

*How cross cultural issues can affect team  
work at sea*



**ΑΚΑΔΗΜΙΑ ΕΜΠΟΡΙΚΟΥ ΝΑΥΤΙΚΟΥ  
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**ΠΤΥΧΙΑΚΗ ΕΡΓΑΣΙΑ**

**ΕΠΙΒΛΕΠΩΝ ΚΑΘΗΓΗΤΗΣ: ΠΑΝΑΓΟΠΟΥΛΟΥ ΜΑΡΙΑ**

**ΘΕΜΑ: "HOW CROSS CULTURAL ISSUES CAN AFFECT TEAM WORK AT  
SEA"**

**ΤΟΥ ΣΠΟΥΔΑΣΤΗ: ΣΤΕΡΓΙΟΥ ΑΠΟΣΤΟΛΟΥ**

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<i>2</i>				
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<b>ΤΕΛΙΚΗ ΑΞΙΟΛΟΓΗΣΗ</b>				

*Ο ΔΙΕΥΘΥΝΤΗΣ ΣΧΟΛΗΣ : ΤΣΟΥΛΗΣ ΝΙΚΟΛΑΟΣ*

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## **Abstract**

In this thesis the human resources administration is presented and analyzed from the newer science of modern world. The purpose of this thesis is to show how to manage the most important factor in shipping, the manpower companies. It originally describes the concept of Human Resource Management for businesses, as well as the strategic command, and inserts the features of the marine crew market in shipping stating and the role of the human factor in the field of shipping. Also explains the definition of operational culture and security culture, and the work ends with the harmonization of culture with the multiculturalism of the crews from where the successful management of cultural diversity is very important in the shipping world.

## **Introduction**

### **Wording of the problem**

The need for safe and quality shipping depends directly on the need for quality seafarers. "It seems that every ship is as good as it is people who drive it, both at sea and on land "(Cockroft, 2000: 3). In shipping safety is based on the man who manages the modern technological and electronic means, which has to deal with, based on skills and education, the external factors they pose to security of the ship. The human factor is responsible for 80% of marine casualties (Commission of the European Communities, 2001), but such statistics do not take into account human error that comes from employees in different businesses and shipping organizations on shore (maritime personnel shore-based companies, port authorities, shipyards, shipyard technicians and workers, etc.) (Goss, 2006). Consequently, the human factor should be considered not only at the level of seafarers, but to investigate the contribution of all those involved from the ship's designer to the office manager. At related research, the human factor usually includes low ability / response of the crew, unsuccessful or incorrect communication, inadequate ship maintenance, lack of implementation of safety procedures, inadequate education and training, its unsatisfactory judgment situation, over-confidence and over-assessment of abilities, as well as multilingualism on the ship (Psaratis et al., 1998). From various inquiries (MARCOM, 1998; Psaratis et al., 1998, et al.) it is showed that phenomena such as multilingualism are linked to the cultural diversity of crews, which is now a constituent element of its globalized nature shipping industry. The correlation of maritime accidents with multinational crews led to a number of investigations (see Chapter 2) for consideration and the impact of multinationality on crew performance. OR cultural diversity of crews was originally thought to have a negative effect crew performance.

The strategic choice of a mixture of seafarers of different nationalities began as a 'passive' strategy to deal with a low-priced period, making it an obligatory choice especially for Greek ship owners, and has evolved into a common practice due to the adoption of strategic leadership cost, but also due to the reduction of Greek officers. The employment of foreign crews began to be applied as a means of limiting them to high operating costs, which represent almost 33-50% of the operating costs of a ship (Willingale, 1998). The ship owners perceive manning costs as "a crucial and perhaps

the only, flexible part of their operating costs "(Downard, 1996; Downard, 1997 Leggate and McConville, 2002a: 461). Then, shipping companies, both Greek, as well as foreign ownership, turned to foreign crews in order to address the shortcomings that existed in specific seafarers (Sambracos and Tsiaparikou, 2001; Thanopoulou, 2002; Theotokas and Harlafti, 2004). This turn, though, was massively done, from one point onwards was carried out with a view to the exploitation of foreign crews in purely quantitative terms; due to the large supply of low paid seafarers from certain countries. Thus, over the past 25 years, 80% of his global fleet is manned by multinational and multilingual crews (Trenkner, 2000). The results of the BIMCO / ISF reports on human health (2000; 2005) confirm the trend of concentration of the largest part of the naval labor force in the Far East, the wider region around India and Eastern Europe. So, traditionally shipping states such as European countries, Japan and North America note ever more significant reductions offered in the number of seafarers. It is worth noting that the seafarers from the member countries of the Organization of Economic Cooperation and Development - OECD (Organization for Economic Co-operation and Development- OECD) currently account for about 25.9% of the active maritime labor force in the world (BIMCO / ISF Report, 2005), at the moment 2000, the corresponding figure was 27.5%, while in 1995 it was 31.5%. Note so a gradual decrease in numbers of seafarers from traditional shipping states, of about 5.6% over a decade.

The strategic choice of leadership cost through employment low-paid foreign seafarers led to present the multinational crew problems. Problems have been created due to lack any preparation of the already employed domestic seafarers for the new conditions of cooperation and communication in the multinational work environment, which was not combined with appropriate human resource management practices. Shipping companies have added to their potential foreign seafarers with which they replaced existing national human resources. In case of Greek-owned shipping, Greek officers and junior crew in the case of ships flying a foreign flag or convenience, and inferior crew for ships flying the Greek flag. This policy does not join the broader business strategy, but it is treated like a 'passive' measure to reduce operating costs and cover human resources shortfalls. Problems that have arisen in multinational crews, have created the impression and belief, both in shipping businesses, and seafarers themselves, that the mix of nationalities is not always completely successful, and that cultural diversity is a problem. The problem is mistakenly focused on cultural diversity, since in reality it is found in the lack of an organized strategic framework management of cultural diversity, which has created their problems with mixed crews. These difficulties were continue in several cases to be faced by seamen, who are called without any training or other preparation, to work and live in an environment that is different from the nature of the profession conventional land-based business environment. So, it was left in personal mood and ability of seafarers, but also in their experience, solving any problems encountered on ships with mixed culture crews. Surveys followed by a number of scientists showed that eventually the experience alone is not enough to resolve the problem of management of cultural diversity on ships.

The problem of management of cultural diversity in shipping (so on board, and from the office) is particularly complex. Indeed, it is required to be integrated into the wider strategic planning of shipping companies in order to resolve any difficulties that may arise, on the other transformed from problem into opportunity for effective and

competitive cultural diversity. The management of cultural diversity is of immense importance, both in the micro-environment of ships and in the wider environment of shipping companies. On the one hand, the ship combines working with the daily life of seafarers. The conditions on it include isolation of seafarers from the family, their socialite around the world, daily routine and strict program of work, limited time in ports, continuous wakefulness and increased risk. All this attaches great importance to communication at work, but also in social contact between the members of the crew. So, the impact of culture and variety on the environment is crucial. On the other hand, shipping companies have complex organizational and administrative structures, functioning as global organizations. The management of mixed cultural crews is not limited to finding and placement of domestic and foreign seafarers on board ships, but extends to other human resources management activities, such as evaluation, rewards, education, and organizational issues behaviors, such as team management, leadership, conflict management, etc.

Today, foreign sailors are a reality, which can only be considered as a starting point for seeking ways to reduce its negatives impacts. Because, more than ever, Greek companies are called to take key strategic decisions on choosing multicultural crews. Rather than resorting to purely foreign crews as a solution avoiding cultural diversity are proposed to try to convert the forced selection of foreign seafarers at their strong point (Peteraf, 1993; Barney, 1997), ie a comparative advantage to maintain their competitive position on the market. This strategic option will strengthen the competitiveness of enterprises in the first instance and, by extension, Greek-owned fleet. At the same time, it will allow businesses to realize in practice the principles of Corporate Social Responsibility, in relation to one of them involved in their operation, their human resources.



## **Globalized shipping market and multinational crews**

This chapter examines the globalized nature of shipping market, with a particular focus on the maritime labor market. The description of characteristics of the global and domestic naval labor market highlights dimension of the phenomenon of multinational crew. Also, the overview of the previous investigations, presents the effect of cultural diversity on its management maritime workforce from the office and cooperation between different seafarers' nationalities on board.

## **Globalization and shipping**

Shipping is a branch of globalization, while shipping businesses are considered to be the 'front-runners of globalization' (DNV, 2004: 11). In today's globalized nature of shipping industry have contributed to various structural changes in the latter decades. Sletmo (1989: 296) has identified four stages, the so-called 'Waves' in the evolution of shipping. The first stage is the period where the dominance in shipping depended "on the power of men in oars and the power of the weather, "while the second wave is characterized by its use shipping for sovereignty. The third wave is transnationalization, of shipping through flagging out and increased reliance on naval labor from developing countries. Finally, the stage that can be described as the fourth wave is evolution of the modern management companies, which has developed know-how in efficient ship management by combining the use of low-paid human resources from the East, with its technology and capital West. Thus, the low-market period of the 1980s led the shipping companies to implement cost-saving and conservation measures competitiveness. The choice of flag change and employment low-paid crew proved to be able to reduce their operating costs. By providing this possibility managing companies, have managed to consolidate their position by ensuring that shipowners are customers companies from traditional shipping nations, new entrants to the market (who they were taking advantage of the opportunities to buy second-hand vessels at almost no cost dismantling), as well as banks in whose possession ships had passed were seized by shipowners (Spruyt, 1994; Willingale, 1998).

Obando-Rojas et al. (2004) argue that this long-standing unfavorable economic period of intense competition in the 1980s in shipping industry has had a drastic impact on capital, management and business human resource's. As far as capital is concerned, there was a crowd mergers and acquisitions across national boundaries that led to the development of a significant number of multinational corporations. In terms of management, the role of the Independents has been greatly enhanced management companies, and crew management companies, which have provided specialized fleet management and seafarers' services. In the field of maritime labor, multinational shipping companies managed to reduce their variable costs by increasing their exploitation of the workforce by reducing crew levels, prolonged working hours and the registration of ships in so-called flags of convenience (FOC) the latter were

connected to low wage levels, lower management costs, and more. So along with operation of independent ship management companies, management companies crews have grown significantly, tapping into potential which existed on the world's naval labor market and the low ones salaries that seafarers of specific nationalities received. Indeed, the companies are not often used by ship owners at the same time companies, since independent crew management companies compete with ship management companies. Independent crew management companies, managed to significantly strengthen the market position of Greek shipping companies, despite the fact that Greek ship owners have not shown particular preference for independent ship management companies. This is due to the perception of many Greek shipowners that the operational management of ships is a fundamental ability which can not be granted to third parties (Harlaftis and Theotokas, 2004). However, the choice of its externalization crew-crew activity was adapted at to a large extent by Greek-owned enterprises. It can only be a small share of the Greek-owned shipping companies to use independent companies ship management companies, but their management crews was the activity that all the companies assigned to third parties (Mitroussi, 2004). No one should point out that the Greek ship owners have managed to survive, but also to be distinguished in global shipping most of them, cost leadership strategies. Inside these the externalization of crew management is included, and of course, the flag changing and employing a cheap foreign naval worker.

As a result of the above, the Greek-owned fleet, and especially the one that is engaged in bulk cargo shipping, today it is staffed in large degree of multinational crews. While in 1990 the foreign sailors who were employed on Greek flag vessels (and contracted to the Navy Fundamental Fund - NAT) reached 27%, in 2006 this figure to 31.4% (NSSG, 2007), while Greek ships (contracted with NAT) was 82.7%. It should be noted that data from the National Statistical Service of Greece refer only to Greek flag vessels and Greeks were affiliated to NAT; the fleet accounts for less than 50% of Greek-owned ships. Thus, in Greek ships with foreign flags, given the absence any limitation on the crew's nationality, the percentage of foreign seafarers employed is much higher. Despite this its gradual reduction over the last few decades, the Greek naval worker potential holds the ninth place in the list of shipping nations with a higher percentage of Officers, according to the most BIMCO / ISF's latest report (2005), while the first position held by BIMCO / ISF (2005) 2005 China. On the other hand, Greek merchant shipping is the first among the countries of the European Union, while the Greek-owned fleet holds the first place in the world. More specifically, the latest Lloyd's Register data 5 (GSCC, 2008) for ships of more than 1,000 gross registered tonnage GRT (grt- gross registered tonnage) show that the Greek-owned fleet numbered 4,173 ships (with 260,929,221 tonnes deadweight - dwt and 154,599,221 tonnes gross tonnage - gt). In 2007, the period that took place present survey, the Greek-owned fleet numbered 3,699 vessels (GSCC, 2007), and accounted for 8.5% of the world fleet in ship size, 16.5% in number of deadweight tonnes (with 218.2 million tonnes of deadweight - dwt) and 14% in tonnes of gross tonnage (with 129.7 million tonnes total gross tonnage).

The globalized market in which Greek citizens are active shipping companies, the changes observed in the global maritime map, as well as the changes experienced by Greek citizens shipping companies, as well as Greek seafarers in relation to the choice multinational crews, triggered research into its subject management of multi-cultural crews, focusing on the seafarer shipping (Progoulaki, 2003). From this research, but



also through the study of others (MARCOM Project, 1998; Lane, 2001; Kahveci and Sampson, 2001; Obando- Rojas, 2001; Kahveci et al., 2002; Horck, 2003; 2004; Progoulaki and Theotokas, 2004; 2007) at an international level (see section 2.3 below), it turned out the main problem in multicultural crews was management methods both on board and on land.

Globalized naval labor market Mir et al. (2006: 174) are designated as the world's workforce the following two categories: "migrants and those who accept to move in various parts of the world in order to find employment globally mobile work "). The latter, who usually find work through outsourcing agencies are "an integral part of the world economy, although they are geographically the Third World ". Like immigrants, so are "the world's mobile workers outsourcing economy cover a wide range of services economic terms, ranging from skilled workers to them 'Hello' '(Mir et al., 2006: 174). Although the authors are not mentioned particularly in the maritime market, no one can find in it - and in crowds other markets and industries - several matches. In global market the naval worker consists of seafarers of various specialties, capacities and nationalities, and the role of job placement agencies of outsourcers is crucial in its operation.

As it will be discussed below, developing countries offer a great deal part of this workforce moving to different parts of it world to find employment, and traveling around the world by performing their work.

a) States with national fleets such as Greece, Norway, etc. These countries, and especially the European ones, are very concerned about its problem lack of European Navy Officers. As the registers of these countries are not 'open', the need for - at least - a minimum number of National Officers is enormous, otherwise it is set threatening the national and economic ties of each country with shipping industry. Relevant research carried out by the European Union (METHAR, 2000) makes clear the need for action to be taken. Problem. (b) States with open registers or flags of convenience, such as Panama, Liberia and others. In these registers the nationality of both ship managers, as well as of manning crews is not defined. Also, these countries are unable to maintain their flag ships with a naval worker because of a limited number of seafarers. (c) States with a large supply of naval labor in world market such as China, Philippines, India, etc. These countries, though not to date have traditionally been associated with the shipping industry, have invaded dynamically in shipping with ship ownership, but particularly supplying seafarers with the global maritime trade.

The results from the survey of her global naval labor force BIMCO / ISF (2000 and 2005) confirm that the center of gravity of the world the market for naval labor is away from the traditional naval regions such as Europe and North America. The Far East, the India and Eastern Europe are today the main sources of supply seafarers. The world offer of seafarers for the year 2005 amounted to 466,000 officers and 721,000 inferior crews (see Table 2.1). OR the difference between supply and demand also shows that, on the one hand, there is one total reduction to officers, leading to intense competition in level of pay, and, on the other hand, a disproportionately high increase in inferiority crews, which leads to the so-called 'crews of opportunity' convenience) 6. This is because businesses are driven by abundance of human resources, ignoring the effect of cultural diversity, on being manage them as consumables.

More specifically, it has a leading role in the global maritime trade China is playing. It is noted that in 1999 they served on foreign ships 30,570 Officers and 58,578 Chinese people as Lower Crews, while according to most recent data (BIMCO / ISF, 2005) offer 42,704 officers and 79,504 Lower Crews (see Table 2.3). Corresponding surveys from national Chinese services account for some 400,000 seamen, of whom 135,000 are Officers (China Maritime Safety Administration, 2005). Also, over 5,000 probation officers graduate each year from Chinese schools, while the authorities have taken measures, so the number of Chinese - especially Officers - who are hired on foreign ships to increase continuously. Specifically, in 2006 the graduates of the Maritime Academies (with diplomas and Diplomas of Officers) amounted to 5,565 (CMETRG, 2007). China, at within the framework of this effort, has requested the International Maritime Organization (IMO - International Maritime Organization) for its implementation assistance 9th STCW International Convention, as Chinese sailors are not yet considered as skilled and trained as their colleagues from other Asian countries, such as the Philippines or India (Obando-Rojas, 2001).



## The multinationality of crews

"People in their working environment do not react like ships react to the waves, but actively choose, interpret and create it their own environment "(Hoecklin 1996: 10). The national culture and its influence has either multicultural groups or cultural organizations variety has been thoroughly researched by several scientists (Hofstede, 1980a; Thiederman, 1990; Schein, 1992; Trompenaars, 1993; Walton, 1994; De Simone and Harris, 1994; Hoecklin, 1996; Fine, 1995; Kossek and Lobel, 1996; Ansari and Jackson, 1996; Schneider and Barsoux, 1997; Schoenberger, 1997; Cray and Mallory, 1998; Distephano and Maznevski, 2000; Dessler, 2003; Konrad et al., 2006). In the maritime industry a large number of studies have dealt with the issue multiculturalism from different angles. Several of them are considering it an issue of linking this variety to the number of marine casualties, due to reduced efficiency, communication and security. In other, object research has made the efficiency of mixed cultural crews, comparatively with homogeneous. Also, various researchers, sociologists and non-scholars have examined the satisfaction of the naval profession and the professional environment which is largely characterized by cultural pluralism. Several investigations have dealt with their working conditions and living conditions seafarers, naval education, etc. From the overview of the previous research has a gap identified in this scientific field in its subject strategic dimension of the management of multicultural crews; which this dissertation seeks to cover.



## 1. The main pillars of Safety in the shipping business

The main axis of a shipping business - with regard to Safety - is to perform the same elements / processes for both its inanimate part as well as for the human being, since they are interrelated, to the office and its ships. Its security is based on certain key pillars that achieve it, who are (Damascus-Jalil Em, 2016):

Technology

Environment

Security measures

Human factors

Organization

The organization primarily concerns the way the company will be structured its parts and its primary purpose for what it wants to achieve as organization, setting clear goals. In addition, it concerns the existence and corresponding positioning of executives for the issues concerned without time to react and resolve problems / crises, such as SQE Department. Finally, with communication and channels broadcasting information, to be evaluated by the officers, as well as by recording and archiving them. In this way, deficiencies are identified and corrected and / or mistakes, while creating safety and corporate security culture (Saunders C. F., 2015).

Furthermore, safety measures refer to organizational and technical level. In organizational level means continuous monitoring and control activities and procedures, so that it can be corrected immediately as negatively outcomes or deviates from the foreseen ones. The continuous and cross checks reduce the chance of overtaking something without perceived and lead to incidents or accidents. Additionally, it is necessary to train personnel and monitor them to have knowledge of what and how to do (Saunders C. F., Gale W. A. & Sherry H.A., 2015).

As far as the technical level is concerned, security measures refer to existence (Damascus-Jalil Em, 2016):

- availability of a suitable stock for exceptional cases
- Locating and Labeling Hazardous Areas: Engine room, holds
- required personal and technological equipment: helmets / uniforms / shoes, hazardous materials outlets, stability, correct load distribution, proper ship loading
- systems to ensure onboard and onboard operations office: firefighting, backup, backup

In addition, maintenance -exclusive and tactical-is very important for the reliability of machinery and non-technological equipment. This means that they will continue to work or will be able to work in the required conditions, such as the firefighting system, and that they will provide the needed safety in people, such as helmets. The strict policy of maintenance contributes to saving time and seamlessly / problems, which are costly for the business. Particularly important is the preventative maintenance because it prevents errors while saving it time and money (Dionne G., 2013). Necessarily for effective maintenance is played by the training of people according to their competencies, since they will know when they should take the necessary actions, ensuring the uninterrupted operation of the ships.

Continuing, technology is a key factor in organizing it shipping company always focusing on safety. The use of advanced communication systems between office and fleet, as well as direct transfer of information - to appropriate departments - via multiple communication channels, ensure that errors are reduced once it is an updated system and the corresponding decisions / measures are taken. The same applies to using easy-to-use and efficient administration software to make it easier more as well as efficient planning with the actions to be performed, while helping to properly allocate resources (Veltria An., Pagellb M., Johnstonc D., Tompad Em., Robsond L., Amick C B, Hogg-Johnsond Sh. & Macdonald S., 2013).

Therefore, the credibility of such a design results in significant savings benefits to the shipping business. The reasons are that they avoided decisions, while correcting any gaps / errors that would lead to negative impacts on humans and their environment (natural and artificial). Simultaneously with the use of modern and durable machines it boosts productivity and optimal levels of operation. On this one way - with the know-how and the technological tools - they give the right supplies to the company with a competitive advantage over the others.

Another pillar factor for Safety is the environment at which the shipping company, and in particular its fleet, is called upon to operate. In more detail, shipping is a dynamic environment with multiculturalistic character which makes communication difficult (Fodor An., Doran S.J., Carson M. & Amp; J. & amp; Kirch, P.D. 2013). The goal is through participation and sharing training - especially for crews - to create a common communication code and a common nautical language. Moreover, this is achieved with clarity of processes, roles and stakeholder responsibility.

This will make it possible to transfer the inside information as well as the external environment of the shipping business, filtering them inputs / information of the second. Essentially the external environment is characterized by increased risk and risk, which is why it is important to assist the administration with the implementation of the above pillars for the appropriate assessment of the information entered.

## 2. Safety and Based Behavior System

The Safety Box for each shipping business is summarized in three questions that set the security levels to apply:

- How much risk is acceptable?
- How much risk can you afford?
- How it can be achieved?

Safety is defined as freedom / exemption from unacceptable risk, ie predicting undesirable events and protecting against unwanted events results (DNV-GL, 2016). His Security Approaches are two or more traditional (Safety I) based on quantitative risk assessment and theoretical (Safety II) with the concept of resilience and quality (qualitative inquiries) on how security can be described as it results from the successful course (Hollnagel E., 2014).

More specifically, Security I is based on policies, training, security meetings, corresponding slogans, awards, committees and councils, as well as regulations. Security II ensures that things go according to foresight rather than going wrong (Schröder Hinrichs J.-U., Praetorius G., Graziano A., Kataria A. & Baldauf M., 2015). It is certainly that Security fails when it is treated only as a liability and / or priority but not as value. This means that the staff involves office and ships - they do not understand why they should be followed and have been characterized through the company's policies and procedures, they just have to do.

On This logic the Based Behavior Safety approach / methodology is created (B.B.S.), which is voluntary, ie the working environment will be desire and discipline accordingly. The basic principles of B.B.S. is to investigates external factors that affect behavior, direct activation and motivation to address the consequences, focus of positive impact of an incentive behavior, anthropocentric design of interventions, as well as to focus on interventions behavioral observations (DePasquale P.J., Gelle E.S., 1999).

Essentially this process includes measurements, feedback, problems-solutions. More specifically, B.B.S. is a complex one approach approach, which addresses the following fields (DNV-GL, 2016):

- Continuous and dynamic approach to security through operations and countermeasures
- the emphasis on the type of behavior that contributes / contributes to accidents  
Finding the deepest / root causes of accidents and injuries behavior
- the attitudes of workers at risk and on safety

- the approach that examines the motivation of different behavior
- the systematic identification, measurement and change process behavior of officials

In short, B.B.S. argues that through the approach i) safe activities and (ii) reduction of dangerous behaviors, accidents are minimized. In this context there should accordingly exist (Bergheima K., Nielsenb Birkeland M., Mearnsa K. & Eida J., 2015):

- Stopping work from those involved if it is unsafe Positive perception of any observations
- confidence in this corporate environment
- Data collection and analysis in permanent databases
- education of workers

The benefits of adopting the above process are multiple. Primarily, it leads to a safe improvement and increases the recognition of the individual risk. In addition, the employees of the organization / company are actively involved increases their attention while at the same time strengthens reports. Finally, it leads to a positive change of the company's culture by setting the foundation for one Security culture (Lua Chin-Shan, Hsub Chen-Ning & Lee Chen-Han, 2016).

As far as human behavior is concerned, it is perceived to be observable, measurable, and is composed of actions and abilities, and is accompanied by consequences. This means that he can be the manager. For this reason, it is important to have measuring mechanism behavior to identify and anticipate behaviors. The tools that could be used for this purpose are questionnaires, interviews and security committees. Additionally, the existence and Recording staff skills is crucial because it designates the appropriate persons in the respective posts with efficiency. The skills are not only related to knowledge about a (special) and / or one issue machine (mechanical) but also optical, mental and mechanical psychomotor for this must be measured accordingly and compose its overall view of each employee (Hystada W. S. & Bye H H., 2013).

Still, the behaviors that create the risk may be

Unintentional (push button)

(Cigarette lighting on the garage deck)

Conscious (rubbing garbage in a cabin)

The result in any case is material and human losses, since there is exposure to the risk. The solution to dealing with the risk is either to isolate it (special smoking areas) or for him to be removed or given the corresponding equipment to be dealt with (fire

safety system) Staff should be given help not to adopt behaviors that set the basis for risk.

Aid may be negative and positive. The aid is negative are characterized by the fact that employees want to avoid it do something, as a result of reducing performance, not creating an incentive for improvement, while the only motivation it provides is that of fear. On the other side there are positive payments, which employees want voluntarily to do the issues of work that leads to happy / happy employees, to increase efficiency while at the same time dynamically promotes positive behavior (DNV-GL, 2016)

In conclusion, one understands that it is in the nature of humanity factor to make mistakes, so it does not make sense to return workers without no errors (Shappell & Wiegmann, 1997). But the question is how much will quickly return to its original state - after event - the ship with it its crew, ie how much time it will take and what action it should take, ie resilience. However, risk management is preventively difficult, especially in a system like shipping, trying to respond to daily pressures. That is why an organizational structure and culture is needed will be able to manage Security and, in general, the Security Culture, using the available tools (Woods D.D., 2006). Essentially, the concepts emerging are the Resilience Culture and Culture Safety and no different, the difference is how it is used in (Shirali A., Gh. Shekari M. & Angali A. K., 2015). Referentially, as Resilience Security Culture means that organizational culture that cultivates safe practices, to improve Safety through efficient Managing Security with an emphasis on resilience, organizational learning and continuous improvement (Akselsson, R. Ek. & Koornneef F., 2009). That's why shipping now adopt the three - fold Safety, Resilience and Resilience Safety Culture, as an integral part of each other, in line with the ongoing interviews.

Consequently, the leaders / directors of B.B.S. they have to commit, yes reinforce, feed (bottom-up), set the goal and to observe their groups. They also need to understand and to mitigate the stress / pressure of the people they manage / manage. Pressure the human being can either have an acute or chronic character. The two cases is equally serious as it creates distraction, wrong judgment for taking while prolonged stress has a psychosomatic effect (DNV-GL, 2016).



### 3. Safety culture

Limiting the negative situations depicted above can be achieved directly by selecting the chassis that chooses to operate a company and specifically the corporate culture it is developing. As culture are those behaviors, values, perceptions and beliefs that adopt and implemented by the organization in all its activities and processes. In conclusion, human behavior can also manage this by measuring it (Pasman H., 2015).

Essentially, the Safety culture, in particular the maritime environment, supports and improves every day what has been mentioned above, while the Supreme Administration is the one that through the decisions it takes will demonstrate it as value for business (Andersen T. T., 2013). Also, its incorporation process security and individual contribution to improve, is a security culture element. In addition, continuing education internally by the company, for knowledge of either the legal framework or the use machinery and equipment, presents its Safety Culture, while achieves in less time the improvements it has made but also the desired ones flat. The concept of Security Culture was created in its wake Chernobyl accident in 1986, followed by relevant studies (Shirali A., Gh. Shekari M. & Angali A. K., 2015) .

In short, it is defined as a Safety Culture, the ways in which manages workplace safety and often reflects attitudes, beliefs, perceptions and values that employees share in relation to it safety (COX S., 1991 & amp; Health and S. Commission, 1993). Additionally, high Performance Safety Culture is considered (DNV-CL, 2016) .

- Safety Leadership / Safety Leadership
- Performance Management / Performance Management
- Safety Coaching
- Behavioral Safety

The basic elements of the Security Culture are that it develops a clean one safety objectives and objectives, communicates with its vision and objectives enterprise, allows each region to achieve its own goals for it security as part of the whole. It also positively enhances, encourages and relies in individual participation, while giving mutual respect and support (ICSShipping, 2013).

The shipping industry is a heavy industry with a very strong potential environment and with many unpredictable factors. That is why Necessity is not found in the existence of a simple Security culture, but one Maritime Safety Culture, like something corresponding was formed for the aviation sector that has its Culture Aviation / Aviation Culture. Companies - as reflected in the interviews - adopt a No Blame policy, ie a policy of a free class in workforce and acceptance of human torque in error so direct contact with staff without the fear that if they report deficiencies or / and problems and / or incidents will be considered inappropriate their. However, in practice and to avoid misinterpretation the best term is it of Just Culture, since each job position is characterized by tasks and responsibilities. As Just Culture is meant the grid where it is created atmosphere of trust, workers are encouraged to provide important information related to Safety while at the same time achieves a clear

separation between acceptors and non-behaviors (DNV - GL, 2016). In short, it is a security policy that enhances its change mentality and not just changing security systems .

As a result of the above, the requirements for the Safety culture. Primarily, it is Commitment Committed by and of the Leadership, which is reflected through its business policies. Also, the emphasis on safe and non-behaviors, social and individual non-technical abilities, positive intervention in unsafe behavior, its significance role the worker has. Still, the organization is 'open' to learns every day, has binding resources, a good work environment, work satisfaction. Finally, focus the business on education and to have feedback in all its processes.

In sum, behavior and the Security Culture are interlinked and dependent on each other. In particular, culture is the gentleman a key factor in the behavior of employees, while Culture Security is a prerequisite for B.B.S. approach. Also, the environment at large and the working environment shape it behavior of officials.

Consequently, the adoption of all of them by a shipping company takes place as a solution to the reduction of incidents, in particular accidents, which are multiple and in the long run catastrophic extensions. Finally, they are also adopted in in the context of customer / charterer satisfaction and in general of the parties involved, as well as the image to the outside .



# CULTURE AND POLITICALITY IN THE SHIP OF SHIPPING

## 4. The definition of Business Culture

There are dozens of definitions of the meaning of "Culture". According to one approach: "Culture is the collective planning of the mind that distinguishes the members of a human group from another ... culture in this sense, includes value systems, and the values are among the cornerstones of civilization "(Mead, 1998). Consequently, the business culture can be approached as a set of common beliefs, values and values behaviors that support, in community conditions, the pursuit of business behavior in an enterprise (Gibb, 1987). The values that govern each culture are the ones that shape its character and its orientation.

Culture is unique to a business, because it is what makes it stands out from the rest. It is all the beliefs and values that are commonly accepted of all and shows how all staff should behave in all levels of the administrative hierarchy. The culture creates the feeling for the members of the enterprise that they know who they are, what they are doing and what their raison d'être. Therefore is the main orientation of the business (Georgopoulos, 2010). Researchers argue that there are seven dimensions that collectively shape it culture of the enterprise, these are (Georgopoulos, 2010):

1. Innovation and risk-taking
2. Attention to detail
3. Orientation to the result
4. Orientation in man
5. Focus on teamwork
6. Aggression
7. Stability

Culture plays a very important role in strategic management, because strategy and culture should go together, otherwise their non-harmonization is likely to lead to failure. Moreover, if there is no common and strong culture that governs values and beliefs conflicts and poor cooperation between employees are likely to be created. Forming a culture within a business is not an easy task, it requires time and can easily affect its strategy as well as its general implementation of a new strategic planning .

According to Schein (1989), culture consists of the unconscious, data, I believe, assumptions, thoughts and feelings and is the basis for the success of a business. It distinguishes three levels in corporate culture:

1. The findings (artifacts). They are the visible and acoustic elements that indicate them perceptions of culture. It can be the ways of behavior, the natural environment, dressing, stories and myths.
2. Shared values. There are adopted reasons, why things are done in the specific way in the business, such as rules, codes of conduct, corporate statements etc.
3. Basic assumptions. It is much more difficult to define and to be examined. They include the invisible but identifiable reasons for them which the members of a group perceive, think and feel with one specifically, with regard to the external environment and its operation business. The mission of the company, the way of solving problems, the interpersonal relationships, time and space are some of the key assumptions. One can distinguish them better either as unacceptable ways of behavior by the business, or, on the contrary, as desirable ways of behaving.

Schein believes it is very important for the business leadership to give more emphasis on the third element, ie the basic assumptions. Findings can be replaced, new values can be imported, e.g. with the change of mission undertaking or the code of conduct. But the culture of the business can not change, if its basic assumptions are not affected.

## 5. Formation of safety culture

As we mentioned, each business has its own Business Culture, which and the people who are their workforce. In recent years a new culture has been established in the shipping industry oriented to security levels in the maritime community. Its purpose safety culture is the reduction of accidents, damages, personal injury and loss due to insignificant events, and to ensure safer and cleaner ships of the seas.

Ship owners and managers must follow a set of regulations, standards and regulations laid down by the competent bodies, and implement safe practices in the ship's operation, provide a safe working environment environment, to introduce certain security measures against all recognized risks and constantly improve the skills of safe management in both crews as well as on land-based personnel, including emergency preparedness. The Maritime Safety Committee of the IMO, in the annex to document 77/17 of 2003, gives it exact definition of shipping safety culture:

"A culture of security can be defined as a culture in which there is one important information effort to reduce the risks to individuals, ships and the marine environment, at a level as low as reasonably practicable. More specifically, for an organization that strives to achieve such an objective, the finances and the social benefits will be imminent, as a strong balance will be maintained between security and trade. "



## **6. The elements of the Security Culture**

At the same time, the same document defines the ten key elements to achieve this culture:

1. Commitment of the administration for the purpose of establishing a security culture
2. Communicating the values of such a culture
3. Understand productivity versus security
4. Learning organization
5. Permanent securing of security resources
6. Participation
7. Common perceptions of security
8. Confidence
9. Working relationships and job satisfaction
10. Education

## **7. Applying the Security Culture Model**

The cultural or behavioral approach to improving safety is more effective when the technical and systemic aspects of safety are adequate and effective the majority of accidents are due to behavioral or cultural factors. Therefore, the Security Culture model only matters for organizations that meet certain criteria. These criteria include:

1. An effective Safety Management System (SMS).
2. The condition that the majority of accidents are not due to technical failures.
3. The company has complied with Health and Safety legislation.
4. The pursuit of security is not the result of avoiding persecution, but of desire prevention of accidents

Companies that do not meet the above criteria would be better to use their resources by paying more attention to technical and systems issues.

## 8. The stages of developing a Security Culture

The stages from which a company must pass until it reaches its target in terms of in the development of a Security Culture is five. It is preferable for organizations to progressing sequentially to the five levels, taking advantage of the strengths and removing them weaknesses of the previous level. Therefore, it is not appropriate for an organization to try to jump or skip a level. For example, it is important organizations to go through the management level before the level of participation, as it is it is important for managers to develop their commitment to security and to understand it the need to involve existing workers. The stages of developing a Security Culture are as follows:

1. Emerging: in the first stage safety is limited to compliance with them regulations and does not seem to be a major risk to the business and the primary one the security department has the responsibility for security. Many accidents are considered inevitably part of the work and the staff are not particularly interested in Security Issues.
2. Managing: The average rate of accidents in the organization is average industrial sector to which it belongs, but at this stage this percentage there is a tendency for more serious accidents to occur than the average. OR security begins to be considered a business risk and an effort is being made for it accident prevention. Security is limited to compliance with the rules and procedures and mechanical checks and accidents are considered to be avoid. Managers realize that the majority of accidents are due exclusively to the unsafe behavior of front-line staff and are starting assess the safety performance of workers.
3. Involving: At this stage, accident rates are relatively low, but they have reach the limit. The organization is convinced that the involvement of officials in health and safety is essential. Directors recognize that a wide range factors causing accidents are due to management decisions. A significant percentage of employees are willing to work with the administration for improving health and safety. The majority of staff accept personal responsibility for his / her health and safety. Safety performance is actively monitored and data is being used effectively.
4. Cooperating: At this stage it is recognized by the majority of staff the importance of health and safety, and responsibilities are shared, while each member recognizes his personal responsibility for his safety. The organization makes major efforts by taking measures to prevent accidents. OR security performance is actively monitored using all available data. Workplace accidents are also monitored and one is being promoted healthy lifestyle.
5. Prevention of all injuries to workers is a core value of the company. The organization has a fixed period without accidents or a major incident, but there is no feeling of complacency. Performance monitoring is ongoing, while the



organization strives for continuous improvement and promotion of health and safety.

The shipping industry is a heavy industry with a very dynamic environment and with many inadequate factors. For this reason necessity is not found in existence simply Safety culture, but a Maritime Safety Culture. The companies adopt a "No Blame" policy, a policy of classless labor dynamic and acceptance of human torque in error, to prompt communication staff, without the fear that if they report any problems or incidents they will be considered unsuitable for their position. The Security Culture is a security policy that fosters a change of mindset and not just changing security systems. Behavior and Safety Culture is directly linked to each other. In particular, culture is the main determinant about the behavior of employees, while the Safety Culture is a prerequisite for it implementation of the behavioral approach. Besides, the working environment is a leading one role in shaping the behavior of employees.

## 9. Multiculturalism of Crews

The global naval labor market consists of seafarers of various specialties, capacities and nationalities, and the role of job placement agencies and outsiders associates is crucial in its operation. Developing countries offer one much of this workforce that moves in various parts of the world for to find employment, and to travel around the world doing their job. Greek ships, especially those of the merchant shipping seafarer, are multinational and foreign crews

Since the late 1980s (Thanopoulou, 1994), there has been a tendency for preference for the foreign seafarers, who are a more flexible and inexpensive producer in the shipping industry, thus reducing the employment rate of Greek seafarers. In research carried out by the University of the Aegean (2006) shows that the substitution of the Of Greeks from foreigners has begun to establish itself at the level of the officers. Greek shipping and Greek shipping companies report that prefer to work with Filipinos due to the compatibility of the culture, while the problems they raised related to their level of education and skills Filipino. (Progoulaki, 2003, Theotokas and Progoulaki, 2004) .

Diversity in culture can enhance receptivity to new ideas, and yes contributes to creativity, innovation, increasing alternatives, but also speed and flexibility in responding to environmental changes and, in the long run, competitiveness. Another business advantage that is cultural diversity is that they have the ability to attract the most talented and conscious workers, who can increase it efficiency of mixed cultural groups.

However, cultural diversity can trigger negative forces, such as ethnocentrism, stereotypes and cultural conflicts (White, 1999). Still, it still count is a dysfunction of working groups in problem solving, lack of coherence and his ethics team. Of the most frequent disadvantages of multiculturalism groups and organizations is the difficulty in communicating due to a different language, from different interpretations given by different cultures in words and expressions, but also from different beliefs, values, habits and behaviors. The wrong one communication between employees makes decision making difficult and can lead to delays, errors, ambiguity and confusion.

## 10. Culture and Management of Cultural Diversity

Based on the above, one understands that people's attitudes and perceptions are directly linked to the cultural and wider environment in which they are integrated. When individuals join the potential of a business they maintain the elements of the culture while being influenced by corporate culture. In enterprises that have a strong multicultural element, intercultural management establishes the relationships and interactions that develop between them cultures, business and management.

Cultural diversity is a term that is used to denote the presence of different groups of people with different race, system of values and beliefs, religion, languages, etc. in a geographical area (Osman, 1999). The ability to manage cultural diversity concerns the ability (one human or organization) to respect and understand, to communicate effectively and to collaborate with people who have different cultural backgrounds (Garcia, 1995). Successful management of the cultural diversity of human resources can lead innovative business practices, faster and better learning within organization and sustainable sources of competitive advantage (Hoecklin, 1996).

In an organization with workers from different cultures the conflict of views is expected. The conflict between cultural groups is in itself one a threat to success, for this reason it is necessary for an enterprise to manage them cultural differences to limit the risk and neutralize that threat. OR Appropriate management and control can ensure that the conflict can increase the creativity and efficiency of mixed teams.

## 11. Epilogue

As can be seen from this paper, the human factor is the most important component of the business, and this is even more true in the field of shipping. Human resources are directly linked to success or failure in operating the enterprise and achieving its objectives. Therefore, its proper management is critical. However, the ever-changing environment, the daily business competition and constant pressure forces businesses to change and adapt to new conditions. This is precisely the part of the Human Resources Department, and if necessary change the potential of the company for the purpose of acquiring it competitive surplus, but also the survival of the company itself. The administration Human Resources is not a simple process. It consists of epic stages and functions that need to be completed in the proper order for proper operation business and the achievement of its objectives. In particular, in the management of a shipping company the situation is more complicated due to the existence of two different workplaces and hence human resources: the land staff working at the offices of the shipping company, and staff who works on the ships the company manages. Managing the potential of of these two spaces it presents several differences that need to be taken into account, since the same staff is very different between these two sites. Purpose of the Administration Department Human Resources is to be able to organize the operation of the two departments separately, but also to achieve their effective cooperation.

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