

Work values and productivity among female seafarers

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Received: 5 July 2024

Available Online: 15 August 2024

Revised: 6 August 2024

DOI: 10.5861/ijrsm.2024.1223

Accepted: 8 August 2024



ISSN: 2243-7770

Online ISSN: 2243-7789

OPEN ACCESS

Abstract

Nowadays, the maritime industry is considered an integral part of the global economy, and women are increasingly playing a key role within it. They are making their presence felt and contributing to the industry in meaningful ways. The present study aims to investigate the status quo of work values and productivity among female seafarers and to examine how these variables relate to each other. This study is focused with the following objectives: to describe the profile of the respondents in terms of rank, trade route, age, civil status, and years of service; to determine the work values of female seafarers in terms of achievement, status, altruism, safety and autonomy; to assess the work productivity of female seafarers in terms of quality of work, commitment and strategy; to test the significant relationship between work values and work productivity of female seafarers; to test the significant difference on the responses when group according to profile variable; and (6) to propose an action plan to enhance the work values and work productivity. Altogether, 117 maritime professionals who had sailed with female seafarers were involved in this study. Four modified and adapted questionnaires were used to measure the work values and productivity of female seafarers on a Likert-type scale. The data were collected, and then descriptive statistics analysis and correlation analysis were conducted with SPSS. The findings of this study show that: most of the respondents were management and operational level officers, with worldwide trade routes, aged 21–30, single, and with 1–5 years seagoing experience; Maritime professionals strongly agree that work values are commonly observed by female seafarers, but autonomy is regarded as the least important work value for them; There's also a high level of productivity among female seafarers However, the doing strategy is thought to be the least frequently observed in their work productivity. There is a statistically highly significant relationship that between work values and work productivity. When the responses are grouped by rank, trade route, age, civil status, and years of service, there are no statistically significant differences; Finally, an enhancement program has been proposed to enhance the work values and productivity of female seafarers.

Keywords: work values, work productivity, female seafarers

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1. Introduction

Men have always dominated the maritime industry. With a projected lack of maritime officers, policymakers are talking more and more about the need to give women more power in the maritime industry. Nowadays, the maritime industry is considered a vital part of the global economy, and women are increasingly playing a key role. They are making their presence felt and contributing to the industry in meaningful ways.

To ensure that the maritime industry is operating at its highest level of efficiency and effectiveness work values and productivity of seafarers are now considering. According to Gursoy et al. (2013), values are considered the guiding principles for behavior and decision-making, as they set the standards of what is right or wrong within them. Values are not only personal but also shared by a group of people. Therefore, it involves exploring the way in which people come to adopt and maintain certain values. It also looks at how values shape the way people think, feel, and behave. In the perspective of the workplace, Mohamad et al. (2016) cited that work values reflect a person's core beliefs and principles, which are often shaped by personal experiences. They are the guiding principles that inform attitudes and behaviors in the workplace, and the same is true for our values in other areas of life. In the other hand, since shipboard operation are very crucial in maritime industry giving matters how the seafarers are productive and engage are very vital.(Bhattacharya,2015).Work Productivity can be about how well you do at work. In the maritime field, it means that the ship can keep running normally because seafarers make few mistakes. It is the degree to which a person's performance at work can be judged by how well they do tasks. For people who work at sea, it means quality and efficiency (An et al., 2020).

But Women in Maritime (n.d.) and the BIMCO/ICS 2021 Seafarer Workforce Report show that there are only 1.2% female seafarers in the world today. This is a good sign for improving gender equality. The report says that there are now 24,059 female seafarers working onboard, which is 45.8% more than in 2015. Because there aren't as many women as men, they are more likely to be harassed and treated badly than men. But despite of that it is still considered an overdue concern, according to a survey of female seafarers done by the Maritime University of Constanta in 2013, most women seafarers think they face discrimination and are not treated the same as men. Women in this field still face a numerous of challenges, such as the idea that jobs in this industry are only for men, which could make it harder for them to fit in socially and not work effectively. Mukherjee (2021) says that women leave and lost their enthusiasm in the maritime industry because there aren't enough jobs for them. They also become pessimistic about their job and career prospects in the industry. Aside from this, there are also social, cultural, and practical issues that need to be considered. Despite from fact that there are several government organizations that safeguard the rights of female seafarers and plans to support gender equality in the maritime industry, they continue to be perplexed as to why female seafarers choose to pursue a career in the maritime business.

This study conducted to fully assess the work values exemplified by female seafarers and how it contributes to their work productivity. This was conducted because of the observation that the numbers of female seafarers have slowly started to grow, and the maritime industry is giving more opportunities to show their skills and knowledge in maritime operations. The researcher was inspired to do this study because, as one of the few female seafarers, she has observed firsthand how collaboration between female seafarers and their colleagues can lead to a more productive and successful maritime operation. This research can be the basis for helping shipping companies identify areas where their female seafarers may need more support or are under-performing. Additionally, understanding the work values and productivity of female seafarers allows shipping companies to better design and implement strategies to reduce gender inequality in the workplace. The results of the study can help to support United Nations Sustainable Development Goal No. 5. which is all about gender equality, by

promoting the development of female seafarers' skills and capabilities, allowing them to pursue their ambitions and contribute to the maritime industry. Finally, this study provides insight into exactly how well female seafarers are being supported and integrated into the maritime industry, which is essential for the industry's long-term success.

Objectives of the Study - This study generally aims to know the work values and productivity of female seafarers. Specifically, it answers the following objectives: (1) to determine the work values of female seafarers in terms of achievement, status, altruism, safety and autonomy; (2) to assess the work productivity of female seafarers in terms of quality of work, commitment and strategy; (3) to test the significant relationship between work values and work productivity of female seafarers; and (4) to propose an action plan to enhance the work values and work productivity.

2. Methods

Research Design - The researcher uses the quantitative descriptive method in determining the work values and productivity of female seafarers. Apuke (2017) emphasized that quantitative research aims on numbers and accuracy, while qualitative research seeks on actual events and people's perceptions. Consequently, descriptive method recounts a particular phenomenon and its details. This research methodology is suited for assessing the current situation in a scenario where the occurrence of this condition can contribute to the existing body of information. In addition, correlations are utilized because relationships between variables are studied, and the differences in answers are tested and assessed.

Participants of the Study - The respondents to the study were 117 maritime professionals who had sailed with female seafarers. Because there is a small population of female seafarers, the study did not focus solely on them, but rather on the responses as perceived by maritime professionals who had the opportunity to sail with female seafarers either on domestic or international trade routes, aged 21-60, of any civil status, and with at least one year of seagoing experience on any type of vessel to assess their work values and productivity since they had a first-hand experience working with them. The majority of respondents are officers in rank who came from a worldwide trade route, are between the ages of 21 to 30, are single in civil status, and have 1 to 5 years of service. Purposive sampling was used to select a sample that was most useful for the purposes of the study due to the nature of work performed by the respondents.

Data Gathering Instruments - This study utilized four modified and adapted questionnaires to acquire information regarding the work values and work productivity of female seafarers. The content of the survey questionnaires under work values were derived from the studies of Lindsay (2004) and Ping 2013 entitled Pathfinder: Exploring Career and Educational Paths and Work Values, Job Satisfaction and Intentions to Leave A Study of Accounting Professionals, respectively. Hence, for the items under productivity, the instruments were the studies of Asio (2021) called Determinants of Work Productivity among Selected Tertiary Education Employees: A PreCOVID-19 pandemic analysis, and Tsai et al. (2017) Determinants of work performance of seafarers. The initial part is the demographic profile of the respondents, which asked for their rank, trade route, age, civil status, and years of seagoing experience. The second part will be the work values of female seafarers in terms of achievement, comfort, status, altruism, safety and autonomy. The last part will be the productivity of female seafarers with regard to quality of work, commitment, and strategy. These were measured through a 4-point Likert scale with 4 as the highest and has a verbal interpretation of strongly agree and 1 as the lowest and is interpreted as strongly disagree. To further verify the questionnaire's validity and dependability, the researcher ran a pilot test. The testing was conducted in to twenty (20) active seafarers who experience to sailed with female seafarers. The pilot testing yielded a Cronbach Alpha of 0.817, which is interpreted as good and indicates that all items are acceptable for data gathering.

Data Gathering Procedure - The researcher formulated a topic based on current issues among female seafarers and supported it with a relevant questionnaire for validation. Upon the approval, the survey

questionnaire will be utilized as a method for collecting data. As reiterated by Krosnik (2018), a questionnaire is the core component of a survey. The sample selection procedure, the recruiting and training of interviewers and supervisors, the programming of computers, and other preliminary activities facilitate the dialogue between researchers and respondents. For this study, distribution of questionnaire occurred by means of online platforms such as email and Google forms. More so, the social media site, Facebook, was maximized through sending of links to potential respondents because of its network coverage and accessibility. Thus, the research instrument included a cover letter clarifying the purpose of the study, highlighted that the gathering of information is purely voluntary and is in accordance to the data privacy agreement prior its distribution. The respondents were given adequate time to accomplish it and results were downloaded and tallied afterwards.

Data Analysis - The acquired data were used to present, analyze, and interpret the gathered data through tables, graphs, and charts by utilizing various statistical methods. Frequency and percentage distribution were employed to describe the respondent profile. Weighted mean and rank were utilized to determine the labor values of female sailors and to evaluate their productivity. All variables' p-values are less than 0.05, as determined by the Shapiro-Wilk Test, indicating that the data set was not regularly distributed. As part of the non-parametric testing, the Mann-Whitney U test for two groups and the Kruskal Wallis test for more than two groups were used to identify significant differences. Similarly, Spearman rho was utilized to examine the significance of the link. All analyses were conducted using version 26 of SPSS.

Ethical Consideration - To maintain the strict confidentiality of the interviews, no specific identities were included in the report. The researcher ensured that they communicated with the participants in a personal manner, that they did not violate their privacy without their permission, that the analysis did not harm their feelings, and that all information obtained from them was acknowledged and accurately represented for this study. No personal viewpoint was expressed or contributed by the researchers; simply information and findings based on the collected data were provided. The respondents were guaranteed of the anonymity of their responses and advised that the survey would be utilized solely for the purposes of this study.

3. Result and discussion

Table 1

Work Values of Female Seafarers in terms of Achievement

Indicators	WM	VI	Rank
Female seafarers like a job where they can use their individual abilities.	3.56	SA	3
Female seafarers like a job where they get a feeling of accomplishment.	3.58	SA	1
Female seafarers like a job that provides them with opportunities to compete with others.	3.34	A	6
Female seafarers like a job that is challenging and involves a lot thinking and analysis.	3.43	A	5
Female seafarers like a job essential for their growth and promotion.	3.57	SA	2
Female seafarers like a job that provides for rapid advancement.	3.47	A	4
Composite Mean	3.49	A	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 1 shows the work values of female seafarers in terms of achievement with 3.49 composite mean with a verbal interpretation of moderately agree. Based on the results of data gathered, female seafarers want a job where they get a feeling of accomplishment obtained the highest weighted mean of 3.58. People want a job wherein they can finish something, especially the ones that may entail outcomes or products. In this way, they can assess their capabilities whether they did well in the task assigned to them. On the other hand, what may be done is self-reflection on what areas should be improved on to fully execute the responsibilities flawlessly. In relation to this, Ukaejiofo (2013) argued that management plays a crucial role in making work more fulfilling and rewarding for employees and ensuring that their motivation is consistent and directly proportional to corporate goals. Ranking as second is the indicator female seafarers like a job essential for their growth and promotion with 3.57 as its mean and strongly agree as its interpretation. In order to further motivate employees, promotion is said to be one of the key factors that would best actualize change and innovation in the work

environment. Studies tell that among the major reasons why people resign in their positions is because of the lack of employee development plan wherein the required trainings and skills to be acquired are indicated. Because of this, concerned individuals are not qualified for career advancement and is therefore subject to retention to their particular position and tend to be stuck for longer span of years. According to Sahito et al. (2020), the most influential elements on employee job satisfaction are congenial working circumstances, promotional possibilities, fair compensation, support from department heads, colleagues, and the community, organizational empowerment, and friendships. Moreover, it was shown that an autocratic management style, mistrust, a non-transparent system, a work-life imbalance, an inadequate teaching/learning environment, and a lack of resources were the primary causes influencing job unhappiness.

Female seafarers like a job where they can use their individual abilities placed third since it garnered 3.56, still falling under strongly agree. Unleashing of potentials and capabilities are contributing factors in staying in the workplace. As a belief, each person has unique skills and talents which can be discovered, honed, and utilized for better use in the workplace and in personal life. With the diversity of contemporary workplaces, shaping and nurturing individual abilities are complex task. Moving unto the indicator having agree as the result and has a mean of 3.47 is female seafarers like a job that provides for rapid advancement. Relative to promotion which was previously stated, employees tend to be inspired and develop a positive mindset if they feel that have a direction and a future in a particular company. For instance, as female seafarers, they have the longing to become future master mariners or chief engineers. For this to happen, several things should be taken into consideration. The necessary requirements must be complied. The required number of seagoing experiences must be met, and a good evaluation on previous vessels and companies are also looked into. This signifies that rapid advancement may take place if the above stated are acquired fast. Few female seafarers may also want to be among the roster of young officers who are being looked up to by the maritime industry.

It was revealed that female seafarers like a job that was challenging and involves a lot thinking and analysis evinced with the 3.68 weighted mean coming from the respondents. Second to the last in rank portrays that there are instances where employees like to challenge themselves and deeply work on their critical thinking skills. Students will find classroom and workplace learning engaging if they are taught how to conduct intensive research beginning with easy steps to reach a conclusion or gain knowledge. Departing from this, the concept of discovery, which is the foundation of the approach used to educate critical thinking skills, plays a significant role in learning through discovery learning. However, female seafarers like a job that provides them with opportunities to compete with others was rated as agree and obtained the lowest weighted mean of 3.34. This lowest item indicates that employees do not bother to be in competition with others since they are more focused on competing with themselves. They do not allot time to criticize or compare with others as they become busy in improving their own knowledge and skills. On the other hand, a different type of competition exists among other employees. Whitaker (2019) underlines that discrimination in the workplace continues to limit both the labor participation and job happiness of individuals of different nationalities. but numerous minority groups of various races face job prejudice. African Americans, for instance, frequently endure the cumulative impact of numerous types of discrimination. African Americans' exposure to prejudice hinders not only their ability to obtain jobs, but also their professional advancement.

Table 2 shows the work values of female seafarers in terms of status. The composite mean of 3.54 signifies that the respondents have a strong level of work values. Among the items cited, respondents considered female seafarers like a job where the work they do is appreciated mostly to ponder on are considered the highest weighted mean score of 3.64.

Appreciation is a small thing which creates huge impact. It can either make a person's day or break a mood when not given. This comes in different forms, either in the form of words of affirmation, incentives or bonuses, and acknowledgement in front of the colleagues. Whatever may be the way, one thing remains, the motivation that it radiates to the recipient. As Yang et al. (2018), and Zupan et al. (2015) have previously mentioned, work values provide a cognitive perspective on various needs, employee necessities, and even minor objectives related

to an employee's job, such as monetary security, intellectual stimulation, social interaction, the position the employee has earned, self-respect and respect from peers, and self-actualization.

Table 2*Work Values of Female Seafarers in terms of Status*

Indicators	WM	VI	Rank
Female seafarers like a job where they can get promotions.	3.55	SA	3
Female seafarers like a job where the work they do is appreciated.	3.64	SA	1
Female seafarers like a job where they give directions to other seafarers.	3.44	A	6
Female seafarers like a job where they are looked up to by people they work with and people in the community.	3.46	A	5
Female seafarers like a job that provides opportunities for self-improvement.	3.63	SA	2
Female seafarers like a job that can be performed in a standard, stable and controlled manner.	3.53	SA	4
Composite Mean	3.54	SA	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Respondents also found female seafarers like a work that provides opportunities for self-improvement with a 3.63 computed weighted mean. Room for change always exists, but what lacks is the acceptance that there is a need to do such. Greater possibilities arise once the areas which should be worked on are assessed and enhanced. A discussion of work values is present in a few significant theories of career development (Dawis, 2005). The Theory of Work Adjustment conceptualizes work values as characteristics of a job that are essential to fostering job happiness (Dawis et al., 1984). Despite varying definitions, Zytowski (1994) noticed that in the literature of vocational psychology, work values are most usually described as positive reinforcers of job satisfaction. Super (1980) defined work values as "a desired psychological state, relationship, or material condition."

Additionally, with a weighted mean of 3.55, female seafarers like a job where they can get promotions. Given the nature of the career direction of seafarers, their success ladder mean promotions. What must be pondered upon are the means and ways to be promoted such as taking the licensure examination. Transformational leaders are required to encourage their followers to assume increased responsibility for their work, which enables them to match followers with assignments that improve their performance. In the present study, Hetland et al. (2018) hypothesized that transformational leadership is positively associated with followers' work-crafting behavior, which is proactive behavior targeted at improving job requirements and job resources. They can urge their followers to use job crafting, and this effect is facilitated by their promotion-oriented mindset.

It can also be noted that based on the computed weighted mean of 3.53, female seafarers like a job that can be performed in a standard, stable and controlled manner ranked fourth. This means that seafarers stick with the tradition. They do what is directly stated in the book, closing doors for potential suggestions and modifications. In truth, this may be related to paternalistic leadership, which is based on the assumption that the leader is the person with the authority to make decisions and whose legitimacy derives from his or her knowledge. The subordinates are viewed as an extended family and have a more partner-like relationship with the boss than, for instance, in an autocratic paradigm. The leader places the subordinates' welfare at the heart of decision-making and strives to guarantee that everyone is treated equitably.

Meanwhile, female seafarers like a job where they are looked up to by people they work with and people in the community covered the second to the last place with a mean of 3.46 where the respondents tend to agree while the computed weighted mean of 3.44 was found in the item stating that the female seafarers like a job where they give directions to other seafarers. This item got the lowest computed mean. Since there is a standard hierarchy onboard, seafarers' treatment vary per person. They may allot full attention to the officers while minimal understanding with ratings, at times. Subsequently, others want to initiate commands and provide instructions towards the others.

Teamwork and leadership play crucial roles in demonstrating the proper approach to different types of

people. This must be given the utmost priority if an organization is to recognize that leadership and teamwork have a significant impact on an organization's ability to achieve its goals. You need leadership to ensure that every team member is moving in the same direction and pursuing the same goal. Teamwork is crucial and necessary for achieving an organization's overarching objectives and objectives. A teamwork environment provides an environment that encourages friendship and loyalty (Wehbe, 2017).

Table 3*Work Values of Female Seafarers in terms of Altruism*

Indicators	WM	VI	Rank
Female seafarers like a job where their co-workers are easy to get along with.	3.58	SA	1
Female seafarers like a job where they do things for other people.	3.25	A	5
Female seafarers like a job where they do not have to go against her sense of right and wrong.	3.24	A	6
Female seafarers like a job that allows her to work for a good cause.	3.52	SA	2
Female seafarers like a job that provides many good opportunities for social contact with others.	3.40	A	4
Female seafarers like a job that provides me with opportunities to cooperate with others.	3.48	A	3
Composite Mean	3.41	A	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 reveals the work values of female seafarers in terms of altruism. The composite mean of 3.41 indicates that the respondents agreed on the above indicators. Among the items cited, female seafarers like a job where their co-workers are easy to get along with got the highest weighted mean score of 3.58 wherein most participants strongly agreed. Interpersonal and people skills are exceedingly the edge of seafarers among other professions. Though they come from different nationalities and territories, they know how to communicate with others during and after working hours. Since they spend several months onboard the vessel, they have already established a friendly environment with minimal to no conflicts.

It was followed by female seafarers like a job that allows her to work for a good cause. (3.52) and the indicator, female seafarers like a job that provides me with opportunities to cooperate with others (3.48) immediately comes afterwards. The maritime industry is exemplifying its role relevant to social responsibility. Given the fact that the vessels serve as the main means to transport good and services worldwide, In this regard, the seafarers are the bridge to send and receive products and necessities. According to Gonzales (2019), the Philippines, a significant provider of marine expertise, contributed more than 400 thousand seafarers, or more than 30 percent, to the worldwide maritime workforce. Alone, remittances have contributed \$5 billion to the national economy. In addition, the crewing and manning industry generates other sub-industries that benefit from the maritime industry and contribute to the economy by producing additional jobs.

However, female seafarers like a job that provides many good opportunities for social contact with others (3.40) was placed fourth based on the responses obtained and the fifth rank is female seafarers like a job where they do things for other people with the weighted mean of 3.25. Teamwork and camaraderie are among the common qualities that seafarers possess. They do not see the need to be aloof to people since harmonious relationship should be maintained during the course of the contract. Kinali et al. (2022) argues that physically and mentally healthy seafarers with professional knowledge and abilities are necessary for the safety and sustainability of maritime transportation. Mental issues among seafarers can result in bad outcomes such as bullying, substance dependence, violence, murder, and suicide. On the other hand, acts of service embody the values possessed by seafarers. They have the ability to take care of others in times of crises and disasters. Looking after a sick colleague or ensuring the safety of the other during operations are concrete means of exemplifying assistance and compassion.

Garnering the lowest weighted mean of 3.24 is statement “Female seafarers like a job where they do not have to go against her sense of right and wrong. With verbal interpretation of agree, beliefs and stand vary for seafarers. What they perceive to be right is what they dwell upon. Honesty and loyalty are the key qualities that must be possessed by them. However, those words may be given different meanings which truly negate to appropriate actions. According to Chowdhury (2018), morality, values, and ethics are sometimes difficult to

comprehend due to the misunderstandings and misconceptions around them, which prevent the accurate explanation from being reached. The purpose of moral education is to foster shared emotions with others and to instill a commitment to one's own personal responsibilities and actions.

Table 4

Work Values of Female Seafarers in terms of Safety

Indicators	WM	VI	Rank
Female seafarers like a job where they are treated fairly by the company and practices they work for.	3.64	SA	2
Female seafarers like a job where their supervisors back them up with relations management.	3.44	A	6
Female seafarers like a job that can be carried out in safe and secure conditions.	3.59	SA	4
Female seafarers like a job that can be carried out in conditions that are safe, modern, and clean.	3.63	SA	3
Female seafarers like a job that provides health and life insurance.	3.65	SA	1
Female seafarers like a job that can be carried out in physically comfortable conditions.	3.55	SA	5
Composite Mean	3.58	SA	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The work values of female seafarers in terms of safety is shown in Table 4. The composite mean of 3.58 proved that the respondents strongly agreed with the above-mentioned indicators. As a matter of fact, the item, "Female seafarers like a job that provides health and life insurance." topped the rank with a mean of 3.65. Seafaring is undoubtedly an extremely risky profession and that is why there is a need to be given the necessary insurance and proper compensation. The findings of Baygi et al. (2017) indicate that health-related concerns among occupational groups, particularly engine room employees, are cause for concern. Clearly, there is a need for health promotion programs that focus on the nutrition and physical activity of sailors. The data can presumably be used to assess and document potential health and lifestyle hazards on tankers, to monitor health-related trends, and to identify high-risk populations and locations that require more screening and intervention. Policymakers should give support to better comprehend the nature, causes, effects, and consequences of health risks posed to seafarers operating on tankers, as well as analyze and direct programs and policies pertaining to these risks.

Based on the table, the indicator, "Female seafarers like a job where they are treated fairly by the company and practices they work for" is placed 2nd (3.64) while the statement, "Female seafarers like a job that can be carried out in conditions that are safe, modern, and clean." got the third place with a mean of 3.63. Hassan (2013) evaluated the association between perceived organizational fairness and organizational identity, job involvement, and intention to leave using the data he obtained for his study. The findings revealed that views of procedural and distributive justice have favorable effects on the job engagement of professional employees and negative effects on their desire to leave their jobs, however these effects are mediated by their organizational identification.

In terms of the looking into the indicator with a weighted mean of 3.59, "Female seafarers like a job that can be carried out in safe and secure conditions." covers the fourth rank. As greatly highlighted, safety comes first and is said to be the solely most important thing to ponder on whenever onboard. The workplace should be safe and secured in any natural disasters or human errors. The shipping profession can be challenging and quite demanding at times. Extreme stress can cause a variety of attitudes, and working under constant physical strain while also having to deal with mental stress from numerous sources can result in unpleasant circumstances. Accidents can lead to shock as a result of stress, which makes decision-making even more difficult. Onboard circumstances occasionally require the ability to make decisions using drastic actions. The relationships and methods of coexistence among seafarers may be determined by a decision made on board. Furthermore, a person's decision can change the direction of a ship or, more crucially, avoid any catastrophes. Indecisive seafarers or seafarers who make snap choices without properly analyzing the situation are not needed on any crew. Finding those who are leaders, who can take charge of the situation, and who can decide appropriately is the flip side of this (Decision-Making, 2020).

Consequently, the item, "Female seafarers like a job that can be carried out in physically comfortable conditions." received the second lowest mean which is 3.55. This implies that that convenience and comfort do

not matter on female seafarers since they have been exposed and immersed to uncertain and tough places and cases that they are considered to be tested and strengthened by time and experience. Nevertheless, a quest for addressing personal needs should also be tapped on. With this, the International Transport Workers Federation (ITF) urged industry stakeholders to prioritize a number of women seafarers' issues, including the reduction of gender stereotypes within the industry; provision of sanitary items on board ships; access to confidential medical advice and contraceptives; consistent and improved approach to maternity benefits and rights; and development of sexual harassment policies and appropriate training, including within cadet training programs.

Lastly, the indicator, “Female seafarers like a job where their supervisors back them up with relations management.” got the lowest weighted mean of 3.44 and making it the only statement with agree as the verbal interpretation. Exhibiting good relations equate positive interpersonal relationship among superiors and peers. Workload becomes light when professional and peaceful environment exist in the workplace. Muharlisiani et al. (2019) argues that strategic planning and direct communication prevent errors and unpleasant surprises since the aims and objectives underlying them have been thoroughly researched. Target communication and effectiveness orientation have never been separated. To achieve the required communication efficacy of certain operational strategies and to have a grasp of the communication strategy, administrators and heads must assure agenda comprehension.

Table 5

Work Values of Female Seafarers in terms of Autonomy

Indicators	WM	VI	Rank
Female seafarers like a job where they can try out their own ideas.	3.55	SA	2
Female seafarers like a job where they can make decisions on their own.	3.41	A	3
Female seafarers like a job where they do not need to seek much consultation and approval.	3.01	A	6
Female seafarers like a job that allows them to work autonomously without much supervision.	3.18	A	5
Female seafarers like a job that allows them to control their destiny and become influential.	3.32	A	4
Female seafarers like a job that provides them with opportunities to use their personal talents, education, and training.	3.59	SA	1
Composite Mean	3.34	A	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 5 illustrates the work values of female seafarers in terms of autonomy. The composite mean of 3.34 explains that the respondents agreed on the above stated indicators. The item, “Female seafarers like a job that provides them with opportunities to use their personal talents, education, and training” ranked first with a mean of 3.59 and a verbal interpretation of strongly agree. Professional growth and development by means of formal or informal learning are often crucial and oftentimes, essential to improvements and innovation in a workplace. Employers and employees, alike are beneficiaries from a culture focused on learning and improvement. In relation to this, numerous benefits that signify that dedicated learning is necessary in any work environment as it equates to career enhancement and progression. Comprehending the purposes and outcomes of learning in the workplace create positivity. Thus, role development among employees in a company's success can assist one see why it is necessary to pursue higher information, more skills, and a deeper understanding of your sector on a constant basis.

According to the International Labor Organization (2019), for change to occur in the workplace, businesses must invest heavily in the development of their human resources. Despite the fact that state interventions can serve to incentivise employer initiatives, workforce development must be an integral part of both short- and long-term strategies. Still belonging under the strongly agree is the indicator, “Female seafarers like a job where they can try out their own ideas”, making it in the second rank. Workers nowadays do not just rely on the details of his job description. They are not anymore reliant on the routinary tasks that they are assigned to finish. More often than not, processes and products are discovered if there is room for flexibility and a clear level of freedom. During meetings and group discussions, it is always a must to inject open forum or sharing of ideas because through those, incredible outputs give birth. It is also during this period where constructive criticisms are formed,

suggestions are welcomed, and efforts are acknowledged. In this regard, Wiles et al.,(2022) demonstrates that employees have a strong sense of belonging, which motivates them to provide innovative ideas and concepts for the organization.

“Female seafarers like a job where they can make decisions on their own.” gained a weighted mean of 3.41 where it is placed third among the other items and respondents agreed to it. Employees have a clear mindset in terms of decision-making involving solutions to either work or personal problems. Having said this, they assess their role and value in the company if they have the freedom to choose decisions, freely, after determining the pros and cons of the subject. When job satisfaction is strong in the workplace, it can raise morale and lead to improved performance. Additionally, employee retention is influenced by job satisfaction, and retention saves enterprise organizations money on additional new recruit training and onboarding. The company might also attract more qualified talent for recruitment with a workplace where employees feel satisfied and happy with their jobs.

Also falling into agree is “Female seafarers like a job that allows them to control their destiny and become influential.” and ranks fourth (3.32). Longworth (2019) classifies lifelong learning as a component in success. It has been shown to have far-reaching repercussions for the entirety of the community, not only in the realm of education systems in schools, colleges, and universities, but also in the broader context of social, political, economic, and cultural systems that have been built in our communities. Some colleges are broadening their admissions and adjusting their curricula in order to respond to the needs of a much more polyaccessible educational world, driven by the demands of industry and the surrounding community. The use of the tools and techniques of the new technologies and the democratization of the learning process have increased significantly. The values and attitudes associated with lifetime learning are equally as important as the skills and knowledge associated with lifelong learning. The chances to liberate minds and perspectives are abundant in all facets of education and training, as are the creative applications of learning technologies.

The fifth statement was “Female seafarers like a job that allows them to work autonomously without much supervision.” with a total weighted mean of 3.18 and a verbal interpretation of agree. Relevant to the previous indicator, leadership skills will be exemplified if there is an opportunity to settle things on their own, come up with strategies to address certain matters, and inhibit a growth in the workplace. A organized learning environment offers employees with constant instruction. In this setting, all employees possess the same fundamental job skills, and they can see that their bosses care about their overall success. Structured training also ensures uniformity throughout the workplace, which can lead to fewer accidents or safety problems and more consistent outcomes.

Garnering the lowest weighted mean of 3.01 was statement, Female seafarers like a job where they do not need to seek much consultation and approval. This implies that women welcomes asking for support and assistance from time to time in order to fully execute a particular task. Given the nature of work of seafarers, life is at risk if certain commands and orders are not followed. Millions of dollars, prolonged time, and reasonable amount of effort are at stake if consultation does not exist. Accidents and even death may occur if actions have been done without approval. More so, this speaks about chain of command wherein the highest ranking officer onboard must be the head and all decisions and arrangements must be made with his go signal.

Table 6 exhibits the work productivity of female seafarers in terms of quality of work, achieving a composite mean of 3.46 and a verbal interpretation of agree. The indicator, “Female seafarers are eager to learn ways of making themselves more productive” ranked first and was verbally interpreted as strongly agree (3.60). The maritime industry is dominated by men. Indeed, the past years portrayed how struggling their road to hiring was. Kitada (2013) mentioned that women were only seen onboard if they were wives of high-ranking officers. However, in some cases, there is an urge to disguise themselves as men in order to make their way onboard as seen on board merchant cargo ships. The gradual acceptance of women paved the way for learning and productivity in the nature and field of their work. Through time, female seafarers learn how to strategize and

come up with ways to adapt to their field of specialization. Studies reveal that they have sense of responsibility which make them unstoppable until a particular task is done.

Table 6

Work Productivity of Female Seafarers in terms of Quality of Work

Indicators	WM	VI	Rank
Female seafarers' quality of work improves over time.	3.50	SA	3
Female seafarers are eager to learn ways of making themselves more productive.	3.60	SA	1
Female seafarers are focused on becoming efficient in terms of the quality of their work.	3.56	SA	2
Female seafarers have steadily increased their output.	3.44	A	4
Female seafarers can deliver under less than perfect conditions.	3.27	A	6
Over time female seafarers have increased customer satisfaction with the quality service delivered.	3.40	A	5
Composite Mean	3.46	A	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Furthermore, the item "Female seafarers are focused on becoming efficient in terms of the quality of their work resulted in the 3.56 weighted mean with the same verbal interpretation as the previous indicator. This reveals that women have the natural instinct and tendency to deliver the duties to be rendered efficiently since more often than not, they are assigned to domestic obligations during the early and most especially during the latter days of their lives.

As shown in the table above, the respondents revealed that female seafarers' quality of work improves over time. This resulted in the weighted mean of 3.50. As implied, continuous and regular doing of workload as indicated in the job description result to mastery of the required functions. The disadvantage of this, however, is the possibility of collision with another vessel, either through accidents involving two vessels or collision with another item, since nearly half of the sample identified fatigue as a primary factor reducing collision awareness. Typically, monotonous work leads to exhaustion, which increases the likelihood of falling asleep during the watch. Almost all watch-keepers were asked to multitask while on duty, and less than half of these individuals considered this challenging.

In contrast, items such as "Female seafarers have steadily increased their output." acquired a weighted mean of 3.44, followed by "Over time, female seafarers have increased customer satisfaction with the quality service delivered." with 3.40 as its mean, and lastly, "Female seafarers can deliver under less than perfect conditions" ranked last with 3.27 mean. These indicators gained the verbally interpreted as agree. It was believed that the ship operations, even its structure and form, is a clear manifestation of masculine norms and values. The first thing to look into is to value adaptability. In order for a female seafarer to survive, she must expect the worst and embrace it. There will be a substantial impact on the timeframe, skills, and performance during the duration of her contract once they have mastered this. Looking into the attitude and qualities being possessed by female seafarers calls for satisfaction to stakeholders and companies.

The ability to cope up with the competitive environment to set forth equal treatment is a great struggle. For instance, the appropriate uniform nor any of the working overalls may not be matched with women's size. They must learn how to manage moving with it anyhow, whether in baggy boiler suits and oversized boots. That may seem as a simple scenario but wider and more realistic situation would be the ability to carry heavy ropes which weigh twice when drowned in water, go to small and unsafe spaces, and Mukherjee (2021) reiterates that certain adjustments need to be pondered on by women because of several potential mishaps to endure such as inability to reach most of the spaces on board due to height issues. Physical shocks due to the design of the area can be noticed, which seems to indicate that there is no place for female employees. What matters now is how to create your own track and identity regardless of sex and nationality.

Table 7*Work Productivity of Female Seafarers in terms of Commitment*

Indicators	WM	VI	Rank
Female seafarers can generate more than an hour's worth of productivity each duty.	3.42	A	5
Female seafarers can deliver within the set deadlines.	3.47	A	2
Female seafarers provide suggestions to enhance their service delivery.	3.43	A	4
Female seafarers can identify and give top attention to top priorities.	3.44	A	3
Female seafarers do their best to improve their professional capability to demonstrate better job performance.	3.58	SA	1
Female seafarers serve their company for long period of time unless unfortunate incidents arise.	3.32	A	6
Composite Mean	3.44	A	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 7 presents the Work Productivity of Female Seafarers in terms of Commitment with a composite mean of 3.44 and verbally interpreted as agree. The indicator “Female seafarers do their best to improve their professional capability to demonstrate better job performance” obtained the highest weighted mean of 3.58 and was verbally interpreted as strongly agree. As soon as they apply for shipboard internships and employment, women naval officers frequently experience discrimination. They must contend with isolation, sexual harassment, and bullying from their male coworkers on board (Tangi, 2016). In spite of that, women were still able to perform better job performance compared to males. ILO (2003) noted in an article that, while some shipowners and managers with experience employing women are highly enthusiastic about their performance, as are instructors at training institutions, women endure sexism, intolerance, and harassment all too frequently. However, training regimes have made great strides in recent years. Additionally, ashore and at sea, women are receiving training for higher-level positions in the maritime industry.

Next, the indicators “Female seafarers can deliver within the set deadlines” and “Female seafarers can identify and give top attention to top priorities” obtained a weighted mean of 3.47 and 3.44, and also ranked second and third respectively. They were verbally interpreted as agree and prove that women can be relied on terms of their work ethics as they can beat deadlines and maintain focus as they go along their duties. Whitman (n.d.) stated that women had greater career self-efficacy and gain far more from mentorship. They also outperform their male counterparts on five support dimensions: they report receiving more support from professional clubs and associations, they are more involved in campus life, they are more likely to take advantage of living/learning communities, and they not only report receiving more support from their friends, but also that their friendships are of great importance to them.

The final indicator which is “Female seafarers serve their company for long period of time unless unfortunate incidents arise” obtained the lowest weighted mean of 3.32. This proves that female seafarers like a job essential for their growth and promotion. However, there is a tough path for career advancement. People may have aspirations for promotion while also dealing with contract-based (temporary) employment on the one hand. Most of the time, neither the employer nor the employee is obligated to stick with the same business. Despite this difficulty, many people frequently continue to live and work at sea for the rest of their lives. Although it may endure the entirety of a person's employment, this lifelong job typically does not follow the conventional arc that defines a career (Baum-Talmor, 2021).

Table 8 presents the Work Productivity of Female Seafarers in terms of Strategy with a weighted mean of 3.28 and verbally interpreted as agree. The indicator “Female seafarers have a sense of what to do and when to do it” obtained the highest weighted mean of 3.44 and verbally interpreted as agree. It was followed by “Female seafarers have their own work routine which make them more at ease” and “When confronted with a problem on board, female mariners handle it swiftly. This demonstrates that women in leadership roles are viewed as equally effective as men. In a review of tens of thousands of 360-degree evaluations, women were assessed as excelling in initiative, resiliency, self-development, outcomes orientation, and high integrity and honesty. In fact, they were deemed more effective in 84% of the most often measured abilities (Zenger et al., 2019).

Table 8*Work Productivity of Female Seafarers in terms of Strategy*

Indicators	WM	VI	Rank
Over time, female seafarers have been able to reduce service cycle time.	3.21	A	5
Female seafarers have a sense of what to do and when to do it.	3.44	A	1
Female seafarers tend to accomplish the most difficult to least difficult tasks onboard.	3.28	A	4
Female seafarers immediately solve problems when they encounter them onboard.	3.30	A	3
Female seafarers like to discover things on their own rather than seek for assistance.	3.08	A	6
Female seafarers have their own work routine which make them more at ease.	3.35	A	2
Composite Mean	3.28	A	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

There is substantial evidence of gender imbalance in research, which has led to an inadequate number of women in leadership roles. National and international institutions periodically publish gender disparities in research, but data on how the scientific community perceives gender equality are scarce. Garcia-Gonzales et al. (2019) shown conclusively that men and women do not share the same perceptions of gender equality in science and that these opinions are reasonably consistent across two major European nations. The fact that men occupy the majority of senior jobs while not perceiving the same inequity as women may be crucial for assuring the equitable advancement of women to senior academic posts. On the other hand, a study titled Impact of Gender Mainstreaming on Men and Women in the World by Tu (2015) revealed that with its primary focus on women's issues and empowerment, policies with gender mainstreaming appear to contribute to men's negative and threatened responses to women's growing power. This pertains to men's feelings of marginalization and powerlessness. The results also imply a potential backlash against the goal of gender equality, as men's negative emotions can be regarded as impeding women's capacity to execute their advanced position in households and communities, hence making it more difficult to achieve equality.

Lastly, the indicators "Over time, female seafarers have been able to reduce service cycle time" and "Female seafarers like to discover things on their own rather than seek for assistance" obtained the lowest weighted mean of 3.21 and 3.08 respectively. This means that many international sailors routinely finish lengthy contract terms that separate them from friends, family, and loved ones for as long as nine months, making the life of a seafarer anything but pleasant. Others pick careers that allow them to improve the lives of their families back home, thereby making the time spent away worthwhile. This is due to the fact that living at sea is difficult and frequently dangerous for seafarers, who frequently have to deal with extreme weather. A small amount of previous research has been done on the impact of employees' length of service on dispute resolution. Jackson (2011) investigated individual differences in willingness to seek help.

Table 9 shows the correlation between work values and work productivity among female seafarers. It was observed that the computed rho-values indicates a moderate to a strong direct correlation and the resulted p-values were less than 0.01 alpha level. The result indicates that there was a statistically significant relationship exists between work values and work productivity. This implies that having good work values could lead to better work productivity. Currently, the majority of shipping businesses recognize the significance of analyzing seafarers' work performance. Thus, enhancing the job performance of seafarers or determining how to boost the work performance of seafarers is becoming one of the determining criteria for the success of any shipping company. Any firm desires to have personnel who can execute corporate goals and objectives efficiently and effectively using available resources. Increased emphasis on aspects that encourage employee motivation, innovation, and job satisfaction can boost workforce performance (Massami et al., 2021).

Seafarers are eager to learn more with the assistance of others and to cultivate positive relationships with their superiors and subordinates (Busch, 2010). In addition, a study conducted by Ayap et al. (2016) indicated that sailors appreciate emotional intimacy with their colleagues and respect for authority, consequently fostering harmonious working relationships and respect for their superiors. Seafarers are also noted for their awareness, consciousness, and high regard for the importance of honesty, justice, and knowledge in the performance of their

greater duties.

Table 9

Correlation Between Work Values and Work Productivity Among Female Seafarers

Paired Variables	rho-value	p-value	Interpretation
Achievement			
Quality of Work	0.627**	0.000	Highly Significant
Commitment	0.684**	0.000	Highly Significant
Strategy	0.559**	0.000	Highly Significant
Status			
Quality of Work	0.615**	0.000	Highly Significant
Commitment	0.689**	0.000	Highly Significant
Strategy	0.526**	0.000	Highly Significant
Altruism			
Quality of Work	0.634**	0.000	Highly Significant
Commitment	0.684**	0.000	Highly Significant
Strategy	0.635**	0.000	Highly Significant
Safety			
Quality of Work	0.542**	0.000	Highly Significant
Commitment	0.561**	0.000	Highly Significant
Strategy	0.409**	0.000	Highly Significant
Autonomy			
Quality of Work	0.649**	0.000	Highly Significant
Commitment	0.677**	0.000	Highly Significant
Strategy	0.707**	0.000	Highly Significant

***. Correlation is significant at the 0.01 level*

Moreover, according to Tsai et al. (2017), there are four key aspects of seafarer management: work attitude, loyalty, payment and welfare, and opportunity. The results indicated that the dimensions of payment and well-being and opportunity had a significant beneficial effect on seafarers' loyalty; however, only the factor of payment and welfare was shown to have a significant effect on work attitude. Nonetheless, these four dimensions were discovered to have a favorable impact on work performance as well. In light of the global labor shortage and high turnover rate among seafarers, the capacity to motivate and retain seafarers is a crucial personnel issue. Yuen et al. (2018) shown that sailors' job happiness is significantly connected with their job performance. In addition, the level of stress connected with working on a ship and the allure of the benefits are significant factors in determining workplace happiness.

In the meantime, organizational culture and self-efficacy were discovered as elements influencing the quality of work life, whilst organizational support was found to have an indirect effect via self-efficacy and perceived weariness. As a result, Kim et al. (2018) research indicates that self-efficacy has both direct and indirect effects on the quality of life of seafarers. Furthermore, organizational support may be the major intervention point for reducing felt fatigue and promoting self-efficacy, thereby raising the quality of work life. Importantly, improving sailors' work performance results in increased company efficiency and superior service quality, which makes the shipping company more competitive in the trade markets (Massami et al, 2021).

Table 10

Proposed Action Plan to Enhance the Work Values and Productivity of Female Seafarers

Key Results Areas	Plan Objectives	Strategies/Activities	Success Indicators	Persons Involved
Work Values				
A. Autonomy				
Female seafarers like a job where they do not need to seek much consultation and approval.	To create a job environment that encourages autonomy and independence for female seafarers.	Indicate a talks or forum the importance of teamwork and leadership and proper consultation in operation during or before their pre-departure orientation	Female seafarers can be independent, self-directed and who is comfortable making decisions on their own but also follow the chain of command.	Shipping companies

Female seafarers like a job that allows them to work autonomously without much supervision	To provide a safe and comfortable working environment, as well as to respect their rights and needs.	seminar in shipping companies Shipping companies may impose new policies to also ensure that they have access to the same training and development opportunities as their male counterparts.	Female seafarers are given the same opportunities for career advancement and recognition as their male counterparts.	
Female seafarers like a job that allows them to control their destiny and become influential.	To encourage female seafarers to pursue their goals and ambitions by providing them with resources and support.	Shipping companies provide mentorship and advice to assist people acquire the required skills and expertise to become effective in their sector.	Female seafarers had more network with other female seafarers and had opportunity to join organizations that promote female leadership in the maritime industry	
Work Productivity				
B. Strategy				
Female seafarers like to discover things on their own rather than seek for assistance.	To encourage female seafarers to explore and experiment on their own, where they can develop new skills and knowledge that can be applied to their work.	Shipping companies must ensure policies onboard that make sure that everyone is treated equally when given guidance and support by a supervisor or mentor	Female seafarers complete tasks in a timely and efficient manner which make them productive	Shipping companies
Over time, female seafarers have been able to reduce service cycle time.	To have working environment that measure and track progress, so that we can identify areas for improvement	Shipping companies must impose monthly drills onboard to practice maritime operations, eliminating any unnecessary steps along when working with the female seafarers.	Female seafarers got a chance to be part of identifying areas for improvement and making adjustments as needed in daily operations	Shipping companies
Female seafarers tend to accomplish the most difficult to least difficult tasks onboard.	To make sure that female seafarers are given the necessary resources and support to complete their tasks	Shipping companies may implement policies onboard to ensure that jobs are handled equitably and that female seafarers have the chance to enhance their skills and knowledge.	Female seafarers complete their tasks safely and efficiently and provide regular feedback and recognition for their efforts.	Shipping companies

4. Conclusions and recommendations

In terms of the work values, respondents strongly agreed on the areas of status and safety; and agreed on the areas of achievement, altruism and autonomy. Among them, autonomy is regarded as the least important work value a female seafarer has. There’s a high level of productivity with regard to quality of work, commitment, and strategy. However, the doing strategy is regarded as the least commonly noticed in female seafarers' work productivity. There was statistically highly significant relationship between work values and work productivity. The higher the response of the respondents in the work values, there is a possibility of having higher response on the work productivity. This implies that having good work values could lead to better work productivity. An action plan was proposed to increase and enhance the work values and productivity of female seafarers.

Maritime Higher Education Institutions (MHEIs), through the Onboard Training Office, may consider having more tie-up/linkages with shipping companies who accept cadettes as scholars during their onboard training as their open door in seafaring. The Maritime Industry Authority, through its regional offices, may conduct visit to MHEIs to insert talks about autonomy in their Gender and Development corner initiative to promote equal opportunities and rights for women in the maritime industry. Shipping companies may consider adding free training like coaching and mentoring to strengthen the management capabilities of female seafarers. Shipping companies may regularly hold meetings and consultations with stakeholders, as well as with the female

seafarers, to consolidate their challenges and issues, whether in terms of the nature of work, rest period, workload, or other members onboard that could affect the work productivity and work values of a female seafarer. Future researchers may also look into crafting a qualitative study in order to open opportunities for face-to-face interviews with stakeholders, implement focus group discussions, and gather feedbacks from the end-users, themselves. Consequently, a standard program may be placed to strengthen female seafarers' skills and competence. The proposed strategic action plan may be subject to further discussion, revision, prior its implementation. Further research may be conducted for the purpose of in-depth exploration of how female work values affect their professional commitment to their respective employers. Comparison between productivity and ethics in domestic and international trade may be considered.

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