

**IAME- International Conference on  
“Understanding Shipping Markets”  
June 24-26, 2009, Copenhagen, Denmark.**

**Strategies of managing  
maritime human resources’  
cultural diversity.**



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# OUTLINE

- Introduction
- State-of-the art
- Theoretical background
- Proposed integrated framework
- Conclusions



# INTRODUCTION

- Shipping companies' practice to employ low cost labour;
- From a defensive measure to a common practice;
- Composition of global seagoing labour changes;
- Cultural diversity affects Crew Management practices.
- Experience seems deficient to handle problems of multiculturalism.



# PREVIOUS RESEARCH

- Problematic cooperation among crewmembers
- Linguistic and cultural differences
- Stereotypical thinking
- Lack of training on multiculturalism
- GAP: strategic management of multicultural crews



# THEORETICAL BACKGROUND

- Cultural Diversity Management (CDM)
- Resource-Based View (RBV)
- Human Resource Management & Strategic HRM (SHRM)



# CDM APPROACHES

- **Organisational strategies for managing cultural differences:**
  - Ignore
  - Minimise
  - Utilise (Source: Schneider and Barsoux, 1997)
- **Components of diversity initiatives:**
  - Education
  - Support groups
  - Human resource policies (Source: Fine, 1995)



# RBV ANALYSIS

- 1) Value
- 2) Rareness
- 3) Imitability
- 4) Organisation Support

Source: Barney (1997)



# VALUE OF SHRM

- **SHRM system requires:**
  - HRM policies consistent with business strategy,
  - HRM practices to reinforce each other.
- **Combination of diversity & SHRM** can lead to competitive advantage



# PROPOSED FRAMEWORK OF STRATEGIES

a) **Do nothing:** *Ignore cultural diversity*



b) **Intervene onboard or ashore:**



- Mediator
  - Foreign
  - National
- Support groups



c) **Develop skills:** *Multicultural training*

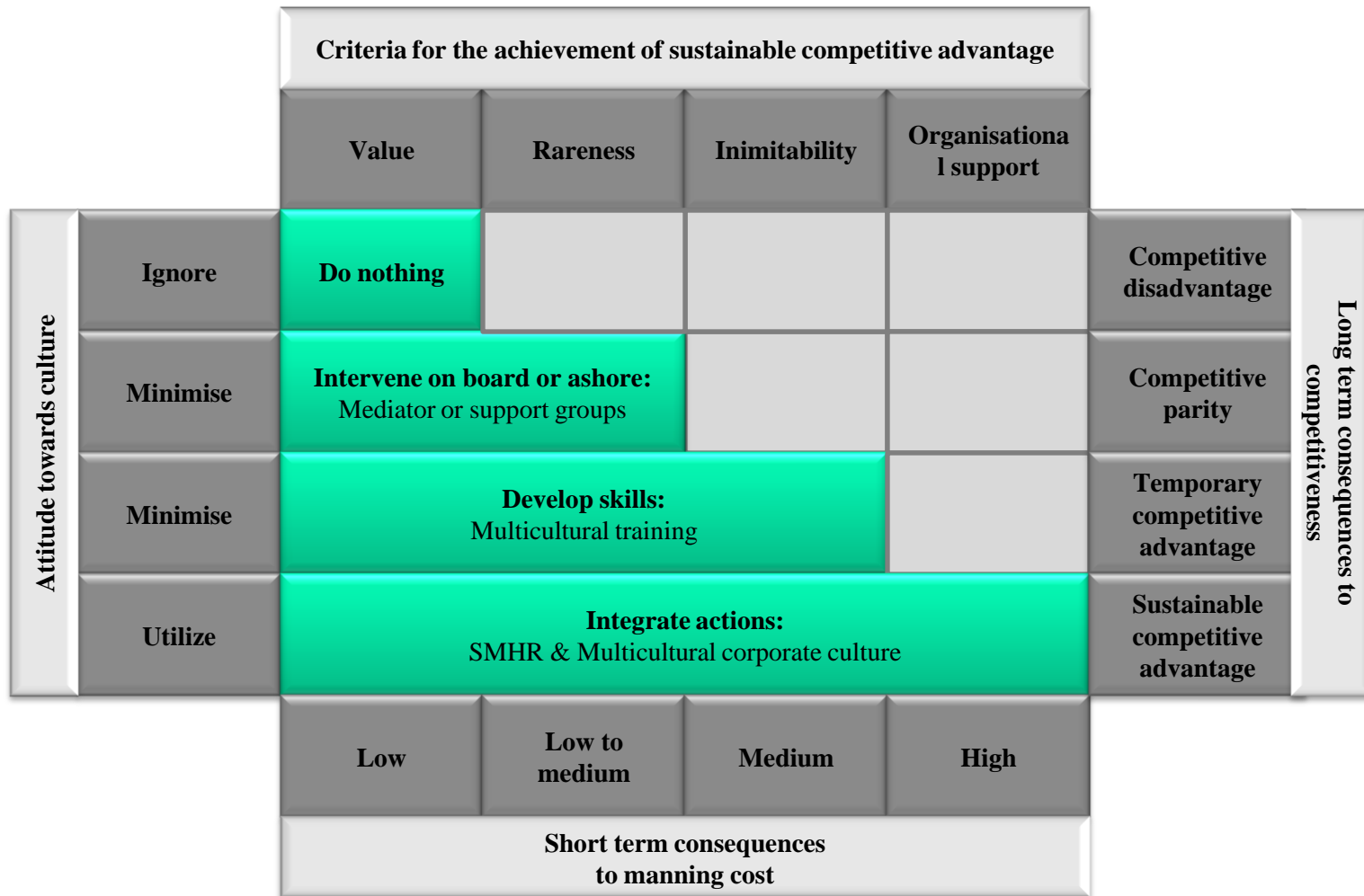


d) **Integrate actions:** *Utilise diversity to develop core competence*

- Multicultural corporate culture
- Integrated system of SHRM



# PROPOSED FRAMEWORK



# CONCLUSIONS (1)

- Absence of unified HRM systems for shore-based personnel, Officers, Ratings, no matter nationality was encountered during survey;
- Separate and unlike crew management practices are best in the short-run;
- Proposed strategic approaches can be applied to all sizes of shipping companies;
- Integration of HRM to company's strategy: precondition for competitiveness;



# CONCLUSIONS (2)

- Change or evolution of corporate philosophy, culture and strategy is required
- Integration of HRM & CDM to company's strategy: precondition for competitiveness;
- Long- term competitiveness can be achieved through HR.



# *Authors acknowledge:*

*the “Reinforcement Programme of Human Research Manpower” (PENED), co-financed by National and European Community Funds.*

*Thank you for your attention.*



# PROPOSED FRAMEWORK

