understanding that each individual is unique as it is recognizing the differences each one of us have. These differences can be either race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple compromise to embracing and celebrating the many dimensions of diversity contained within each individual.

It is extremely important to support and protect diversity because by valuing individuals and groups free from prejudice and by creating a climate where respect and equity is promoted, we will create a success-oriented, cooperative, and caring community that draws intellectual strength and produces innovative solutions from the synergy of its people.

In this thesis we will analyze the role of diversity in the workplace and specifically in the shipping industry. We will talk about the problems that women face in shipping industries and how can companies pass from a male-dominant structure to a more friendly and fair structure that could help women rise in the field. We will also see how can shipping companies use policies that will enhance diversity in the workplace. This thesis concludes that management based on diversity can upgrade communication at all levels, and, finally, improve the quality of the working environment, the safety of the workplace and the overall performance of the team. Lastly we will elaborate in the discrimination that seafarers face onboard, how could they learn to respect each other , what training would be appropriate regarding the elimination of discrimination and what skills and education should they develop in order to cooperate in a better way with their colleagues, especially women.

What is the difference between diversity and equality? When we talk about inequalities we are referring for example to black workers who have less job opportunities, less training opportunities. We are talking about older workers who also do not receive much training because of the years they work. Also about workers with

few qualifications who can not find jobs with high standards. We are talking about women who may work part time and are not preferred for a full time job or also swift workers and lastly we talk about discrimination which does not give the chance to people to overcome certain stereotypes. Diversity on the other hand is the value of how different we are and how we ought to respect each other. Diversity applies to everyone despite their color or ethnicity, race or belief etc. It is a fact the gender diversity and inclusion at workplace have become a top priority for all firms globally. Gender diversity and inclusion have a great influence on companies and they can lead them to more productivity. Also we are talking about a moral and social issue, it is in fact a way to overcome racism in all levels. Overcoming racism in workforce may lead to overcome racism in general as individuals in our daily routine. Talking and cooperation with people from other countries with different backgrounds, different genders etc may lead us to a greater future.

It is important for a company to have employees from all backgrounds as everyone has different skills that they can provide and help to enhance a business. By having an inclusive and diverse environment, this allows wider perspectives to be integrated when brainstorming, problem solving and developing new idea in business. Having a working environment filled with employees of different backgrounds, skills, experiences and knowledge means that there will be an increase in innovative and creative ideas. This can have a huge impact on the business as this will help the business expand in the long run. Employees will feel more comfortable to share their ideas with others with unique ideas being shared amongst a diverse environment. This helps a business stand out from those businesses that still function with only 'one voice'.

We face diversity among seafarers too. On-board crew is multicultural. We are going to talk about the culture of crew on=board as well as offshore and how we can communicate with each other in order to experience a good environment in our workplaces. We are going also to discuss about what companies should do, how they can organize their structure in order to create a perfect work environment where everybody would respect each other, where everybody can understand what diversity means and why it is important to accept that to another person. They will able to understand why this kind of acceptance and communication can only lead them to evolve to their jobs, to avoid human errors. Furthermore, employers will be able to see how this kind of structure can benefit them in the long run economically as well as

evolve their perspective and their reputation. It is critical to be aware of the differences in values and beliefs of all the workers onboard. Seafarers are frequently exposed to mixed crewing. Through cultural understanding they can improve communication and if they improve communication, they eventually support ship safety. At the beginning most of seafarers have concerns such as being misunderstood, not accidentally harming others. There is high possibility of ego disputes on ships and the most common reason is the limited space available. Equally important to ensuring that all jobs are carried out effectively and securely are preventing politics on board ships and fostering better ties among crew members.

Methodology

Gathering information is the most important element when someone chooses to write an essay using secondary resources. Finding inaccurate data can impact the result of the essay and its own purpose. The question that was made in order to collect all the data and write this essay was “what information do I need to study the issue of diversity?”. After I decided what should be elaborated regarding diversity I started collecting the data from different resources.

The methodology which is used for constructing this essay is based on secondary sources, hence secondary research from already existing articles and authors. Using those data I was able to gather all the information it needed, all the material from already published reports and other similar documents. Those documents were available on websites and online libraries. Identifying the topic of research and narrowing down the information I was able to be provided with the most relevant data for my essay. Once all the data were collected, I combined them and was able to assemble this current essay. There is a effort to separate the data I found in order to make each chapters point clear and at the end all the data were combined in order to show why diversity is essential nowadays in our society and especially in our workplaces, as well as why any form of discrimination should be eliminated.

Also finding examples from employees and employers everyday routines that can represent the theories we are examining is a proof that diversity matters affects us and can not be left behind. Despite using all those resources and examples as well as certain figures that show statistics regarding the types of diversity, the empowerment of women in shipping, the crew wellness rates and the waterline of visibility we find ourselves reaching the conclusion at the end. The conclusion includes an overall outcome and thinking about what we have discusses before, a feeling that must stay in order to change the world of diversity itself. Lastly, the bibliography in mentioned at the end which helped in collecting all the information it needed.

2. Diversity

2.1. Meaning

Diversity is any dimension that can be used to differentiate groups and people from one another. Diversity is about empowering people by respecting and appreciating what makes them different, in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin. Also, sometimes diversity is referred to as the fact that there are many different ideas or opinions about something.

Diversity allows us to explore these differences in a safe and positive environment. That means that we can understand each other by surpassing simple tolerance to ensure that we truly value one another. This allows us to embrace the rich dimensions of diversity contained within each individual and place value on diversity in the community and in the workplace.

There are many views on diversity and its meaning. Through the years we can see different movements for human rights and social justice. As a response to these movements, public, civil and private sectors in many countries around the world have been encouraged, either by populist pressure, customer demand, citizen action or public policy directives, to address the issues of diversity in their respective surrounding.

As April Kurt and Marylou Shockley¹ comments “*Diversity issues are not new*”. There is a history behind diversity that can be seen in each generation and in each country and era. There have been so many struggles to obtain equal participation in civil society, government and the workplace which require courage, fortitude and real leadership. But the fact is that diversity can no longer be an abstraction to study or something to philosophize about. Instead it has become an experience, something that none of us can ignore any more. Diversity per se is not the issue, it is something that is given. It can be used though from people in a bad manner. This word is populated by men and women, young and old, thin and fat, rich and poor, even-tempered and bad-tempered people. Traditional and long

¹ K. A. April et al. (eds.), Diversity

standing boundaries between sexes, countries, ethnic groups, ages, immigrants and local populations have become too porous to defend.

2.2. Distinctions of diversity

Generally, diversity refers to the characteristics that people use to confirm themselves with respect to others, “that person is different from me.” These characteristics include race, gender, and age as well as values and cultural norms. The many separate societies that emerged around the globe differ markedly from each other, and many of these differences persist to this day. The most common cultural differences that exist between people are language, dress, and traditions. There is also a variety in the way societies organize themselves, such as in their shared conception of morality, religious belief, and in the ways, they interact with their environment. Cultural diversity can be seen as analogous to biodiversity.

In comparison with biodiversity, which is thought to be essential to the long-term survival of life on earth, it is said that cultural diversity may be vital for the long-term survival of humanity; and that the conservation of indigenous cultures may be as important to humankind as the conservation of species and ecosystems is to life in general. The General Conference of UNESCO in 2001, made it clear in Article 1 of the Universal Declaration on Cultural Diversity that “...*cultural diversity is as necessary for humankind as biodiversity is for nature.*”

Cultural diversity plays a crucial part in our lives because our country, workplaces, and schools increasingly consist of various cultural, racial, and ethnic groups. We can understand each other by learning from one another. Learning about other cultures helps us understand different perspectives within the world in which we live. This way negative stereotypes will be eliminated as well as personal biases about different people.

In addition, cultural diversity helps us recognize and respect what role other people play in society which may differ from ours.. So that as we interact with others we can build bridges to trust, respect, and understanding across cultures. Furthermore, this diversity makes our country a more interesting place to live in. As a result people

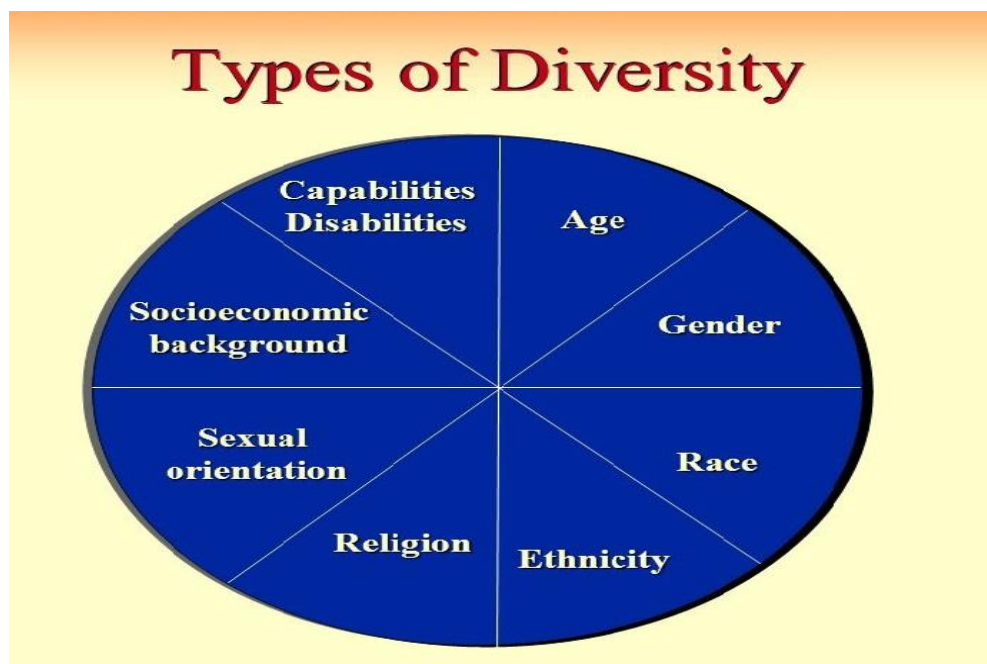
from diverse cultures contribute language skills, new ways of thinking, new knowledge, and different experiences.

In order to understand how diversity affects us and how we can learn to use it in a positive way in our everyday lives and specifically in our workplace we must first separate the ways it is used in our everyday linguistics.

- Gender Diversity within our workplace. By gender diversity we mean the equal treatment and acceptance of both male and female employees.
- Diversity in the workplace. It refers to the differences between employees such as gender, race, age, socio-economic, religion, language, education etc.
- Diversity through impartiality meaning that all employees has access to the same opportunities even if they did not start equally from the beginning.
- Racial diversity. By racial diversity we mean the different racial or ethnic groups in the workplace.

We can see different types of diversity as shown in the following figure:

Figure 1: Types of Diversity:



There are also confusion between diversity and inclusion. We have elaborate in diversity meaning which basically means the differences between employees at the workplace and it depends on their colour, ethnicity, gender etc. Inclusion on the other hand refers to the practice of providing equal access to opportunities and resources for people with different specs than others. Inclusion is the way you can bring people together and make these diverse forces flourish in a way that they can benefit the companies. We can think that diversity is a circumstance and inclusion is a mean to lead those people into collaboration.

They may be different phenomena but both are needed in order to acknowledge how many different people work together and how their cooperation can lead the organization to success. It is wrong to think that diversity can exist without inclusion. According to Deloitte's review "*diversity and inclusion both in collaboration are effective in achieving two times more financial targets, three times higher performance, six times more innovativeness and eight times better organizational outcomes*²". We might think diversity as the genus and the inclusion as the individual and if we combine them that could bring promising outcomes for the organization.

According to the Review Article: "*Acknowledging gender diversity and inclusion as key to organizational growth: a review and trends*" by Navjeet Kaur and Dr Pallvi Arora there are many positive influences of gender diversity and inclusion upon several aspects of organizational growth. This result is shown through several studies from different companies that show the reasons behind adoption of gender diversity and the results. Some of the reasons why a company chooses to include diversity members in her personnel are:

- To reduce turnover and achieve the targets of world-class performance
- To have higher returns on income
- To improve the performance of the firm in general
- To strengthen the empowerment of the employees as long as their organizational skills and the company image.
- To increase the company's revenues from using innovating products using gender diversity.

² Bersin by Deloitte, Deloitte Consulting LLP, 2017, Deloitte Development LLC, 2018.

- To improve the decision-making of the company.
- To built women managers in order to strengthen the future pipeline of the company.
- To raise the productivity levels.
- To achieve innovation in all levels.
- To achieve better problem-solving.
- To keep the employees satisfy in order for them to show their talents at work.

The results of these studies are several. They have shown that gender diversity improves the performance of the organizations in a way that help them improve their talent management, they also achieve to have better financial performance, a better reputation, a better relationship between shareholders and employees and they have achieved to increase the feeling of psychological security. Those results also have shown that gender diversity and inclusion are positively interrelated with cordial relationships as long as the company's image. Also the relationship between diversity and inclusion help in organizational growth through better decision making. It has become , nowadays, an urgency of the present business practices of every company because gender diversity and inclusion are consider as the major forces to boost organizational innovation level.

The above studies shows the trend in gender diversity and inclusion literature from 2009 to 2019 explaining that the idea of gender diversity and inclusion has taken up very much since the period from which this research had taken place. Recognizing the growing relationship of gender diversity and inclusion, both concepts are about to stay. Also, the need for organizations to address gender diversity and inclusion has increased and brings advantages to the organizations that pursue it as a heart value. As per the list issued by the Times Top 50 Employers for Women (2019), Accenture, Barclays, BP, Deloitte, McKinsey & Co., Shell, Vodafone and Sky, just to name a few, are the companies across the globe which are highly diversified on the grounds gender diversity. Many other universal companies, similar as these, want to address gender diversity and inclusion and engross similar practices for the whole growth and success.

Let's set an example of diversity and inclusion in India. India is a great example because women in general tend to come confronted with inequality not only in the work

place but in general. Indian companies occupy only 20% female workforce. India has not yet achieved to change its global statistics in having women at their organizations, they have little innovative structures. Of course through the years they try to improve their statistics by hiring more and more women because they do not want to lose talent, they need to compete with other global organizations to keep their status. As we have mentioned above diversity and inclusion is a critical and economic significance for the organizations globally, so if countries do not promote diversity and inclusion they will lose their integrity in a global level.

It is a fact the gender diversity and inclusion at workplace have become a top priority for all firms globally. Gender diversity and inclusion have a great influence on companies and they can lead them to more productivity. Also we are talking about a moral and social issue, it is in fact a way to overcome racism in all levels. Overcoming racism in workforce may lead to overcome racism in general as individuals in our daily routine. Talking and cooperation with people from other countries with different backgrounds, different genders etc may lead us to a greater future.

2.3 Social Identity and Acceptance of Diversity

Searching for the meaning of social identity and intergroup relations, social psychology has come to an understanding that many groups usually tend to produce us-them thinking which can be analyzed to intergroup discrimination and bias perspectives. On the other hand, Amin Maalouf³ mentions that negative consequences are not the result of the group identity but they are the result of a single identity which diminishes the complexity of the interrelationships of the individuals to distinction : us and them.

As we have mentioned before, in a society people may be differentiated by many meaningful social characteristics such as sexual orientation, gender, economic status, religion, ethnicity, political beliefs etc. In a society there are different members that can be part of a single group that have a certain belief about a subject or about other people. Having many groups like that can, on the other hand, reduce the creation of a

³ Amin Maalouf, *"In the Name of Identity"*, 1996/2003

world that is a single ingroup-outgroup distinction. That is the result of the complexity that a society includes. According to social categorization theory⁴ : “*Processes of intracategory assimilation and intercategory contrast counteract each other when categories are crosscutting*”. When categories of discrimination crosscut the differences between groups are minimized. Also, when multiple memberships exists in a society it has been observed that the motivational base for intergroup discrimination reduces. Another example of how different groups affect each individual and eventually the state of society is when one person who belongs to a certain group might belong to another group which comes in conflict with the first one. That has as a result to feel the need to balance the perspectives and resolve such inconsistencies.

One thing we must understand is that how a person understands his/her social identity and how can he/she represent it plays a great role in relationships between people who belong to different groups. How can one respond to a white person who is a Cristian and how can one respond to another person who is black and Cristian. In that case ne person who might be general racist with black people might accept in his membership the black Cristian because they have their religion in common. It eventually reduces his/her bad perception about black people because of the relationship that they will develop. Thus, some implications as those might be crosscutting and might differentiate some of social identities.

Regarding Richard Crisp “*The Psychology of Social and Cultural Diversity*”⁵ the concept of social identity complexity represents the idea of how some social groups are combined to determine the overall inclusiveness of individual’s in each group they belong. What do we mean by combination of social groups? For example a person can be recognized by two groups at the same time, a woman can be a lawyer so she finds her identity and recognition as a woman being a lawyer. Another example is a person can adopt an identity that can include other group identities. Regarding our previous example a lawyer can be characterized for her job by her sex but her social identity is not extended to women or Yale graduates as a whole. Furthermore some groups become primary in different contexts. For example, in the office someone can have his professional identity as being part of work-group without sharing his beliefs about

⁴ Deschamps &Doise, 1978; Vanbeselaere, 1991

⁵ Richard Crisp, “*The Psychology of Social and Cultural Diversity*”, Wiley-Blackwell 1st edition, 8/2010

religion. On the other hand, when he is at home having the same beliefs about religion could be the most important thing for him. That makes him belong to multiple social groups which depends on the situation and his priorities. Some could ask why think the woman and the lawyer as two different social groups? Can't they be combined? The answer is yes , many social identities can be combined . The ingroup can be the sum of someone's combined group identifications. Such matters must be taken into consideration if a company wishes to change her structure and create a diversity friendly structure. It is a very sensitive matter if you think how many cases exist and how many different people with different backgrounds.

3. Diversity in work place

3.1. Overview

The purpose of this paper is to induct that diversity is a crucial issue for modern societies, especially when analyzing industries individually. In order to properly establish the role that diversity plays in shipping industry we must establish what is the role of diversity in the workplace generally.

Diversity encloses the qualities and characteristics that distinguish individuals from one another. A few areas are more commonly discussed in the HR and recruiting realm. The number of factors that define diversity is truly unlimited. Racial diversity and equality are important social issues in our world today. One place where efforts to improve diversity and address racial inequality have had a profound effect is in the workplace. We can observe that in many firms people with different characteristics are either not accepted or either face grounding behavior from their supervisors or from their colleagues. It is a form of racism to choose an employee based on their economical background, on their sexual preference, on their religion etc.

The very essence of a company's good function is the combination of the efforts of people who have made to achieve organizational goals. These efforts and skills have to be sharpened from time to time in order to meet greater challenges. Without employees, the organization cannot move an inch. Therefore, the management of this resource, hence the human resource management is concerned with the human aspect in a way that employee satisfaction conforms with organizational objectives.

Each individual is different from each other because of their age, religion, educational background and perception. When different people have to work together at the same place a situation might occur when they have to agree because they have a common objective. The relationship between employees has to be more than efficient, they have to learn to accept each other differences if they want to achieve productivity. Productivity can be based on the hours it takes to produce work, the salary or by the good communication and relationships between co-workers. As Dr. Sulbha Waghmare⁶ comments: *“The most important asset of any organization is diversified workforce because the diversified workforce improves the quality of management's decisions, and*

⁶ Dr. Sulbha Waghmare, *“Implications of Best Practices in Achieving Workforce Diversity”*, INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS.

provides innovative ideas and superior solutions to organizational problems and gives competitive advantage to the organization. Organizations that have effective diversity management reap to benefit through bottom line returns". Diversified workforce cannot be treated as a mean to generate economic benefit but also to understand the complex dynamics of diversity. It is a great challenge especially to managers since it has positive and negative implications. It may has communication difficulties, social cohesion but it can also contribute to organizational success by enabling access to a changing marketplace by mirroring increasing diverse markets and improving organization. Valuing diversity may become a source of competitive advantage.

As Jin Lee⁷ comments in his article "A critical review and theorization of workplace backlash: Looking back and moving forward through the lens of social dominance theory": *"among the various types of workplace discrimination, workplace backlash has been a major threat to fostering diversity and inclusiveness in the workplace. Generally, workplace backlash is considered as explicit and implicit forms of resistance toward diversity initiatives for a more inclusive workplace. Examples of workplace backlash have been described as White employees' perception of affirmative action as reverse discrimination, strong repercussions toward women leaders, especially women with agentic behaviors, and unmarried and childless workers' resentment toward family-friendly initiatives"*.

Backlash can be described as resentment toward certain groups of individuals. It can also be described as any form of resistance men exhibit toward policies, programs and initiatives undertaken by organizations to promote the hiring and advancement of certain employees such as women, people of color etc. There have been made some attempts to explain workplace backlash as resentment of inequality or "reverse discrimination". We can observe backlash against counter-stereotypical individuals, sexual minorities, users of work-family benefits and in so many other mistreatment, we call it workplace bullying, which has become a great topic in modern societies. Major effort has been made in order to avoid this kind of behaviors, companies and different industries can now decide to change their policies about backlash in order to achieve better productivity.

⁷ Jin Lee, "A critical review and theorization of workplace backlash: Looking back and moving forward through the lens of social dominance theory", Human Resource Management Review, March 2022.

Nowadays there is an understanding that backlash, generally bullying because of diversity in the workplace, is the result of antagonism. Perpetrators of backlash usually justify their behavior. They usually find themselves in a position of power and in a social hierarchy between group members so they resist change that might disproportionately put their powerful position in peril. So it is more common to see such behaviors in the dominant group.

Why accepting diversity in workplace? Trying to eliminate backlash and accepting diversity in the workplace should be a priority because it is good for business. Hiring diverse employees with different skills and talents means that they have different experience at work which can lead to more productivity and innovation. According to McKinsey research companies in the top 25% for gender-diverse executive teams were 25% more likely to have above average profitability. Similar studies have shown similar results for ethnic and cultural diversity. Furthermore, diversity is good for recruiting. It boosts companies' reputation so more people talented and open-minded people applying for these firms. Working with diverse teams can lead to better results as a team, it enlarges the feeling of unity so everyone tries to do their best in order to achieve their goal as a team.

As Ms Brigid Trenerry, Ms Hayley Franklin & Dr Yin Paradies analyze in their report "*Preventing race-based discrimination and supporting cultural diversity in the workplace*"⁸ systemic race-based discrimination refers to the way in which the rules, regulations and norms of an institution can be set up such that they function to disadvantage certain racial groups whether intended or not. Systemic discrimination operates through the structures of society in that seemingly 'normal' ways of doing things may consciously or unwittingly promote, sustain or entrench differential advantage for some people and disadvantage for others. Discrimination encompasses behaviours or practices that result in avoidable and unfair inequalities in power, resources or opportunities across groups in society based on various characteristics. Individuals may simultaneously experience multiple discriminations on the basis of two or more of these characteristics. The behaviours and practices that result in race-based discrimination, along with the beliefs and prejudices that underlie them, can be collectively referred to as racism.

⁸ Brigid Trenerry, Hayley Franklin & Yin Paradies, "*Preventing race-based discrimination and supporting cultural diversity in the workplace*", an evidence review: full report

To accept cultural diversity means that you have to respect the different ways anyone chooses to live (we are talking about a democratic structure where people value human rights).

We can observe discrimination in many fields such as education, in housing, education which can lead to social disadvantages, that is why the purpose of reducing discrimination in our society plays a great role and can ensure a more mature future. A very common fact is that discrimination can be invisible sometimes, those who use it may not be able to recognize that they practicing it. Racism in general exists in our society, sometimes it can be received as norm that is logical to exist because of habit or even tradition. So at first we must be able to distinguish where we use discrimination and for what reasons and then we will be able to deal with it. Racism and discrimination influence as much as our daily lives and our workplace. Attitudes from co-workers or higher members of the company use practices , beliefs that influence their behaviour to other employees. Usually they exclude certain people from activities or opportunities because of their differences which can be either racial or cultural or ethnic etc.

Discrimination can be observed also in interviews. Someone can lose a job because of his/her sex or because of his ethnicity or even because of his looks. Suddenly his/her qualifications cease to matter. The result of that is the unemployment , the lower self-esteem which can also lead the same person who had experience that to do the same thing to others in the future. We must understand that those behaviours do not stay in one group , it is a growing situation like a virus who can lead to a pandemic. This situation perpetuates and may lead to inequalities in satisfaction, motivation and also commitment. The evolution of discrimination might be even bullying, harassment, rudeness, exclusion, verbal or physical abuse.

As Ms Brigid Trenerry, Ms Hayley Franklin & Dr Yin Paradies analyze in their report “Preventing race-based discrimination and supporting cultural diversity in the workplace” : *“An evidence review: full report 13 work harder but less effectively and is most pronounced among highly capable and committed workers (Roberson & Kulik, 2007). The impact of race-based discrimination in the workplace can extend vicariously to those who may be associated with members of a racial, ethnic, cultural or religious group, but are not personally members of the group (Kulik et al., 2008). A study by Dunn (2003) indicates that the experience of race-based discrimination in the workplace impacts upon almost one in five Australians. In 2008–09, 84 per cent of the 396 complaints received by the Australian Human Rights Commission under the Racial*

Discrimination Act were related to employment (Australian Human Rights Commission, 2009). Similarly, the majority (66 per cent) of discrimination complaints based on race or religious belief received by the Victorian Equal Opportunity & Human Rights Commission in 2009–10 were employment related (Victorian Equal Opportunity & Human Rights Commission, 2010)”.

Being homosexual in a heteronormative workplace environment is a common issue nowadays. Most of the times when someone chooses to identify himself or herself as homosexual means that they expose their personal data knowing that this may affect their job, even lose their job. Although society has shown progress within sexual minorities, some issues are thought to be taboo. It may leave a stigma, or even have a violent outcome because of the discrimination. So it is very common for example for a gay man to hide his identity and become susceptible to if they should reveal themselves or not.

Companies and managers should find a way to create certain tolerance on the subject. By tolerance we mean creating an environment where discrimination won't be acceptable and matters as homosexuality will not matter regarding the value of the employees and whether their qualifications are enough or not. For a company to be gay-friendly can lead to solve bigger issues, in society. It should come to no surprise that some openly gay men had to leave their jobs and needed to search for more gay-friendly companies. If we create a work environment where these problems are solved that means that we are one step away from creating a more fair society in general.

According to Nancy DiTomaso, Corinne Post and Rochelle Parks-Yancy at their article : *“Workforce Diversity and Inequality: Power, Status and Numbers”*⁹ inequality has a history which comes from many years before and its own cause is the difference in people's position, their status in society, their class. If we try to approach the matter from a macro perspective there are many patterns through time and countries that leads to a situation in which women have less authority than man, or even racial minorities have less authority than white men. An alternative theory is that of Sorensen's which is about property and owners of property. People who rent an asset benefit economically because usually the rents exceeds the price average people have

⁹ Nancy DiTomaso, Corinne Post, Rochelle Parks-Yancy, *“Workforce Diversity and Inequality: Power, Status and Numbers”*, 2007

to pay. On the other hand many workers when they gain property they change their attitude and exploit other workers as a result for other workers not to be able to gain property. In Sorensen's theory equality is like a circle and depends on who and when and how many assets people have. In this theory there is a constant conflict in society and all political action is taken place in order to protect own's rent and minimize the possibility of others to be in the same position. There those who support that only in capital we find such kinds of exploitation because of the of the tactic of conquer. There are also others who believe that white men behave as such to non white people or generally to women. The result of those behaviours is that this exclusion has become a concept that is fed in the workplace as something normal is happening so people tend to reproduce those ideas. Most of ideas and opinions about diversity are related to discrimination but not to exploitation. It is a different view that we can approach the matter because it is a fact that discrimination can appear in different aspects in our lives. It is a way of thinking that we are used to use in our daily routine. There have been many controversies whether class is a macro level of inequality , whether it has a connection with discrimination at all and whether it plays its role regarding the workplace diversity. Is it the background of each person that makes the difference or is it the categorical differences that play great role?

4. Diversity in shipping

4.1. The growing demand of diversity & equality in shipping industry/women in shipping

In today's global market, demand of diversity is part of our daily lives and provides the means to achieve innovation. The working environment is being reformed in a way that employees feel the need to promote a healthy work environment without the essence of racism. Employers start to understand also that employing a diverse group can enhance their adaptability to the industry and growth and as a result, develop a competitive advantage in the process. Shipping industry is one of the most conservative and male-dominated industry globally but is already making progress by creating diversified work groups.

The International Maritime Organization has done research to specific differences between work groups that lead to the adoption of a diversified policy within the shipping sector. The IMO will sponsor a number of women in order to follow a new maritime leadership program, as part of the Organization's ongoing work to support gender diversity in the maritime sector¹⁰. This decision was first announced during the Maritime SheEO conference where IMO Secretary-General Kitack Lim emphasized on the importance of female representation in maritime industry. He said specifically *"Empowering women fuels thriving economies across the world, spurs growth and development, and benefits everyone working in the global maritime community and beyond"*.

The Conference comes at a time when gender inequality has grown through the COVID-19 pandemic with data showing that the pandemic will push 47 million more women and girls below the poverty line. Turning these facts around is a priority of United Nations (UN) and for IMO's work. Helen Buni¹¹ said IMO sponsorship would help women to benefit from leadership scheme, which include training, mentoring and

¹⁰ IMO site, *"IMO'S Women in Maritime program will support women from developing countries to take part in the SheEO leadership scheme"*.

¹¹ IMO site, *"IMO'S Women in Maritime program will support women from developing countries to take part in the SheEO leadership scheme"*.

networking opportunities. This scheme will complement access to high-level technical training courses, under which IMO sponsors female participants each year. The Women in Maritime program aims to help Member States achieve the UN 2030 Agenda for Sustainable Development and the 17 Sustainable Goals (SDGs), particularly Goal 5: *“Achieve gender equality and empower all women and girls”*.

The IMO’s gender program had started in 1988 and since then IMO has supported gender equality and also the empowerment of women through different initiatives. High-level technical training for women in the maritime sector is such an initiative and generally creating an environment in which women are identified and selected for career development opportunities in maritime administrations, ports and maritime training institutes.

The IMO has agreed that 18 May would be the International Day for Women in Maritime. According to the recent Bimco and International Chamber of shipping 2021 Seafarer Workforce report, women represent only 1.2% of the global seafarer workforce. It may be a small percentage but it is improving. It has been noticed a 45.8% increase on recruitment since the previous 2015 report¹². To achieve a more diverse workforce, it is crucial that women are visible to the maritime community as well as in marketing material and news report. For example IMO has invited women of the maritime sector to share photos of themselves at work, using the hashtag #MaritimeWomenPhotoShare. The aim of this invitation is to inspire women to start a maritime career by showing them that there is a place in the maritime sector.

¹² TradeWinds article, *“IMO agrees to International Day for Women in Maritime”*.

Figure 2: Empowering women – 2019:



Another way of being visible in maritime industry is by attending to courses. IMO gender-specific fellowships such as women in Port Management course, Galilee International Management Institutur (GIMI), Nahalal, Israel is a two-week course which provides participants with the key information they need about Port Management. Also AtoN managers courses are delivered in partnership with the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA), IALA WWA, France and it aims to the training regarding the operational management and implementation of AtoN services. There are many courses as well as undergraduate and postgraduate programs that can enhance women knowledge about shipping industry and contribute to the equality in this sector.

Not only IMO support women in shipping but also other organizations such as WISTA International¹³. The Women’s International Shipping and Trading Association

¹³ IMO site, “Women in Maritime IMO’s Gender Program”

(WISTA International) is an organization that aims in supporting women, at the management level, trading and logistics sectors. WISTA has also a consultive status that gives the opportunity to promote diversity and contribute to the discussion for increasing capacity in the maritime industry both shoreside and shipboard. WISTA is also a partner to the GEF-UNDP-IMO major project on “building partnerships to assist developing countries minimize the impacts from aquatic biofouling”. This partnership will help bring female experts and scientists to many project activities.

According to Safety4Sea¹⁴ magazine the Seafarers’ Charity said it will fund new research to explore the welfare needs of women seafarers. The research project will be carried out by the Seafarers’ International Research Centre at Cardiff University with a focus on women working on cargo ships.

A new Global Women in Maritime series is about to be launched in order to discuss barriers faced. Maritime UK’s Diversity in Maritime program aims to break the bias and stigma of menopause by launching a new menopause hub to share best practices and toolkits for people experiencing menopause and guidance for employers and family members.

ICS also launched its first Maritime Diversity and Inclusion Charter, an online tool for shipping companies to improve work practices and policies. The ICS also produced a short film in order to highlight the increasing diversity within maritime as the shipping industry evolves.

The EU recently took a first step towards supporting diversity, with the President of the European Commission urging activation of the EU legislation aimed at boosting women’s representation on companies’ boards. The proposal of the directive on gender balance in boardrooms took place as early as 2012 but did not move forward facing opposition from several EU countries, including Germany, that argued in favor of a national-level approach on the issue. However, Ursula von der Leyen¹⁵ is optimistic that the legislation could move forward within 2022. She publicly supported that research findings proved that companies can embrace diversity are more successful, in business, politics and the society as a whole, and especially when looking at higher positions. *“It has been 10 years since the Commission proposed to set a target of 40% for women onboard of publicly listed European firms. For 10 years, our efforts to put*

¹⁴ Safety4sea, Issue 69, “Breaking the bias form more women in shipping”, April 2022 monthly edition.

¹⁵ Safety4sea, Issue 69, “Breaking the bias form more women in shipping”, April 2022 monthly edition.

in place a European legislation have been blocked. Ten years of voluntary measures have not brought the change we need. The glass ceiling remains firm in place at the top leadership position, just 7% of the largest European companies are led by a woman” the EU Commission President said.

We must highlight to always take more action in supporting women seafarers and encouraging them to enter the profession. We also need to ensure those who go to the sea feel welcome in the profession. However, this will not happen if women aren't given adequate safety protection, and if bullying and harassment are not taken seriously.

Another fact that must be mentioned is sexual harassment in maritime employment and we must figure out ways to prevent it in order for women to feel safe to work as seafarers or in maritime industry in general. To avoid sexual harassment in the workplace not only we must give emphasis in discrimination and where it comes from but we should seek certain policies and programs that could help all employees change or at least adjust their minds about the subject as a result a good cooperation among all.

Sexual harassment is a form of discrimination and it is forbidden by many organizations and institutions such as ILO which indicates that gender equality is mandatory. Employees and employers should respect and promote the elimination of discrimination. Besides ILO , MLC 2006, Maritime Labour Convention indicates that *“each member shall satisfy itself that the provisions of its laws and regulation respect, in the context of this Convention, the fundamental rights to: (...) (d) the elimination of discrimination in respect of employment and occupation”*. We should think how we can create a healthy environment general in workplace and in maritime industry also. One way to do that is by adopting specific laws and regulations that condemn discrimination and can make divergence legal.

Eliminating discrimination is a part of safety procedure when it comes in shipping. Safety rules exist in order to keep people safe from injury and death and also to prevent destruction of property. Keeping people safe also mean care about their psychological state and integrity among their colleagues. How can someone suppose that he follows the rules of safety if he chooses to harass a colleague of his?

People from many countries with different cultures are called to work together in a small environment, which we call “ship”, people who may have different opinions about ethical matters in their countries. When you have to organize them so they can

learn the job and be aware of their responsibilities, you have to provide them with a set of rules that they should follow, rules that aim to their safety as well as the ship's.

According to the Article IV of the MLC 2006 those rules we mentioned above they are to be included within occupational health and accident prevention framework, as a form of social protection¹⁶. Managers should take into consideration that they should find guidelines for safety and health on board ships after they have discussed those issues with their ship-owners and seafarers organizations . taking of course into consideration their flag and state guidelines. That way employees not only they will feel safe when they work but also they will not feel the pressure of losing their jobs if such incidents are reported. The ideal situation would be for all of them to understand their human rights and respect each other but when it comes to work and cooperate a certain canon is necessary.

The ICS/ITF Guidance¹⁷ suggests that all rules and regulations to be in a written statement and this statement should be known to all employees and employers so that they can commit to it. The ICS/ITF Guidance also indicates that employees should be able to make a complaint if a harassment of any kind has been taken place. Everybody should be able to report such incidents because that would be a big step in encounter them. There is no point in regulation if regulation can not be followed and if no one report such incidents. Maybe this kind of approach does not eliminate the gender discrimination but it is the first step in order to understand the importance of the subject and also it addresses the role of shipowners on the fact. It must be clear for shipowners, seafarers and all employees that they must comply with these standards which are part of the safety and health policy.

We have mentioned that such incidents must be reported immediately. There are many cases in which there are inappropriate male behaviours that are not reported eventually. This happens because most of the seafarers or employees in general, afraid to lose their job or afraid to create a more hostile environment at their workplace. According to MLC 2006, regulation 5.1.5. all kind of victimization of seafarer should be reported. Furthermore shipowners are obliged to name a person on board who will

¹⁶ Laura Carballo Pineiro, Momoko Kitada, *“Sexual harassment and women seafarers: The role of laws and policies to ensure occupational safety & health”*, Marine policy 117 (2020)

¹⁷ Laura Carballo Pineiro, Momoko Kitada, *“Sexual harassment and women seafarers: The role of laws and policies to ensure occupational safety & health”*, Marine policy 117 (2020)

be able to manage these complaints, who would be the person of trust. Therefore such incidents must be investigated from the company and the flag State.

Another point of ICS/ITF Guidance that we should mention is in order for companies to be able to solve those issues, the victim must have the need and desire to speak about such matters or any complaint or concern he/she has. There are also formal and informal ways to make a complaint. Informal ways may indicate that the victim does not have the willingness to deal with the procedure to come. That is why when seafarers feel the need to make an accusation or any kind of report, they should feel seriously conscious and logical. The #MeToo¹⁸ campaign in the Swedish maritime aims to a fully understanding in how formal those statements must be.

#MeToo is a movement through social media which took place in 2017 and analyses the abuse of women around the world. It is a group in which most Swedish women who are involved in maritime industry can report such incidents and share their experience in order to give an example. There are many stories about abuse onboard, which is a big step because all these years all these used to happen in secrecy. Nowadays no one can deny that such incidents happen. When you work on a ship it is more difficult to speak about those issues because if you do it it may damage the harmony of the crew. Sharing through social media may be easier for women to do but in any case it is a step towards elimination of discrimination. It may sound very easy to say but for these issues to be reported is the beginning of the solution that is given at the end. We can't talk about equality if people do not have the courage to deal with such issues.

Being loyal to laws and regulation as well as taking appropriate care of the victims is very important. The next step would be for people to fully understand why discrimination is wrong. Companies may provide the crew with certain regulations but most of the times they do that in order to avoid liability. Making people with multiple cultures truly understand the meaning of equality , especially when they come from male-dominant countries, is the most difficult part. Collective bargaining agreements¹⁹ (CBAs) are worth mentioned, they indicate : *“Each Seafarer shall be entitled to work, train and live in an environment free from harassment and bullying whether sexually, racially or otherwise motivated, in accordance with ITF policy guidelines”*. To fully

¹⁸ Laura Carballo Pineiro, Momoko Kitada, *“Sexual harassment and women seafarers: The role of laws and policies to ensure occupational safety & health”*, Marine policy 117 (2020)

¹⁹ Laura Carballo Pineiro, Momoko Kitada, *“Sexual harassment and women seafarers: The role of laws and policies to ensure occupational safety & health”*, Marine policy 117 (2020)

fight sexual harassment and any other discrimination, besides the reports there are and other ways to face these issues such as formal presentations, posters, ways through media (emails) and training. For example, Anglo-Eastern a ship management company in Hong Kong has published a booklet which speaks about gender diversity. In that way the crew can use this booklet as training material, advise it and in that way be educated on the subject. Needless to say that all kind of training regarding discrimination is essential and refers to all who cooperate onshore and offshore. Higher positions though must show the lead and be able to intervene when necessary. In that way we can accomplish to have more women in shipping and especially onboard.

According to the article : *“Sailing into rough seas: Taiwan’s women seafarers’ career development struggle”*²⁰ there is a taboo when it comes to women in shipping , especially working as seafarers. The examination of the article will show us that active women will bring great development in the industry too. In the 1970s maritime-focused countries faces a shortage of manship that is why shipowners started to search for employees from the far east. Almost 30.000 Taiwanese were about to work onboard in 1978 and that was the time that the market changed. In 1993 women started participating in marine education and since then their number only increases. On the other hand, only 60 female ship officers have worked on merchant ships until 2011. It is a fact that if we want to have change in an international level we must first have a cultural level of what discrimination means for each culture.

Working onboard is thought to be a “dirty job”, a job not fitted for women. Most people think that women will not be able to endure such circumstances and raise a family at the same time. Even nowadays there is such perception that women will not be able to do both well. Taiwanese women are an example because they influence the shipping industry and have establish themselves on the field. Regarding the article²¹ interviews have been made with many companies on whether they are willing to hire women seafarers or not. Companies that took the chance to train women and select them they concluded that they should continue with the hiring : *“Last summer we took four female cadets on board for the first time. They performed really well. The captain*

²⁰ Jiunn-Liang Guo, Gin-Shuh Liang, *“Sailing into rough seas: Taiwan’s women seafarers’ career development struggle”*, women’s studies international forum 35 (2012) 194-202.

²¹ Jiunn-Liang Guo, Gin-Shuh Liang, *“Sailing into rough seas: Taiwan’s women seafarers’ career development struggle”*, women’s studies international forum 35 (2012) 194-202.

and chief officer gave them good reviews. So now we are recruiting women as third-mates. They are all on the new ships in the west American routes. (Shipping company senior manager, male)". In any way keeping an open mind and a more positive thinking about the socialization process would help women seafarers develop a career.

Cultural diversity:

Various studies²² focus on issues pertaining to national culture and multiculturalism, and their influence on the performance of the industry concerning subjects such as maritime accidents, safety and quality, efficiency, communication, job satisfaction, and others. Despite being a multicultural industry by nature, cultural diversity onboard is regularly seen as an impending factor for safety, as it can lead to miscommunication issues. According to a study conducted by World Maritime University, cultural complexity on ships has become an issue of intensive attention, because a growing number of maritime accidents are attributed to ineffective communication and misinterpretation of different behaviors on multilingual and multicultural vessels. It becomes understood that shipping finds no challenge in terms of cultural diversity, but this is not the case for cultural inclusion.

The MARCOM Project was aimed at matching up the human factor with the risk of accidents. Studies show that 96% cases of marine accidents are related to crew's synthesis. Sampson and Zhao²³ focused on the communication problems among multilingual crews. According to them, miscommunication caused problems which could lead to potential hazards. For example, many Chinese seafarers deal with communication problems, they usually are not fluent in English, on the other hand they choose to follow this type of career in order to it is their only chance to improve their linguistic competency in English. They prefer working in a multicultural environment and usually have positive memories from their overall experience in shipping industry.

Unlike Chinese, most Filipino do not have major problem working in multicultural groups. Of course there is a small percentage that some communication

²² Ioannis Theotokas & Maria Progoulaki, "Cultural diversity, manning strategies and management practices in Greek shipping".

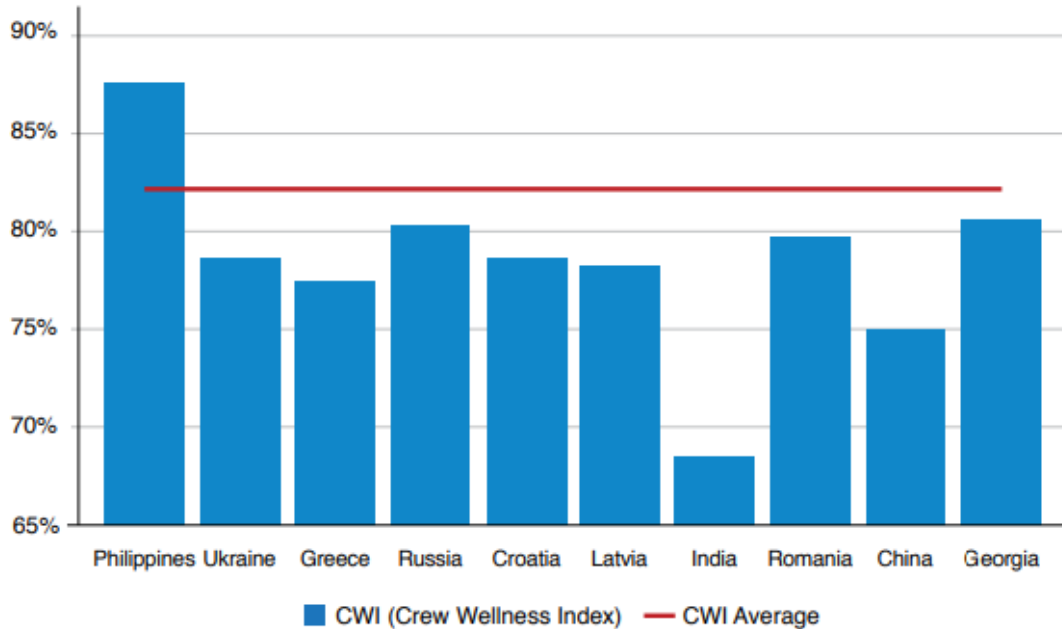
²³ Sampson, H. and ZHAO, M., 2003, Multilingual crews: communication and the operation of ships. *World Englishes*, 22(1), 31 – 34.

problems take place from differences in language , attitude and culture among the crew members. For example, in the case of Greek-owned shipping, Greek-owned ships and especially the ones integrating the bulk shipping markets, are manned with multicultural crews during the last decades. Multiculturalism is the choice of most of Greek Shipping Companies and is connected to the cost advantage form them. Cultural diversity is examined as a feature of the current working environment in shipping companies and in respect to crew effectiveness, co-operation and effective communication on-board and between ship and shore. Hofstede's²⁴ research showed that Greeks and Filipinos have in common the same rate of individualism. This shows that the Greek and Filipino cultures are less individualistic, which could be an asset when co-operation between the two groups is essential. It is also implied that all nationalities favored by the Greeks have a power distance score that is either the same, or higher than the Greeks' own. That's because these nationalities could question their position and behavior.

In order to deal with upcoming problems onboard as well as onshore, seafarers choose and indicate several solutions directly associated with their level education. They should pay emphasis on the improvement of management practices such as a more participative leadership style on board, the introduction of performance checks from the company and the maintenance of a level of stability concerning the selection od seafarers and crew composition. Developing the appropriate management practices will allow companies to eliminate the disadvantages that arise from multicultural crews and they will succeed to have members who is valuable and can become very useful under certain circumstances.

²⁴ Wu, B., 2004, Participation in the Global labour market: experience and responses of Chinese seafarers. *Maritime Policy and Management*, 31(1), 69-82.

Figure 3: Crew wellness index:



As shown in the figure above, Philippines accounts for one fifth of the world seagoing personnel and is considered the top source for quality seafarers. This makes the ship a friendlier environment for Filipinos, while making the latter in-demand by high-profile maritime companies.

4.2. Age discrimination at workplace

Women may face a big challenge at workplaces but people over 50 find themselves in a difficult position too regarding their ability of finding a job. Age discrimination is a common effect and it can be observed in recruitment. Most of the times people over 50 are not considered, they do not get chosen even for an interview because of their age. We can observe age discrimination even to older employees where they do not get promotion very often or they do not participate in seminars or other training compare to younger employees.

Managers tend to give negative comments and low scores to older employees and the reason is because they tend to attribute older employees performance to the fact that because of their age it is inevitable for them to do more mistakes than younger employees. This attitude creates a bad work environment and has as a result the elimination of self-appreciation as well as cooperation is needed. Not only self-appreciation is eliminated but also psychological stress is produced and energy reduction. For a company keeping its employees happy and fulfil their psychological needs must be its first goal in order to keep its employees satisfied. We should also notice that age discrimination is illegal but despite that we should understand that age discrimination is considered to be bullying hence it is worth mentioned and must be dealt with in every workplace.

Another perspective of age discrimination is that the fact that older employees take higher salaries makes it difficult for them to re-enter the job-market because employers tend to prefer younger people with lower salaries. Not only they take higher salaries, they also have less working life left until their pension so it is questioned whether it is worth to do more training at their age and be profitable for a company. A solution to the matter would be the potential ratio of increasing salaries over the years. If we think about it the more time someone stay and gain higher position in a company the less often he takes a raise. Then an employer can choose an older and much more experienced person to recruit with certain amount of money that would be mostly steady over the years. He (the employer) then profit from his decision because having more experienced people at work means that you can rely on them and also they can be mentors to the younger ones.

Another thought is that many older people choose poor lifestyles. They stop being competitive so they avoid taking opportunities. They choose to abandon their skills as well as their previous occupations in order to live a simpler life. Maybe if they were more active and competitive maybe then more opportunities would appear. On the other hand there are people who choose to retire early because they can't find a job so we all can see contradiction here. Many viewpoints , different situations, different choices and all lead to the same result : older people are not easy to find a job. Part time jobs would be a solution for employers and older employees too. It would be a solution for employers because most young people search for full time jobs and it would be a solution for older employees because their work would be more efficient and they

would feel productive and that they contribute to the society. It may be a win-win situation.

Older people often do not take high pension so they search for jobs that can offer them more money in order to live the rest of their lives. Those people find themselves in a disadvantage point where they have less work choices so they try to find even poorly paid jobs. The fact is that when they find a job that covers their basic needs and they can go on with their lives they will be loyal to their jobs at least until they are physically able to work. There are others though who are very satisfied with their salaries so they do not want to stop working because at the end the amount of the pension they will receive would be smaller than their current salary.

Nevertheless age discrimination is the outcome of poor judgement and it is not the older people who drive the market to a lower level. It is the market which is in a bad level and can't support older employees. Maybe by recruiting older people as well as women or people with different ethnicity, gender, belief etc would eliminate the market imperfections.

If we look in more macro point of view nowadays societies give great importance to beauty, youth and fashion which usually do not keep up with elderly. The disadvantage groups are condemned and do not have a place in this kind of society. It is almost part of racism not to hire someone because he/she is old or because you think he/she is ugly etc. All those reasons lead to the poor job status elder employees end to have which lead them to social exclusion.

Furthermore, older women face more difficult situations than older men regarding discrimination at their workplace. They face poverty because many of them had chosen to raise their children and stay out of the work field so when time comes that they have the time to work there is no opportunity for them. They have no experience or enough knowledge as the age gap is getting bigger. Age discrimination in general has bad psychological effect on people . It is difficult to re-enter the workforce if you have already decide to leave. But at the same time people find themselves in a position that they have to choose between poverty and age discrimination.

Finally there are cultural differences when it comes to opinions about age. For example in Japan as people age they thought to have much more value and that they

can influence younger people in a good way. They treat them with respect and it seems more fair because eventually we all are going to age. If we give emphasis to human rights and equal opportunities we will be able to eliminate any kind of discrimination. A rewarding work life, a secure retirement and psychological health must be the purpose of every society.

Solutions that we can suggest would be if we promote the participation of older-workers if we raise the minimum age of the pension. Then people would be able to work more even if it is part time, attribute to the market and feel more productive. Another solution would be trying to reduce discrimination by law. Enacting legislation would force employers to hire older people , provide them with the appropriate training and enhance employability. On the other hand if the pensions could satisfy older people then the market would have much more room for younger people and that could decrease unemployment. As Adrian Wilkinson says in his article : “*Age discrimination and working life: perspectives and contestations – a review of the contemporary literature*”²⁵ before EU directive , the UK government had a different approach on age discrimination. The had a code, *The Code of Practice in Age Diversity in Employment*, but the problem was most of employees were not aware of the Code or others did not make use of it even if they knew its existence. Overall the Code was not effective because most employers used to ignore it. By 1998, 40% of the British had better policies regarding age discrimination at the workplace. Through the years we see that legislation is the first reason employers tend to follow anti-age-discrimination at their companies hence they create strong relationships with their employees through the years.

According to the article 13 of the 1997 Amsterdam Treaty, the European Commission had taken action against the age-discrimination. They suggested that equality is a mechanism that people can use in order to enter the market equally and also the suggested that anti-age discrimination is a way to give emphasis on human rights . Either way anti-age-discrimination can lead to economic prosperity. For example the UK government outlawed age discrimination in October 2006 with the Employment Equality Age Regulations. With these regulations age discrimination is

²⁵ Adrian Wilkinson, Geoffrey Wood, Mark Harcourt, Academia, “*Age discrimination and working life: perspectives and contestations – a review of the contemporary literature*”, 2008²⁵

prohibited, retirement under 65 years old is also prohibited and it is not acceptable to ask someone age in their interviews or exclude them for the hiring. Members of the company should also be trained regarding the new regulations that must be followed. Those regulations do not prohibit employers to give age details to a job advertisement. Let's see some laws in different countries that apply anti-age-discrimination. In the USA, age discrimination is prohibited by 1967 Federal Age Discrimination in Employment Act which was supplemented by the 1990 Older Workers Benefits Protection Act. In Ireland, age discrimination is prohibited under the Employment Equality Act of 1998. In Australia age discrimination is prohibited under the 2004 Age Discrimination Act.

As we can see many issues emerge on the subject of age discrimination. Age discrimination is basically the product of irrational choices which change the overall economy of a country. There is no justification when it comes to age discrimination, even we think that physical capabilities are minimizing or the cost is rising, those facts are not rules. Every structure of a firm can be refined by a better organization structure and conclude every aspect of eliminating any kind of discrimination. The next level would be for us to see age discrimination as not only a different structure design but also a different way of thinking about the nature of the work and the relationships between workers.

Negative attitudes towards younger people at workplace is also a common fact. People who are young and do not have much experience are rated lower than others especially regarding their emotional stability, their loyalty and agreeableness. When younger employees start their career they face low incomes and benefits and they have to gain the trust of their employers in order to take a promotion. As we can see age discrimination can be curvilinear across age groups because younger and older workers experience the highest frequencies and middle aged workers experience the lowest frequency.

4.3 The ADEA's Unnatural Solution

According to Samuel Issacharoff and Erica Worth Harris in their article *"Is age discrimination really age discrimination? The ADEA's unnatural solution"*²⁶, the Age Discrimination in Employment Act (ADEA or ACT) is a law which purpose is to create an antidiscrimination environment and it was an American contribution. The problem what started the discussion about employment in elder age was that long term contracts were limited and people over 45 years old faced unemployment. The employers used to act as the effects of aging should affect their decision when they search to hire a new employee. Also even if they had alder employees, when it comes to promotion, employers used to give opportunities to younger people than the older. This attitude was condemned by the Congress as well as every kind of discrimination in the workplace. The testimony was not enough though, legislation should be created in order to be followed by the employers and employees as well. At the testament of Francis O'Connell, Legislative Director the argument was clear : *"To prohibit age discrimination in employment is so plainly and unarguably right, that to belabor it is to dull it, ... nobody defends such discrimination, and... there is general agreement that it ought to be stopped"*.

As a result in 1967 the Age Discrimination in Employment Act was established. Although many employers trying to defend themselves by saying that it is not about discrimination at all , on the other hand it is an economic matter, not hiring older people just saves them money. Some issues that have been brought into the surface are that ADEA mainly refers to people aged from 40 to 65 years old and had no impact in the long-term unemployment problem for older employees. That could be logical if the wages are increasing but productivity is decreasing. Employers try to keep a wage structure, they pay attention to the beginning of young employees as well as the elder stages but regarding the middle stages there is no a certain structure about wages even if the productivity is rising.

What mandatory retirement has to offer? elder people could stop working and be mentors to younger people. Acting as mentors could reevaluated the relationship

²⁶ Samuel Issacharoff, Erica Worth Harris, "Is age discrimination really age discrimination? The ADEA's unnatural solution", 1997

between workers and employers and older people would still feel productive. The life-cycle model of an employee begins from his recruitment to his retirement, it includes the development of the employee in a company with regular feedback which will help him gain insight on his progression as well as more motivation. Continuing evaluation, training and recognition is a crucial stage for the life-cycle model. The last stage has to do with retirement where the employee is ought to have his last payment and benefits. It is a crucial stage because companies have a valuable feedback from those employees and can now lead younger employees. An employer though may see an older employee as an excess, an unaffordable luxury regardless what they have agreed in their contract. The Act of 1967 may brought down the sign “no elders need to apply” but the problem was not totally resolved. The Act was for the common man in his middle age who could find jobs that he had the qualifications he needed but was not accepted because he was over 40.

Another problem is that refusal-to-hire cases are not very ease to prove. There can be many factors that should be taken into consideration in order to solve those cases as well as proof. Another fact is that most plaintiffs are older white male employees. They represent the percentage of 86 of ADEA plaintiffs. This could be because only them report such discrimination facts, female workers perhaps tend to choose other ways to solve the issue. The ADEA haw become and act which is focusing to white male employees. They learned to use the Act on their behalf to protect themselves against wrongful discharge. This result made it more unfair and more complicated than expected , and it only protected the already existed positions of older employees.

Another phenomenon is that employers tend to breach the obligations when it comes to career-wage relationships. It is not sure that employers would follow the right regulations if they find themselves in an economic strait. May the ADEA provide the opportunity to employees to seek legal justice under these circumstances, we observ many cases that people do not choose to use it because they are afraid or they believe that they can't afford the whole procedure. Common law actions are important to be recognized, we must understand that the basis of the Act as well as its purpose is its use of the antidiscrimination model that will help all workers to gain what is right. All people must at will understand what a common law is and why should i follow it if we want to terminate any act of discrimination in our workplaces.

Of course the ADEA could not stay in its first form. Amendments must be added. The first amendment to the Act was in the 1970s which extended the ADEA to cover employees of federal and state governments. By 1976 they succeeded to close the age gap both in public and private sectors. In 1990, the Older Workers Benefits Protections Act was added and prohibited specific retirement inducement programs. Those amendments had as a result a direct financial benefit to an identifiable group of people and it was a step towards the elimination of unemployment. Every new law and legislation need a push , some kind of form that would make people accept it and enhance it through political orders. It must become a public interest in order to avoid the private gain that may benefit few people by using the laws. It is a common phenomenon for people to use an already existing statutory for obtaining what they desire, it is easier to do so and the whole meaning of the regulation loses its purpose of existence.

Previously we mentioned mandatory retirement as a solution for elder people. It is argued that it is basically a problem nowadays because most people live considerably longer than before and are capable of working in good health. Being mentors to young people is not enough, that would mean that governments should be able to pay for pension for many years when they could use all those people as human resource. What will the end of mandatory retirement mean? We have argued that elder people can work as well as young people and must not accept any kind of discrimination. We are always talking about elder people who can offer many think to the society , who are in good health and do not want to stop working.

Ending mandatory retirement would benefit managerial and professional employees. Those groups have resisted early retirement, their careers usually peak in late ages, their wages are at their highest peak from middle age and further so ending mandatory retirement gives them the opportunity to evolve themselves at their firms. Negatives results of eliminating mandatory retirement would be that regarding salary levels, keeping elder people in the workforce they impose costs to be borne by others. How many companies can promise to its employees upcoming wages with no ending? That would mean that in order to give higher wages to elder people , the younger peoples wages should decrease. Balancing the wages in a way that is fitted for everyone is mandatory.

How can employers continue to employ senior employees who do not want to retire? In order to do that there must be further evaluation, evaluation to all employees which will terminate the pattern of steady wages as productivity thrives. Wages should have an end, otherwise everyone could ask for a better salary regardless their ages or their experiences.

The law can offer some answers about how societal equities can fit, how much society should invest in all these matters. The ADEA was the effort against age discrimination but it did not benefit the people who felt the discrimination, it benefit people who were already secured in a way.

5. Company policy enhancement:

Diversity is a major sector that companies should take into consideration. There are factors when managing groups, such as race, colour, gender, sexual orientation etc. that influence the quality of the work. Specifically, when analyzing the maritime industry, it is observed that the shore-based and sea-based companies choose to include multicultural crew in order to avoid high cost in low-priced periods. Although this may be the case, the company needs a proper management in order to address the multinational crew and personnel challenges that will arise. The aim of a good management procedure is to create a healthy environment, focused in cooperation and coordination of strategic decisions aboard and ashore.

There are many risks that poor management can derive from linguistics use or differences in cultural that could cause a significant imbalance. That is why we should focus to evolve the traditional human resources techniques to modern management methodology focused on providing a healthy work environment. Besides, all Human Resources departments should have in mind how they can organize diverse work environments so as to improve a Company's productivity and credibility. It is essential to achieve higher productivity and also be aware of the issues that may arise. For example, it is important to include to the Company's strategies the concept of equal

opportunity for all employees as well as treating everyone fairly in all aspects of employment.

Dynamic companies usually look for people who support diverse, have different interests and viewpoints because they want to be creative and innovative. Other companies which do not accept diversity most of the times they fail and affect in a bad way both employees and customers. Shareholders must be consider as the paradigm of innovation and acceptance , they communicate after all with the employees and interact with each other in order to produce the ultimate service outcome. That is the main reason why they should have diverse managerial strategies.

To solve the bad treatment of diverse people, managers must be able to realize that this kind of treatment is bound with irrationality, it represents inappropriate policies and does not reflect on the essence of human resources. That is why companies should restructure and create a healthy environment by creating a broad range od viewpoints. Employees as well as managers should learn how diverse markets work. They all have the responsibility of each behaviour and for the consequences of them. Through new strategies and company's missions these new perception of diversity should be endorsed.

Creating a diverse workforce could increase productivity. Choosing women or disabled people will tap the markets, will mean that at last social and moral features are mandatory in the workforce. Also diversity enhances creativity and produses advantages, helps firms to be competitive internationally, enhances flexibility and readiness to change. Of course there will be many difficulties through that road. Difficulties might be the confusion because of the problems that may occur through communication among employees. Diversity may increase at the beginning the complexity which may lead to stuck in certain organizational procedures. Those problems are problems that must be overcome in order to shoulder the benefits that come after that.

Regarding the article od Subhash C. Kundu "*Managing Cross-Cultural Diversity*"²⁷ , there are five cultural dimensions that must be taken into account when

²⁷ Subhash C. Kundu, "*Managing Cross-Cultural Diversity*", A challenge for present and future organizations

we talk about changing a company's structure. First of all you must ignore cultural differences, you must minimize cultural differences and manage them.

How can we ignore cultural differences? Many managers do not recognize cultural differences as something important regarding the work that must be done. They do not pay attention to what cultural differences might exist in their company. They ignore them as a result they minimize the negative impacts that could exist if cultural differences were affecting all in the firm.

How can we minimize differences? In this case managers recognize cultural diversity but only if it is a source of problems. That means that when it comes to such differences managers try to solve these problems by trying to bring together all employees in a way they can cooperate.

Managing differences through advantages and disadvantages of a diverse environment, creating a mixed environment through responsibilities and activities means that managers adopt a more synergistic approach on the matter.

5.1. Enhancement through communication

The basic element of communication are the sender and the receiver. Usually the sender has the opinions, gives ideas and there is the receiver who receives the message. The way he receives the message depends on his perception and understanding. The message is an outcome of encoding either it is written or verbal. If the communication goes wrong that also affects the performance of the company. Poor communication is usually the main reason for a company is disorganized. Communication includes emails, text messages, notes, calls, voicemails etc. Usually when something is written is more formal. The problem begins when communication is verbal.

Companies should be aware of the communication difficulties in multinational teams and also provide solutions in order to improve the Company's performance. The main language used in shipping globally is English. Because of the fact that it is not the mother language of all employees, companies should find a way to help them

minimize the language barriers. The effective communication is crucial in order to operate smoothly.

The linguistics in general is the key to understanding and empathizing different groups of people. Linguistics have a social context and if people are able to overcome linguistics challenges in the international workplace miscommunication will not be a problem any more. Employees should enhance their understanding through training, through courses in order to avoid social exclusion. This is very important in Maritime Sector as well since the official language is English. That is why employees should be trained to fully comprehend Maritime English, maybe Companies should provide for their employees tailor-made bilingual dictionaries.

Different languages and different cultures may lead not only to miscommunication but also to misunderstanding. Misunderstanding brings anxiety which can cause many mistakes and errors to our work. The same think can happen with beliefs and values. People from different countries have different beliefs , when they come to work together they must find a way to communicate efficiently. Communicating efficiently will affect stereotyping. Stereotypes are invalid judgments about people. People tend to exaggerate so the result is miscommunication and misunderstanding. Language training would fill the gap and give the chance to foreigner workers to communicate and benefit from that.

5.2. Enhancement through training

When it comes to managing these workgroups in order to achieve optimal performance withing the workplace, one should take into consideration a range of variables. IF a Company try to create diversity without knowing how to manage it it could cause more problems than usual.

Human Resources Management in shipping can have a third party, maybe by contract, to provide a service such as training, pay and benefits, etc. which will focus on coordinating multiple workgroups to obtain a competitive advantage. Of course the

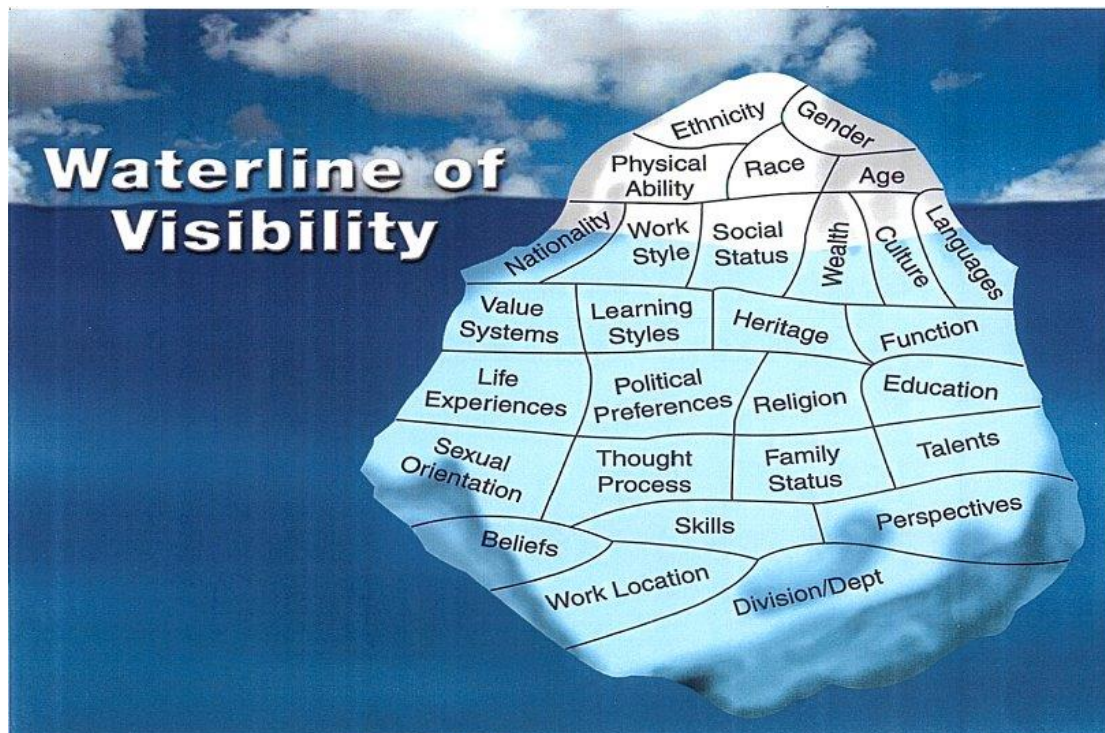
type of the training as well as the costs should be approved by the needs of each company through promoting the heterogeneous environment in the workplace.

More specifically the Company's operation should focus in scheduled meetings between groups that will lead to minimize cultural barriers and achieve better communication within the workplace. Furthermore, treating employees as individuals is a major aspect that every company should provide. They should encourage employees to not make assumptions about co-workers from different backgrounds. Everyone should respect each other in order to avoid causing misunderstandings. Also, encouraging interaction through the departments can create a healthy environment. Furthermore, we should mention that recruitment and hiring individuals from different backgrounds is the first step to sustain diversity within the workplace. Managers should select candidates based on their suitability for the position and not based on their ethnicity etc.

Besides the means of operation of the ship we should define the company's policy which has to do with establishing documentation and procedures. Creating handbooks which include code of conduct, a non-discrimination policy and generally employment conditions that should all employees and managers follow to create a friendly to diversity environment, a friendly to human environment. These procedures include that an employee can report an inappropriate behavior, to be able to make a formal complaint, even anonymous in order to have the expected result.

Training employees to understand different cultures and adjusting their perspectives, resolving conflicts and in the end prove to them that this is a way to productivity. Employees also must be informed for every policy regarding the matter. There are some programs about diversity and inclusion training that can apply to every industry. Diversity and inclusion training is an organized educational program that aims to promote awareness and understanding of how people with different backgrounds, ages, races, genders, sexuality, religions and beliefs can best work together harmoniously. Sometimes it is also referred to DEI or DEIB which means diversity, equity, inclusion and belonging.

Figure 4: Waterline of Visibility



It is very common that many Companies will use surveys to ask their employees what their short and medium-term goals should be. This is the most common source of information on what diversity mean to each one. The goals of the program are:

- Create a healthy working environment where people of different backgrounds, experiences, perspectives, and talents can productively work together.
- Increase the number of women, people of color, or otherwise underrepresented people within the organization.
- Increase the use of inclusive language within job postings, internal communications, and external communications.
- Increase the amount of time and money spent on diversity and inclusion training within the organization.

- Create an environment that nurtures and promotes diversity.

In spending time on internal surveys, an organization can better understand where they need to focus their energy. It might be that job postings are not inclusive, so there are no diverse applicants applying for the job.

Let's see some real-world examples of why diversity training is important²⁸:

Starbucks

- In 2018, Starbucks found itself in the middle of a public relations crisis when an employee called the police on two black men who were waiting for a friend in a Philadelphia cafe without ordering anything.
- The men were arrested, despite doing nothing wrong, and the incident went viral.
- Many activists used the incident to highlight bias against Black people and protesters began to hold demonstrations inside stores.
- In response, Starbucks decided to close all of its 8,000 U.S. stores for a day to hold racial bias training.
- The program, “designed to address implicit bias, promote conscious inclusion, prevent discrimination and ensure everyone inside a Starbucks store feels safe and welcome,” according to the corporation, was met with a mixed response.
- Experts in diversity and inclusion pointed out that research shows that this type of one-day training often fails to produce even short-term results.
- Starbucks leadership acknowledged that the issue was not one that could be solved within one day, and promised to create a program that was central to the company's core mission and in line with their values.

We can examine many studies of training programs. Generally, training programs aim to affect cognitive and emotional skills of people who work in the same environment. However, specific contextual factors relevant to any training program about diversity may vary. Such factors are: duration, location, content, delivery

²⁸ VALAMIS, “Diversity and Inclusion Training”, 3/10/2022

methods, mix of groups that are considered as minority or not, as well as trainer experience. Delivery methods are the methods trainers can use in order to have a whole organized program of training. The program may include lectures, video, film, small group discussions, role plays, case studies and critical incidents. Also diversity training may appear some differences on how you can approach it, how the trainer can approach the training and how the students.

A common approach is cultural awareness training, also known as information training, intercultural, cross-cultural and multicultural training. This approach is based on the fact that ignorance is the main reason that diversity is not accepted by some certain groups of people. Most people are fair, it is thought, but can be racist sometimes because of their ignorance about both minority cultures as well as because of their fear of the unknown. They see a person who is different from them and has different beliefs and come to a conclusion without trying to get to know him. Accurate information must be provided if we wish to have a different approach and if we would like to create acceptance of those from minority groups, and at the end behaviour change. Another technique that can be used in diversity training is discussions of past and present cases of racism in our society as well as elaboration on those facts. Information on the production and perpetuation of racism has been drawn upon by facilitators and incorporated into anti-racism training programs. For example participants must learn that the “white privilege” was an illusion that has been normalized and rarely is considered as an cultured asset. The purpose of the training is not to make people hate racism and create just another negative feeling about one’s perspective. The purpose of diversity training has a positive impact on people. For example, many tries for cultural awareness have been characterized as creating stereotypes.

Diversity training should aim not in creating a group of people you might call “haters” of other groups of people but should aim in understanding the core of those facts that exist in our society nowadays , to be able to analyse them , understand why they exist and how we, as a society, can move on in a better future that can be seen in our workplace and in our daily routine.

6. Ways to improve interpersonal relationship among seafarers on board ships:

Earlier in time sailing was supposed to be a long-life vocation, however nowadays this has change, most of people choose to sail for a certain period of their lives. Seafarers from nations such as Philippines, the United Kingdom, Ecuador, and Taiwan chose to sail because of the salary. Filipinos are often chose to sail because they do not have many career alternatives ashore. Some people view seafaring as a temporary situation whose goal is to save enough money until they achieve their goals.

At the present time the Philippines is one of the major sources of seafarers in the world. There are at least 400.000 Filipinos onboard ocean-going ships such as bulk carriers, cargo ships, tankers and passenger ships. Seafaring might sound appealing but it is not for everyone. Most seafarers work long hours and have only a few days off. They must adjust to living in cramped accommodation and most of the time they must learn how to adjust because they do not have time to return back home. After some years they choose to leave the maritime sector and make a career. Some others choose to leave because they can not deal with the working circumstances such as constant stress, high workloads etc.

Whatever might be the reason anyone choose to be a seafarer, all must achieve the best potential synergism. It is critical to be aware of the differences in values and beliefs of all the workers onboard. Seafarers are frequently exposed to mixed crewing. Through cultural understanding they can improve communication and if they improve communication, they eventually support ship safety. At the beginning most of seafarers have concerns such as being misunderstood, not accidentally harming others. There is high possibility of ego disputes on ships and the most common reason is the limited space available. Equally important to ensuring that all jobs are carried out effectively and securely are preventing politics on board ships and fostering better ties among crew members.

Working on the ship with your fellow crew members can improve communication because there are opportunities for open discussion and easier teamwork. Coworkers can teach you many things if you operate as a team. Through openness, humour, language, readiness and awareness can seafarers get pass beyond

challenges. More specifically, chief engineer/captain/chief officer should take additional steps as mentioned below to ensure that all team members are comfortable with each other.

The first step would be the morning meetings. The morning meetings are conducted to assign work to team members and also are the best time to get all the crew members together. It is necessary that crew members talk to each other during meeting and discuss their views and opinions. Each member should have the opportunity to provide suggestions regarding improvement of work process and safety precautions to be taken into consideration. Through this activity the members of the ship feel responsible and important and as a result they try to enhance their performance and their interpersonal skills.

The second way for seafarers to feel more comfortably and bond with each other is by on board training sessions. On board training session is yet another opportunity to get crew members together to impart important working knowledge or conduct safety committee meetings.

Spending free time together in crew lounge is a solid way to know each other and built relationships both on and off work. Lastly, arranging events and sports days is necessary because it requires crew members to work in teams. This is a great way to inculcate the importance of team spirit and building interpersonal relationship among crew members.

According to Didin Susetyo from the World Maritime University in his essay *“Multinational and Multicultural seafarers and met students: A sociocultural study for improving maritime safety and the education of seafarers”*²⁹ mention that onboard ships the situation tend to be more complex because the ships are manned by multiple nationalities, by multinational crews. They come from different parts of the world and they are obliged to work together. It is triggering to see how work is done within a population of people who speak different languages and have different cultures.

Most of recruiters prefer crew from East European countries or Southern Asia and Middle East but with the advancement of technology and how fast information I

²⁹ Didin Susetyo, *“Multinational and Multicultural seafarers and met students: A sociocultural study for improving maritime safety and the education of seafarers”*, 2010

transferred the boundaries between West and East can be breached. When a foreign crew is about to serve onboard and have different ethnicity, we can say that this crew is migrating from its country. The ship is like a little country where many people have to follow its rules, must adjust and live with each other. Diversity onboard have some advantages. Those are that the crew can share their experiences and their knowledge. That could be beneficial for their work because they can combine their different intellectual processes providing many solutions to a problem. Also, the captain's authority will not be challenged by large national groups and lastly recruiting seafarers from many countries may help their country's economy stage.

Most shipowners choose to employ mixed-crews because it's cheaper and as a result multinational officers give an advantage to the world shipping fleet from an economic point of view. Organizing a mixed crew has been an issue because it must be with the right way. Most of the accidents are caused by human error. The lack of cultural awareness, the lack of knowledge of the right language brought by mixed-groups can bring disharmony when it comes to work. Miscommunication and misunderstanding can become huge problem when onboard. That is why there must be solutions and rules to be followed.

Didin Susetyo mentions :

“The impact of multinational and multilingual crews in global shipping on MET institutions is how to provide the appropriate education of soft skills. There is still no national policy provided by flag states regarding cultural awareness unless the communication requirement becomes part of the ISM Code (Thoung, 2007). In order to be able to work in a culturally diversified environment, each crewmember needs to have the technical skills and non-technical skills. Of course, the technical skills include the competence to hold a certain rank and task on board. The non-technical skills include the understanding of cultural differences and the ability to socialize in a multicultural environment. In this respect, I believe that both subject areas are tasks for maritime institutions, including MET to care for in preparing for a seafaring career. MET institutions should adapt the courses to satisfy the individual students and to meet their wishes to build a career within the industry and this also after a time at sea (Horck, 2006). Therefore, the education of the multicultural subject as a soft skill needs to be considered to fulfill the global industry's expectation.”

As Didin Susetyo analyses in order for a company to have a diversified environment on-board each of the employees should have the technical skills to support such environment. That's means that they need the proper training as well as the ability to communicate and socialize altogether. In that way they will be able to solve every cultural differences they have and support the multicultural environment. Also we should mention that it would best if shipping companies choose multicultural employees for its ships , not only for example people from Philippines or Asia, but also people from all over the world. Putting them in a position of working together would be the first step for them to overcome their differences. If they were able to do that to their work they would be able to do the same think in our daily lives. If we think it in a more widely perspectives it could a step towards elimination of racism. People would be able to put aside their differenced regarding their beliefs , their religions, their gender, their language differences and they would learn what is the essence of cooperation. Eventually they will turn to be very good at their jobs, they will be able to cope with difficult situations on-board, they will learn how to be able to give solutions, even get promotions and teach younger seafarers how to communicate.

The communication among seafarers is also important because nowadays more and more women work on-board as well. The empowerment of women in the shipping industry is only growing. Lets examine an example that happened on MV Ocean Glory which is a handyman bulk carrier of PT Indomaritime Management. There was an incident where there was a mis-communication among women seafarers. Apparently there was a dispute between the crew and the chief officer when carrying out a ballasting operation. Another incident was between chief officer and second officer because the second officer gave orders to the crew to heave up the rope at the back while the chief officer had not given the order to heave up the rear rope so the rope was almost broken. The communication must be absolute and very clear in order to avoid human errors. Communication among women is not any different from male seafarers. Same methods must be used in order to prevent conflicts. Providing the crew with proper explanations can only lead to maintenance of motivation. Communication must be understood not only among the crew but also between superiors and subordinates. There is no other way that crew will interact with each other. Furthermore, holding monthly meeting is the mean to an end, the end of conflict. As we have mentioned conflict often arise by misunderstandings in communication. That is why monthly

meeting held on-board oblige each person to face one another and solve their quarrel. Of course the role of the leader of those meeting is very important and must be a person with high quality, very organized, with high communication skills who can arise passion about cooperation and keep everybody satisfied.

A leader who can give orders and can maintain good communication is always needed on-board. He/she must develop the most appropriate skills in his/her personality that will make him/her succeed. It is very important to avoid negative feeling because the psychological state of seafarers is the first think that matters on-board. It is not easy to stay away from your family for months, to have to cooperate with people you do not know for months. Having high salary is not the only motivation someone can get to continue working in such harsh environment. The relationship between people has a great impact in everybody psychology.

Captain has the first say when it comes on how to show respect to different cultures or sex or gender etc. For example when we are dealing with different religions, the captain, as a leader must show respect to other people's religious habits. For example Captain could suggest that everybody could pray in their own way every Friday. In this way everybody could give space to others religions and respect their faith. Empathy as well as social relaxation are major for the good communication among seafarers. Empathy because it is an element of identification and social relaxation because it focuses in lowering the anxiety.

According to Bochner (2004)³⁰ the interpersonal communication is the most important of all. It is the cause of forming individual relationships and we all understand that on-board is a situation that brings you very close to each other and is a very personal and small environment. The benefits of this kind communication are very real and clear. By looking the results of good communication. Of the daily routines that bring people together, by trying to eliminating every part of bullying and harassment we can see the good structure that a company has. Besides the human benefits it is clear that there are also financial benefits. When you hire a crew which can not communicate that can cause you problems, human errors that may cost a lot of money to the company. Another example for human error is during the voyage to

³⁰ Chalid Pasyah, Suhartini, Pratiwi Pramono, *"Analysis of the effect of interpersonal Communication on the performance of woman seafarers"*, 2020

Vostochnyy, Russia planned to load coal. The ship was ready to load coal. During berthing the crew was order to prepare tros for mooring. The engine room was also preparing for berthing. Second officer ordered the to Able Seaman so that the tros were tied up to heave up quickly. During this order the Second officer talked in a rude way to the Able Seaman because he judged that the procedure was going too slow. So he offender the Able Seaman. The result was that they fight because their relationship was not good before that argument either. So there was an emotional outburst which delayed the berthing. Delaying the berthing also means cost of time, cost of time also means cost of money. This incident was a result of bad communication. It was not a heat of the moment that only happened once, a simple misunderstanding. Apparently the Second officer did not think that the Able Seamen could carry his responsibilities properly, that way he felt disappointed. In this case if proper meetings had occur and if communication was well established then this argument would have been avoided. Not solving problems and not discussion urgent matters as this can only lead to conflicts that burdens all crew and eventually the ship.

It is rather easy to talk about how can crew on-board cooperate in a good way even if we see it from a distance perspective, the psychological effect on all crew is something that we have to pay attention to and be able to offer a well organized structure that could help them understand the value of human rights, the cause of good communication and also the results that it could bring to their jobs. A good managements as well as well-trained stuff is the key to that purpose. Either it a man or a woman or a homosexual person or a Muslim or a Christian, everybody can earn the skills, everybody can communicate and it is up to them to make the industry bigger and universal and through the big industry to grow themselves and evolve.

7. Discussion

The discussion that must be brought into the surface is whether people , all of us, are ready to reform our own perspectives about diversity. Changing diversity in shipping, in our workplaces and general in our live is not something to be done if we do not believe in it. We have been raised in a way that we have the racism in the back of our minds like a unconscious effect. It is hard to say either if we are going to raise our children with a different thinking, more fair, more based in human rights. We ought to examine such matters in our daily routine because it is the only way to change the future. It is the only way to accept more women in the workforce, to accept different genders and different beliefs as something natural to have dealt with. Most of us may think that we already doing it but when it comes to our homes to our jobs we act in a different way, someone could say it is like a reflex. If you stand back and think who you want to be, what manager you want to be, what person you want to be, if you want to be a person who respects others rather than yourself, you will reach a point that you will be able to see all the wrongs that happen in our workplaces, you will have an ethical breakdown where it can lead you to choose a different path in your life. Shipping is an industry that can affect that kind of thought because as a workplace is universal. In shipping we are not talking about one country but we talking about connecting the world. So it is crucial to create a better environment in shipping for all workers and employers in order to change the world little by little.

8. Conclusion

Speaking about diversity and its impacts is a subject that could take years to solve. Understanding the meaning of diversity and how it affects people psychological state and mind as well as our work life will take even years. When you live in a world where you learn about discrimination from early age and you consider it as something positive, it's difficult then to learn how to respect others .

We talked about different categories of diversity such as gender diversity, diversity we face in our workplace, racial diversity etc which show how people's perceptive differentiate regarding the age or gender or race and ethnicity of someone and how can that perception affect their daily lives , their everyday routine at their homes and at their work places. The purpose of analysing the meaning of diversity in our workplace is because we have to be able to cooperate with each other in a better way, in a way that can also profit the company we work for and eventually ourselves.

It is a fact the gender diversity and inclusion at workplace have become a top priority for all firms globally. Gender diversity and inclusion have a great influence on companies and they can lead them to more productivity. Also we are talking about a moral and social issue, it is in fact a way to overcome racism in all levels. Overcoming racism in workforce may lead to overcome racism in general as individuals in our daily routine. Talking and cooperation with people from other countries with different backgrounds, different genders etc may lead us to a greater future. Talking about diversity leads us to examine the concept of social identity that influences our perspective and the meaning of discrimination and the ways we need to find in order to eliminate discrimination in any level.

Examining the elimination of discrimination leads us to examine also the place of women in shipping. Women in shipping is a very good example because women in general are thought to be the weak sex that can not do certain jobs and have a family at same time. Women in shipping and diversity in general brings in the skills that can move a company forward. To be effective in shipping all you need is a strong mind not a strong body.

Age discrimination is a phenomenon we observe very often. People over 50 usually do not get any training or different salaries. It is thought that their capabilities are decreased and they become useless over the years. It is a form of discrimination because people who have to offer so many years of experience can be mentors to younger people. People that aged can offer to the community in a different level than the younger ones. The wisdom they have is not something you can find in a person who starts working at their 20s. Of course we are not talking about people who are not good in health and are not able to work any more. Those people should also have the support of the society but when it comes to workforce we face racism against old people who have many things to offer in their elder lives. Those perspectives differ from one society to another, from a country to another. Of course cultural differences play a great role in such decisions but most of the times the essence of society itself can change those perspectives and can teach to its people why and how they should eliminate age-discrimination as well as gender discrimination etc.

We have mentioned the cultural diversity of people on board and the ways we can train them in order to communicate in a better way. This is important and feasible through training, through organized programs that can bring all together and overpass their differences. My point of view is that through good communication and through loyalty to the regulations many problems can be dealt with and solutions to many problems can be given very easily. Dynamic companies usually look for people who support diverse, have different interests and viewpoints because they want to be creative and innovative. Other companies which do not accept diversity most of the times they fail and affect in a bad way both employees and customers. Shareholders must be considered as the paradigm of innovation and acceptance, they communicate after all with the employees and interact with each other in order to produce the ultimate service outcome. That is the main reason why they should have diverse managerial strategies. Training employees to understand different cultures and adjusting their perspectives, resolving conflicts and in the end prove to them that this is a way to productivity. Employees also must be informed for every policy regarding the matter. There are some programs about diversity and inclusion training that can apply to every industry. Diversity and inclusion training is an organized educational program that aims to promote awareness and understanding of how people with different backgrounds, ages, races, genders, sexuality, religions and beliefs can best work together harmoniously.

That can be applied to seafarers as well. As we mentioned before whatever might be the reason anyone choose to be a seafarer, all must achieve the best potential synergism. It is critical to be aware of the differences in values and beliefs of all the workers onboard. Seafarers are frequently exposed to mixed crewing. Through cultural understanding they can improve communication and if they improve communication, they eventually support ship safety. At the beginning most of seafarers have concerns such as being misunderstood, not accidentally harming others. There is high possibility of ego disputes on ships and the most common reason is the limited space available. Equally important to ensuring that all jobs are carried out effectively and securely are preventing politics on board ships and fostering better ties among crew members.

From all that we can understand that if we want to have respect in our workplaces and follow the safety and health rules we must follow, we must first solve those issues about diversity so that we can cooperate in a more safe and human way.

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