

JGB 2403**Effects of Diversity and Inclusion on the Domestic Shipping Company to Seafarers' Willingness to Apply for a Job Vacancy through Brand, Opportunity, and Purpose**

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Abstract

The commercial ships of a nation known as the merchant marine industry have made several improvements in ship design, seafarers' competency, and technology. However, despite Diversity and Inclusion, the industry is still known to be predominantly masculine. The study aims to answer how a shipping company's Diversity and Inclusion (D&I), represented by Brand, Purpose, and Opportunity, can affect a seafarer's willingness to apply for a job vacancy. Herzberg's two-factor theory and a framework for attracting and retaining talent by Ready et al. (2008) were used to create an operational framework for the study. The researchers used quantitative techniques to describe the strength of the relationships between the variables. Data analysis is carried out using SmartPLS software to assess the strength of each factor affecting the D&I brand and D&I purpose and opportunity as the independent variables and willingness to apply as the dependent variable. In order to ensure the strength of each factor is reliable and consistent, the model is evaluated by descriptive statistics, formulation of the R-Square, PLS path coefficient, T-values, and significance values. Both independent variables indicated a substantial relationship with the dependent variable. The study findings gave managerial insights to shipping companies, aspiring seafarers, and maritime regulatory bodies.

Keywords: Brand, Opportunity, Purpose, Diversity & Inclusion

Introduction

The Merchant marine industry is also known as the commercial ships of a nation, whether privately or publicly owned. It traced its prosperous history thousands of years ago when men using dugout canoes began their quest to conquer the seas. The term merchant marine also denotes the personnel known as mariners or seafarers that operate such ships, distinct from the personnel of naval vessels. Merchant fleets can be critical economic assets for countries with few natural resources or a modest industrial base. A merchant fleet contributes to the foreign exchange revenues of its home country, fosters trade, and creates jobs by transporting the goods of other countries on the seas. Tankers, passenger ships, and cargo ships are all included in merchant shipping. Liner cargo ships operate on predetermined routes at regular intervals between specific ports, while tramp cargo ships take goods wherever and wherever it is available and to any port. (britannica.com, 2021). The Merchant marine industry, despite the improvements in the ship's design, seafarers' competency, and technology, is still however predominantly a masculine industry (Pike et al., 2021) where there are still some opportunities for improvement when it comes to diversity and inclusion, particularly to the members of the lesbian, gay, bisexual, transgender, or another diverse gender identity (LGBT+).

True diversity goes beyond gender, nationality, and ethnicity. To reap its rewards, it is essential to consider the attitudes, behaviors, systems, and procedures that foster an inclusive workplace culture. (Heseltine, 2020). One of the researchers first heard about Diversity and Inclusion when one of them joined Pilipinas Shell last 2015 after working in the merchant marine industry for 16 years onboard tanker vessels. When an organization values diversity in the

workplace, its workforce reflects the society in which it was founded and conducted business. Diversity includes all the characteristics that set people apart from one another. Although people differ in countless ways, most unconsciously define variety in a few social constructs, such as gender, ethnicity, age, etc. (builtin.com, 2021). The researchers liked Diversity and Inclusion in Pilipinas Shell because it values an individual's talents and gives everyone an equal opportunity to excel in a particular role while embracing one's identity.

A 2019 ILO Report on the Recruitment and Retention of Seafarers and the Promotion of Opportunities for Women Seafarers was presented for discussion at the sectoral meeting. Lesbian, homosexual, bisexual, and transgender (LGBT) workers may experience discrimination in the labor market, including the denial of access to employment, training, promotion, and access to social security, according to Chapter 2.5.2 Discrimination in the recruitment process. However, it is difficult to find comprehensive information on the type and degree of prejudice experienced by LGBT workers in the maritime industry. This research proposal seeks to understand how a shipping company's brand, culture, purpose, and opportunity are mediated by diversity and inclusion (D&I) and will affect a seafarer's willingness to apply for a job vacancy based on the information that currently depicts the state of diversity and inclusion (D&I) in the merchant marine industry.

The research paper aims to answer the focal question: How can a Shipping Company's Diversity and Inclusion (D&I) represented by Brand, Purpose, and Opportunity affect a seafarer's willingness to apply for a job vacancy? The research objective includes the following: (1) To determine if there is a mediating effect of D&I through Brand on seafarer's willingness to apply for a job vacancy, (2) To ascertain the current D&I awareness of seafarers and HR Staff, (3) To determine how D&I centric opportunity, purpose, and brand will affect a seafarer's decisions in

joining a shipping company, (4) To determine how Shipping companies can improve D&I through its Brand, Purpose, and Opportunity.

The study is significant for shipping companies, aspiring seafarers, and maritime regulatory bodies in considering diversity and inclusion as the major factors that will affect the willingness to apply for a job an aspiring candidate.

Review of Related Literature

Diversity and Inclusion (D&I) in the Merchant Marine Industry

Despite the advancement in ship design, seafarers' competency, rules and regulations, and technological improvements, the Merchant marine industry is still predominantly male-dominated (Pike et al., 2021) (Mafi, 2020). The Androcentrism of the Merchant Marine Industry traces its prosperous history thousands of years ago when men using dugout canoes began their quest to conquer the seas. The term merchant marine also denotes the personnel known as mariners or seafarers that operate such ships, distinct from the personnel of naval vessels. (britannica.com, 2021). Charlotte Perkins Gillman coined 'Androcentric' in the book 'Our Androcentric Culture' in 1911. According to feminist analysis, most societies display androcentric tendencies in which their culture, knowledge, organizations, and institutions reflect and maintain men's domination and power, both historically and currently. (Pilcher et al., 2004)

There are 1.2 million seafarers worldwide, but just 2% of them are women, according to the International Maritime Organization (IMO) (IMO). However, women are doing well there as they make up between 17 and 18% of the workforce in the cruise line sector. In addition, there are female shipmasters, chief engineers, and officers, although they tend to come from developed nations. According to the International Labor Organization (ILO), 23.6 percent of women seafarers are from Eastern European countries, 13.7 percent are from the Far East, and 51.2 percent are from

OCED (Organization for Economic Cooperation and Development) nations. On the other hand, the proportion of female sailors from Africa/Latin America and Asia/Middle East is only 9.8% and 1.7% of the total, respectively. (Akyeampong, 2019)

Attitudes toward Lesbians, Gay, Bisexual, and Transgender Seafarers

The domestic merchant marine business in the Philippines is still mainly a masculine industry with the need for development when it comes to diversity and inclusion, particularly for LGBTQ individuals. As a 19-year-old engineering cadet, I learned firsthand what it is like to work onboard an international container ship and hear stories regarding gender biases and homophobia towards suspected gay sailors or how female seafarers are incapable of doing tasks onboard ships. Just like the military that promotes standardization and order amongst its ranks, diversity and inclusion are only for the female and male population and not as tolerant to a person with a different sexual orientation. In the Philippine Merchant Marine Academy (PMMA), a midshipman that later comes out as gay is often ridiculed and given tough punishment due to the academy's high standard of morale, good order, and discipline to maintain the overall spirit de corps of the academy. In his WMU Dissertation, Ching (2017), "Quasi-Military Training Experience, Academic Performance, and Shipboard Training Competence: The PMMA Success Indicators of Maritime Education and Training" Even though there is much disagreement about the impact of military training and background on maritime jobs, the maritime industry believes in the value of this skill set in the seafaring profession. Marine and transportation professionals benefit significantly from their military abilities and experience. Military pedagogy may influence a seafarer's competency, both academically and on the job. (Ching, 2017)

The Importance of a Diverse Workforce for the Domestic Maritime Industry

True diversity goes beyond gender, nationality, and ethnicity. To reap its rewards, it is essential to consider the attitudes, behaviors, systems, and procedures that foster an inclusive workplace culture. (Heseltine, 2020). Although the DSG's Diversity in shipping survey provided a glimpse of the actual state of shipping's diversity picture, it did not provide any information about disparity attributed to members of the LGBTQ (Lesbians, Gays, Bisexuals, Transgenders, and Queers). The International Chamber of Shipping (ICS) recently released its ICS Diversity Tracker report in November 2020 to track diversity in shipping in response to an International Labor Organization (ILO) paper focusing on the recruitment and retention of seafarers and the promotion of opportunities for women seafarers. Accessing a larger talent pool—rather than only the people belonging to a specific worldview, race, or other constricting definition—is one of the report's significant findings that will promote diversity in shipping firms. In addition, with the hope that by the time the following report is produced in three years, businesses will be able to demonstrate corporate diversity and inclusion policies like actively promoting and encouraging diversity and inclusion, include diversity and inclusion measures in their business plans and concentrate on diversity and inclusion specifically in ensuring appropriate review. It is also expected that the business can make diversity and inclusion a higher priority for the business and significantly increase the number of women on board from 7.5% to 12% in the next three years and 25% in 20 years; lastly, see improvement in the number of women seafarers in roles like Masters, Officers, Engineers, Ratings, shore-based management, and board-level posts. (ICS, 2020).

The bottom line is that organizations must leverage the power of a diverse workforce to obtain a competitive advantage. These practices are necessary not just to meet the demands of employees but also to reduce turnover costs and provide the best possible service to clients.

According to the employee attraction and retention argument, companies develop reputations as potential employers for women and ethnic minorities. Therefore, those most essential for handling variety will triumph in the talent battle. The significance of this advantage will rise when the labor pool contracts and changes in composition. (Noe et al., 2017)

A Framework for Attracting and Retaining Talent

Making and maintaining alluring promises invites high achievers to fight for a job, according to a study from Harvard Business School academics proposed by Ready et al. (2008). To understand more about luring talent to developing nations, the authors sat down with the CEOs of more than 20 multinational corporations. It was found that culture, opportunity, brand, and purpose are all influential. Young high potentials eager and attracted by a desirable brand association and inspirational leadership are suddenly overrun with opportunities. Opportunity should imply an expedited professional path or, at the very least, a quick increase in knowledge and expertise. In addition, the job applicant's goal should be to support their country and demonstrate global citizenship. Lastly, a company's culture should be meritocratic, honor team and individual achievements, and uphold agreements made during recruitment (Ready et al., 2008). A framework for luring and keeping talent is shown in Figure 1.

Figure 1*A Framework for Attracting and Retaining Talent*

Employees in developing nations are not used to essentially planning for the future. Employees, though, may now consider other things besides merely getting by. For instance, employees are influenced by a brand because a desirable connection can considerably enhance personal success when the brand is connected to motivating leadership. This promotes staff members to develop as leaders and assists in building a fantastic international business.

Herzberg's two-factor theory

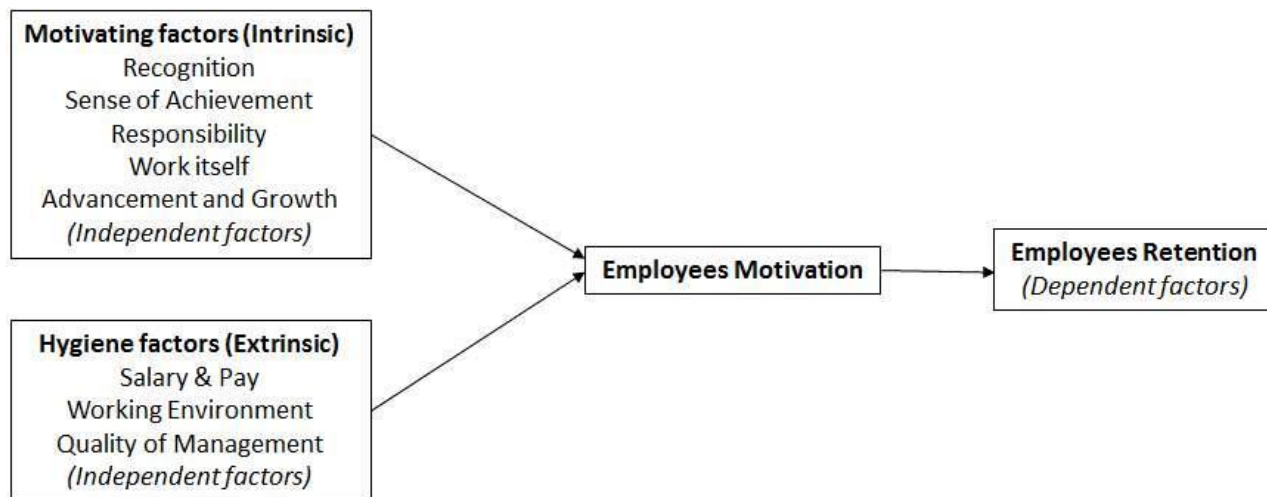
Frederick Herzberg proposed a two-factor theory, also referred to as the motivator-hygiene theory. Herzberg asserts that while some occupational factors contribute to contentment, others contribute to misery. "No satisfaction" is the reverse of "satisfaction," while "no dissatisfaction" is the opposite of "dissatisfaction." (Herzberg, 1966).

These job-related elements were split into two groups: (1) The job components are known as hygiene aspects, which are necessary for motivation to exist at work. These need to provide a livable level of long-term satisfaction. However, if these components are absent or nonexistent

from the employment, it will lead to discontent. Hygiene concerns are features of a job that, when sufficient or reasonable, calm people and keep them from feeling dissatisfied. These are elements that are unrelated to the workplace. Hygiene factors are also considered dissatisfiers or maintenance factors because they are necessary to prevent dissatisfaction. These features describe the work environment and situation. (2) Motivating motives; sanitary considerations are not motivating. The motivational components lead to feelings of positive contentment. These facets of the profession cannot be avoided. These components, sometimes called satisfiers, motivate workers to put forth their best effort. In Figure 2, Herzberg's two-factor theory is depicted.

Figure 2

Herzberg's two-factor Theory Framework



Factors influencing applicant willingness to apply the model

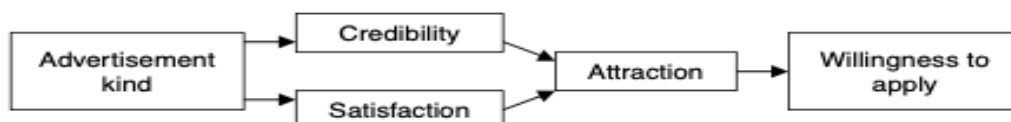
The journal article by Acarlar et al. (2012) titled "Factors influencing applicant willingness to apply for the advertised job opening: The mediational role of credibility, satisfaction, and attraction" examined the effects of job advertisement information on potential applicants'

propensity to apply for a position, the mediating roles of credibility and contentment with the information provided in the ad, as well as attraction to the company. The results showed that credibility mediated the relationship between the advertisement's style and applicants' likelihood to apply for the post. Therefore, the main objective of the study was to construct a model to explain how candidates responded to a job posting in terms of their propensity to apply for the position or not based on the mediating effects of credibility, satisfaction, and attractiveness. (Acarlar et al, 2012).

Figure 3 depicts a summary of the model. It was expected that the type of advertisement would influence applicants' willingness to apply, but this relationship would be mediated first by credibility and satisfaction, then by attraction.

Figure 3

Factors influencing applicant willingness to apply the model



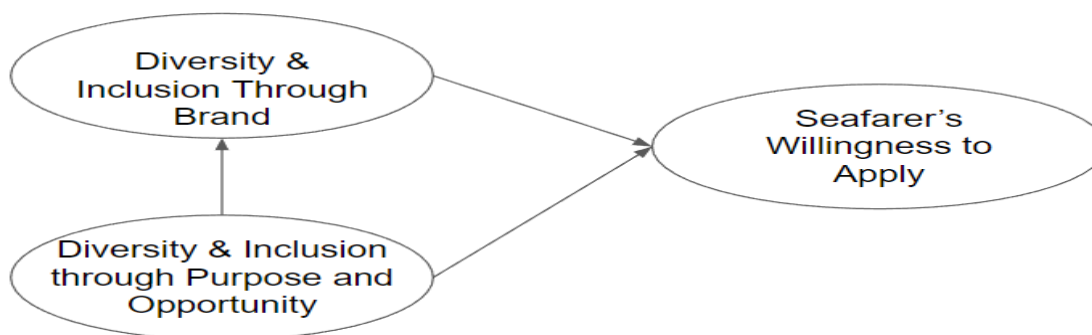
Framework

The research was focused on determining the effects of D&I Purpose and Opportunity and D&I Brand on Seafarer's willingness to apply for a job which was anchored on Herzberg's two-factor theory, the framework for attracting and retaining talents by Ready et al. (2008), and the recommendations The International Journal of Human Resource Management report by Acarlar et al. (2012).

D&I Purpose and Opportunity signifies a seafarer's willingness to apply for a job vacancy, and D&I Brand creates value to attract the seafarer's interest to work with the shipping company. In addition, another approach was made to this research by analyzing if there is a mediation effect coming from D&I Purpose and Opportunity to D&I brand to check indications that the company brand is reliant on the purpose and opportunity when applying for a job as a seafarer.

Figure 4

Conceptual Framework on Effects of Diversity and Inclusion on the Domestic Shipping Company to Seafarers' Willingness to Apply for a Job Vacancy through Brand, Opportunity, and Purpose



Below are the following Assumptions/Hypotheses to confirm or disconfirm the proposed model in this study:

- H1.** There is a significant positive relationship between D&I Purpose and Opportunity to seafarer's willingness to apply for a job vacancy
- H2.** There is a significant positive relationship between D&I Brand to Seafarer's willingness to apply for a job vacancy
- H3.** There is a significant mediating effect for D&I Purpose and Opportunity to D&I Brand

Methodology

The researchers used quantitative research design to explore the relationships between the independent variables of D&I Inspired Brand, Purpose, and Opportunity and its impact on the dependent variable: the Seafarer's willingness to apply for a job vacancy. To investigate the population sample, the researchers will use survey research to provide a quantitative or numeric description of that population's trends, attitudes, or opinions. It encompasses cross-sectional and longitudinal studies that collect data using questionnaires and structured interviews to extrapolate findings from a sample to the entire population (Fowler, 2008). The questionnaire was composed of 15 indicative questions, which were evaluated using a 5-point Likert scale. The questionnaire was developed based on the results from related literature discussed by Ching (2017), Helgeson (2012), and Sarwar et al. (2020).

The study participants were 100 seafarers from Domestic Shipping companies engaged in Oil Tanker Business. The researchers used random sampling in which each sample has an equal chance of being chosen. A sample drawn at random is supposed to be a fair reflection of the entire population. A sampling error occurs when a sample does not accurately represent the population for some reason (Creswell, 2018). Researchers used the google forms links to survey the respondents' convenience in considering the health and safety protocols that might hinder both researchers and respondents in gathering the data.

Pre-testing was done to ensure the validity of the questionnaires. Validation was done by three experts from (1) the HR Managers of Shipping Companies, namely Magsaysay Ship Management Inc, Translift Ship Management Inc, and Via Marine Inc., (2) Magsaysay Maritime Academy, and (3) Other shipping companies. This was done to ensure that all questionnaires would be understood clearly by the intended respondents.

Partial Least Square Structural Equation Modeling (PLS-SEM) was used to assess the three hypothesized relationships. The SMART-PLS software was used to determine the relationship between the independent and dependent variables. The hypotheses were tested using Bootstrapping method in Smart PLS by determining the p values at a 5% significance level. According to Hair et al. (2017), a p-value of less than 0.05 may suggest that the coefficient is significant at a 5% level (Hair et al., 2017).

Results and Discussion

Data analysis is carried out using SmartPLS software to assess the strength of each factor affecting the D&I brand, D&I purpose and opportunity, and willingness to apply. In order to ensure the strength of each factor is reliable and consistent, the model is evaluated by descriptive statistics, formulation of the R-Square, PLS path coefficient, T-values, and significance values.

Pre-testing to validate the reliability of the questionnaire

The researcher requested twenty-two (22) industry practitioners from 4 affiliations, namely Magsaysay Ship Management Inc, Magsaysay Maritime Academy, Translift Ship Management Inc, and Animo Marine Ship Management Inc., to ensure the validity of the questionnaire. Four (4) HR Managers/Staff, ten (10) cadets, seven (7) deck officers, and one (1) engine officer cooperated in answering the survey. Upon testing the initial sample data, seven questions resulted in a factor loading higher than the 0.95 reliability test, which was supposed to be deleted. However, the researchers decided to retain all 15 questions during the data gathering to validate further and check if the questions were significant to the study.

Descriptive Statistics

In table 1, descriptive statistical techniques were used to describe the data for D&I Brand, D&I Purpose and Opportunity, and Willingness to apply. Data showed that most respondents agree with D&I Brand, D&I Purpose and Opportunity, and Willingness to apply.

Table 1

Descriptive Statistics (n=99)

Variables	mean	s.d.	confidence interval 95%
D&I Brand	4	0.47	3.68 +/- 0.09
D&I Purpose and Opportunity	4	0.38	3.67 +/- 0.08
Willingness to Apply	4	0.48	3.81 +/- 0.10

Legend:

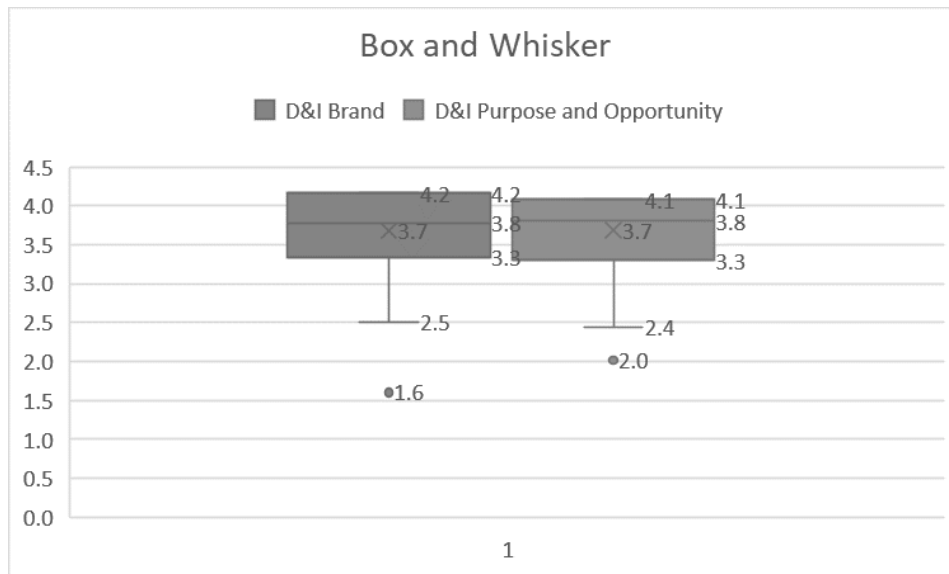
- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

Test of Assumptions

The test of assumptions before running Partial Least Squares-Structural Equation Modeling (PLS-SEM) specifically for non-parametric data should have no outliers and multicollinearity (Hair et al., 2019). Box plot review was done to the weighted average of the independent variable data set using MS Excel Box and Whisker graph. Figure 6 shows that D&I Brand (1.6) and D&I Purpose and Opportunity (2.0) were detected as outliers, and both came from one respondent. Thus, the response of the outlier was removed.

Figure 5

Box plot review



In the removal of multicollinear variance inflation factors (VIF) were tested whereby in the study of Kock (2015), all data resulting equal to or lesser than 3.3 can be considered free of common method bias. As seen in table 2, B1 and B3 show results higher than 3.3; thus, it was removed from the data.

Table 2*Variance Inflation Factors (VIF)*

Constructs	VIF
B1	4.189
B2	2.238
B3	3.349
B4	1.759
B5	2.058
P1	1.758
P2	2.787
P3	2.453
O1	2.862
O2	2.611
O3	2.287
W1	2.267
W2	2.687
W3	2.906
W4	2.399

Reliability Test

Based on Hair. Et al. (2019), the standards for Cronbach's alpha should be between 0.708 to 0.95; the composite reliability test standard is 0.70 and above. Moreover, lastly, Average Variance Extraction standards should be at least 0.50. As indicated in table 3, all variables met the standard, thus indicating that the data is reliable and valid.

Table 3*Reliability test*

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extraction (AVE)
D&I Brand	0.790	0.877	0.704
D&I Purpose and Opportunity	0.894	0.919	0.656
Willingness to apply	0.893	0.926	0.757

Path coefficient

PLS Path Coefficient was analyzed to determine the strength of the relationship between the variables. About the standards for path coefficient found in the study of Hair. Et al. (2019), below 0.25 is weak, 0.25 to 0.50 is substantial, and 0.50 to 0.75 is strong, and 0.75 and above is very strong. Table 4 shows the data of the path coefficient of the variable, which leads to the discussion of the relationships of the following:

- The relationship between D&I's Purpose and Opportunity and Willingness to apply is **Substantial**.
- The relationship between D&I Purpose and Opportunity and D&I Brand is **Very Strong**.
- The relationship between D&I Brand and Willingness to apply is **Substantial**.

Table 4

Path Coefficient values

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-value
D&I Brand -> Willingness to Apply	0.340	0.342	0.110	3.101	0.002
D&I Purpose and Opportunity -> D&I Brand	0.766	0.772	0.048	15.869	0.000
D&I Purpose and Opportunity -> Willingness to Apply	0.446	0.453	0.114	3.921	0.000

Coefficient of Determination (R Square)

Based on the study of Hair et al. (2019), R square values of values higher than 0.90 indicate overfitting, 0.75 is substantial, 0.50 is moderate, and 0.25 are deemed weak. Table 5 shows the P-value for the determination of coefficient based on SmartPLS complete bootstrapping with 5000

subsamples indicating that D&I Brand (0.586) and Willingness to apply (0.547) both indicate substantial fit. Substantial fit shows that data gathering done by the researchers has good integrity.

Table 5

R Square values

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-value
D&I Brand	0.586	0.599	0.074	7.946	0.000
Willingness to Apply	0.547	0.571	0.106	5.135	0.000

Since D&I Brand's coefficient of determination (0.586) is strong and the path coefficient of D&I Brand also indicates a strong relationship to D&I Purpose and Opportunity. However, the path coefficient of D&I Brand to Willingness to apply is only substantial. This indicates that the D&I brand has a mediating effect on D&I's Purpose and Opportunity with the willingness to apply.

Hypothesis Testing

The following Assumptions/Hypotheses are discussed to confirm or disconfirm the proposed model in this study.

H1. There is a significant positive relationship between D&I Purpose and Opportunity to seafarer's willingness to apply for a job vacancy is accepted.

Since the *PLS path coefficient* is equal to 0.446 with a *p-value* of 0.000, D&I Centric Purpose and Opportunity has indications of moderate effect on a Seafarer's willingness to apply for a job vacancy at a 0.05 level of significance. The *coefficient of determination* is 0.547, which indicates moderate explanatory power with a Seafarer's willingness to apply for a job vacancy.

The alternative hypothesis is accepted as the results show that a Shipping company's D&I Centric Purpose and Opportunity substantially affect a Seafarer's willingness to apply for a job vacancy. Seafarers' awareness of a company's D&I-inspired opportunity and its purpose of doing business will positively impact a Seafarer's willingness to apply for a job vacancy.

The results are comparable to the study of Chi et al. (2018), whereby the findings were a business image, remuneration, and job interest, which all positively impact willingness to apply. In that order, the elements that have the most significant impact on willingness to apply are job interest, compensation, and business image. Compensation and job interest have a moderating effect on willingness to apply, with job interest having a more significant impact than salary. (Chi et al., 2018).

H2. There is a significant positive relationship between D&I Brand, and Seafarer's willingness to apply for a job vacancy is accepted.

Since the *PLS path coefficient* is equal to 0.340 with a *p-value* of 0.002, D&I Centric Brand substantially affects a Seafarer's willingness to apply for a job vacancy at a 0.05 level of significance. The *coefficient of determination* is 0.547, which indicates substantial explanatory power with a Seafarer's willingness to apply for a job vacancy.

The alternative hypothesis is accepted as the results show that a Shipping company's D&I Centric Brand substantially affects a Seafarer's willingness to apply for a job vacancy.

The findings are comparable to Joanna Santiago's 2018 study, which sought to explore the relationship between the aspects of employer brand (EB) attractiveness and the desire to apply for a job with the company. Evidence from the quantitative study's 281 participants (nearly 60% of whom are millennials) supports the multi-dimensionality of EB attractiveness, highlighting the importance of economic factors such as a higher-than-average salary or opportunities for

advancement seen as less important to millennials when considering future job prospects.

Surprisingly, the qualitative research findings for present employees reveal slightly different concerns, with career advancement appearing to be critical. (Santiago, 2018)

H3. There is a significant mediating effect for D&I Purpose and Opportunity to D&I Brand is not accepted

Since the *PLS path coefficient* is equal to 0.766 with a *p-value* of 0.000, D&I Purpose and Opportunity indicates a substantial effect on the D&I Brand of a Shipping Company at a 0.05 level of significance. The *coefficient of determination* is 0.586, which indicates substantial explanatory power with the D&I Centric Brand of a shipping company.

The alternative hypothesis is not accepted even though the results show that a Shipping company's D&I-centric Purpose and Opportunity strongly affect its brand. However, using Baron and Kenny's Method (SmartPLS GmbH, Germany, 2022), D&I Brand showed substantial effects on seafarers' willingness to apply, as discussed in the second hypothesis. Therefore, there is no mediating effect between D&I Purpose and Opportunity and D&I Brand.

The results are comparable to those of Ozcan and Elci (2020), who found that businesses should consider employees' expectations, particularly their perceptions of the company and their conduct. In addition, employees' perceptions of corporate social responsibility (CSR) and their possible relevance in predicting employer brand, brand image, and business reputation were explored. (Ozcan and Elci 2020).

Conclusions

How a Seafarer perceives the Shipping Company and expresses diversity and inclusion through its Purpose, Opportunity, and Branding echoes perceptions about it, which is an essential point for its management to consider when developing messages tailored to the needs of potential

job applicants. The findings of this study show that the D&I-centric Opportunity and Purpose of a Shipping Company impact Seafarers' desire to apply for a job, with only a tiny percentage of Seafarers believing D&I-centric Branding has an impact on their want to apply. This is a fascinating indication, given that the domestic marine industry has evolved from an androcentric/masculine business to one that is diverse and inclusive. Future research is needed to understand what makes a company genuinely appealing to seafarers and what can assist them in applying for a job. To appeal to and recruit excellent personnel, shipping companies must comprehend D&I-centric Purpose and Opportunity characteristics. Shipping Companies can develop their marketing and human resource strategies under the goals and objectives wanted by job candidates by looking at the most critical dimensions of their D&I policies.

Impact on the Shipping Company (HR recruitment)

The maritime sector could soon be in trouble, according to a 2017 Seatrade Maritime News article by Leah Kinthaert. The BIMCO/ICS Manpower research predicts a possible global shortfall of approximately 150,000 officers by 2025. By 2050, the Ocean Policy Research Foundation's report indicates a 364,000-person shortage of seafarers. There is much discussion about the need to "promote careers at sea," but what are some real-world, doable things shipping businesses can do to make sure their hiring needs are satisfied far into the next ten years? Based on the findings of this study, the domestic shipping and maritime industries of the Philippines should develop their marketing and human resource strategies in line with the goals and objectives desired by job candidates by examining the most critical aspects of their D&I policies to attract and retain seafarers.

Impact on Aspiring seafarers

Many businesses are putting more emphasis on workplace diversity and inclusion, and more are creating diversity plans for efficient operation. In 2017, 87 percent of business and human resource professionals who responded to PwC's Global Diversity and Inclusion Survey indicated that diversity was a top priority for their company. Shipping firms emphasize the subject and educate their staff and management on how to be more inclusive for various reasons—the multiple advantages of diversity and inclusion in the workplace rank among the most persuasive.

Impact on recruiting is one of the essential benefits of diversity and inclusion in a shipping firm through its Purpose and Opportunity. Eliminating prejudice and bias within hiring teams and higher levels of the business ensures that exceptional candidates will not be rejected because of their gender, skin color, or other traits, even if they have superior skills and knowledge.

Impact on the regulatory body (Marina)

At all maritime and shipping industry levels, MARINA (Maritime Industry Authority) should inform shipping firms and seafarers about the advantages that inclusion and diversity may offer to their particular organization and how crucial their position is. To foster an inclusive workplace culture, it is essential to have a comprehensive diversity and inclusion policy in place that is supported by efficient monitoring, systems, and processes. In addition, the optimal atmosphere for diversity and inclusion must be created, and key elements include hiring and retention strategies, pay equity, learning and development planning, and evaluating working arrangements. Regardless of a company's size or budget, diversity can be achieved, but for it to be genuinely effective, there must be buy-in and engagement.

Research Limitations and Recommendations for Future Research

The main scope of the study is to analyze the effects of diversity and inclusion on seafarers' willingness to apply for a job vacancy. However, this study only focused on the Philippines' domestic tanker crew and did not include seafarers' onboard containers, cargo, and passenger/ferry vessels. In addition, the study also focused on domestic seafarers and did not include Filipino seafarers working for international shipping companies. Lastly, the study only focused on Filipino seafarers' perceptions and did not include other nationalities' perceptions.

In light of the limitations identified and the study's findings, the researcher would recommend that future researchers conduct a study on all types of vessels for both domestic and foreign shipping companies' diversity and inclusion. Another recommendation would be to compare the perception of Filipino seafarers with other nationalities in terms of diversity and inclusion. In addition, it would be best to study the views of maritime students further as respondents to validate their willingness to apply in consideration of diversity and inclusion.

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