

TIME FOR NEW LEADERSHIP IN A NEW AGE

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ABSTRACT

The need of strong safety leadership cannot be overstated in high-risk sectors like shipping, where a lack of it may lead to maritime accidents that result in human suffering, death, property loss, and contamination of the environment. Human interactions and contentment among crew members are regarded essential to efficient teamwork, and this is one part of excellent and effective safety leadership. Effective cooperation and safety leadership should be implemented by ship's officers in order to improve the safety culture, increase overall safety, and safeguard the maritime environment. Maintaining safe job performance, conducting safety training, and fostering crew morale are all aspects of shipboard safety leadership. As a result, all parties involved in the shipping industry must ensure that officers on board ships can recognize, adapt to, and effectively use these qualities. Shipboard officers who want to thrive as leaders and provide proper leadership for shipboard safety may learn from this study on the traits and qualities that make great leaders. A poll of experienced professional mariners was used to identify these qualities and competencies. Using survey data, researchers discovered that transformational and transactional leadership aspects impact shipboard safety leadership.

Keywords: shipping companies, Leadership, Health Organization,

INTRODUCTION

Seafaring is a unique career choice that requires extended periods of time away from loved ones and a difficult working environment. Seafarers face several dangers on a daily basis, in addition to the social isolation that comes with working and living aboard a ship with a small number of people. Seafarers must be well-prepared, educated, and trained in order to meet these obstacles. Seafarers must be fluent in the ship's official language in order to interact effectively with their coworkers. Ships have several departments inside them; for example, a cargo ship may have a galley, deck, and engine department. Teams of seafarers work together in these departments on a daily basis. An effective and safe operation requires that each team be led by a high-ranking member of the team. The leader is supposed to be the most knowledgeable and experienced member of a team. The ship's master is in charge of all of the ship's crew. In order to ensure the safety of everyone on board, all shipboard personnel must work together successfully and efficiently. A ship's master, as a shipboard leader, is responsible for keeping tabs on all of the crew's performance and taking personal responsibility for their safety and well-being.

LITERATURE REVIEW

KEVIN CULLINANE ET.AL (2021) Coronavirus illness year 2020 will be remembered as the year in which it first appeared in 2019. (COVID-19). This year's COVID-19 outbreak has ushered in a new normal that has yet to be fully comprehended in the wake of the World Health Organization's proclamation of an International Pandemic on March 11, 2020. Because of the ease of use of platforms such as Zoom, Teams, etc., concepts such as teleworking for business and e-campus education are likely to be around for the foreseeable future. It's probable that this will have a significant impact on business travel, higher education, and online shopping (SuauSanchez et al. 2020; Conway et al. 2020; Pokhrel& Chhetri 2021; Mohdhar&Shaalan 2021).

OLA KALLAND DYREGROV (2021) The goal of this thesis is to examine how shipping businesses may effectively integrate digital transformation and the obstacles they face in doing so. Qualitative research is used in this study. Semi-structured interviews were used to get the data. Participants included shipping industry executives with a background in digitalization and change management. Implementation best practices are corroborated by the results. These practices include a clear plan, top-down management, change agents and sponsors of change, clear communication channels, engagement of the individuals experiencing change, and facilitation for activities that support the change. The difficulties of implementing change include a lack of digital competences, a lack of leadership qualities, a cost-focused industry, a lengthy life cycle of ships, a competitive market, and an industry in the early phases of digitalization. A theory of change management is improved by the thesis. Research on the difficulties of implementing digitally in shipping firms is another way to contribute to the cause.

TAE-EUNKIM ET.AL (2020) Numerous studies have shown the significance of marine safety leadership. A dearth of experimentally proven theoretical models and accurate scales for assessing safety leadership in ship operations is still evident today in the literature. The first Safety Leadership Self-Effectiveness Scale (SLSES) was developed and validated in this research to measure the efficacy of shipboard officers in exercising leadership for safety in commercial shipping. After a content validation study by 20 subject matter experts, an Exploratory Factor Analysis and a Confirmatory Factor Analysis, a total of 396 participants participated in the study. The findings indicate a higher order factor structure with three subscales – motivation facilitation, safety management, and safety initiative – that contribute to the measuring of self-efficacy in safety leadership. The resultant scale has excellent measurement qualities, with strong explanatory power, construct validity, and high internal reliability (Cronbach's = 0.971). Researchers, practitioners, and shipping companies will find SLSES useful in assessing and improving the leadership potential of shipboard officers now on board and in the future. Discussions were held on the theoretical, methodological, and practical aspects of SLSES.

MARIANNA MADONNA Et.AI (2019) In the highly technological and innovative scenario of Industry 4.0, characterized by a series of enabling technologies and a strong interconnection of resources, it is necessary to consider the impact that the introduction of increasingly sophisticated sensors and collaborative machines on safety aspects. Additionally, the utilization of "smart" technology and the duties of front-line operators have evolved in light of the new environment. Man and machine are increasingly working together in "collaboration," with the worker increasingly taking on the role of

supervisor in jobs that call for specific human talents. When workers engage with "smart machines" in the new factories, their activities become simpler and less vulnerable to mistakes, but the complexity of these systems rises and demands new modalities of man-machine interaction. It is now feasible to gather a wealth of data on the equipment's health using sensors and cutting-edge technology, allowing for precision intervention planning. There is a shift in cognitive interaction effort from the skill level to knowledge level because the human is expected to handle a large volume of data (big data) that must be obtained, analyzed, and evaluated. Human reliability techniques in the literature, which can be used to evaluate human error in many job sectors, are used in this research to show how human performance may be improved even if it requires an increase in cognitive load owing to the usage of new smart technology.

ERMAL XHELILAJ ET.AL (2018) Young marine officers' responsibilities, duties, and roles are heavily dependent on their ability to demonstrate effective management or leadership behavior. It's because of the severe, harsh, and complicated working environment that the marine sector represents today, which makes the responsibilities and obligations of a maritime officer more challenging to manage and administrate. First, this research will examine the many viewpoints on the concept of leadership, as well as the debate over leadership theories and leadership in the context of maritime officers' positions, in light of these concerns. Each leadership style has strengths and weaknesses, according to the authors, and the effectiveness of a particular leadership style depends largely on the demands of the situation. This is especially true in the maritime industry, which is known for its challenging and complex working conditions and high turnover.

LEADERSHIP STYLES

A leader may be either positional or inspiring, according to Cooper. Positional leaders take charge based on the authority bestowed upon them by their place in the hierarchy. Instructions and directives that must be followed are the foundation of their leadership. Because of the line of command, those who are below in the hierarchy must follow their orders. As a result of their zeal and excitement for their aims, inspiring leaders encourage others to follow in their footsteps. Transformational, transactional, and servant leadership are the three most common leadership styles. A company's culture may be shaped and reshaped by executives who use a transformational leadership style to accomplish their goals. As a result, they aim to connect the identity of their followers with that of the brand, and they do so through fostering self-confidence. They are always on the lookout for ways to spur change and push their followers beyond their comfort zones. It's the combination of idealistic influence, inspiring motivation, intellectual stimulation and personalized attention that constitutes Bass's definition of transformational leadership. It is possible for a leader to influence subordinates via idealized influence if he or she establishes and shows high moral behavioral standards and serves as a role model for them. As a result, they identify with the leader and copy him or her. Leaders like these are able to build trust and loyalty by focusing on the needs of their followers rather than their personal interests. He always acts in accordance with moral and ethical standards. When a leader uses inspiring motivation, they encourage their subordinates to put aside their own personal objectives and focus on the collective ones, which are done by clear communication and the visualization of a good picture of the group after completing the stated goal. In order to inspire their subordinates, leaders motivate them by presenting them with a sense of purpose and challenge. As a result, both individual and group spirit are sparked, as well as a sense of

hope and eagerness to get to work. As a leader, intellectual stimulation requires encouraging your followers to express their thoughts on challenges, discuss established norms, and think imaginatively. This leader encourages his or her followers to think beyond the box, and he or she does not belittle those who come up with incorrect ideas. Followers who are participating in the decision-making process provide new problem-solving ideas. In this method, the leader is able to collect a variety of viewpoints on the issue at hand and make a decision based on those ideas and opinions. Individualized attention is a trait of leadership that recognizes the distinct needs and skills of followers. The leader serves as a mentor, focusing on the needs of those he or she leads. He creates fresh avenues for learning and passing on what he's learned to others. The leader is aware of the unique aspirations and requirements of each of his or her subordinates. He teaches his followers how to discover and use their maximum potential by adjusting their approach to the task at hand. Leadership in safety may benefit from the four elements of transformative leadership listed above.

As a transactional leader, you may influence the culture of a business by rewarding or punishing employees for certain actions. Leaders that adopt a transactional leadership style tend to establish clear safety objectives and then reward or penalize their subordinates when they meet those goals and adhere to the intended safety standards. If followers are willing to follow a leader in return for praise, prizes, or the aversion of repercussions, this style of leadership is appropriate. Praise and recognition are given to subordinates who complete their work in accordance with the objectives they have been given. A leader's effectiveness depends on the clarity of the objectives and duties he or she assigns, as well as the praise and recognition given to those who do the tasks successfully. A leader who practices active transactional leadership establishes performance criteria and has the authority to penalize employees who fail to meet those goals. When a leader uses the active transactional leadership style, he or she carefully monitors and corrects the performance of his or her subordinates, particularly in terms of mistakes and deviations from established standards and performance measures.

Each of these leadership styles has a place in the world, and there is no clear winner. The leader's approach has a direct impact on whether or not the objectives are met. For instance, a leader may successfully affect safety performance if he treats followers with respect (and vice versa), is honest with them, and fosters collaboration.

DIVERSE PERSPECTIVES REGARDING THE LEADERSHIP DEFINITION

Having a clear understanding of what leadership is and what it isn't is essential to conducting a thorough analysis of one's own leadership style. Various writers have offered their interpretations on what it means to be a leader in this setting. As a result, according to Bryman (1986), leadership is a process of social influence in which a person guides members of a group toward a goal (p. 2). According to Hunt (1986), the ability to mobilize a follower's potential demand in rivalry or conflict is what makes a leader effective; it's the ability to transform arousal into engagement and outcomes (p. 238).

The capacity to influence what your followers want to do, rather than what you want them to accomplish, is a more contemporary definition of leadership, according to some scholars (Platow et al, 2007). Finally, Richard (2007) says that leadership is about motivating followers to work together successfully in order to attain the common moral goal that everyone shares (p. 17). "The leadership lies in mastering a wide range of skills and how to make the most of opportunities to learn, lead, and achieve your goals" (p. 3) in Bellefontaine (2008)'s study is the most comprehensive definition, since

it encompasses essential elements such as commitment, knowledge and goal achievement as well as reflects the substance of good leadership."

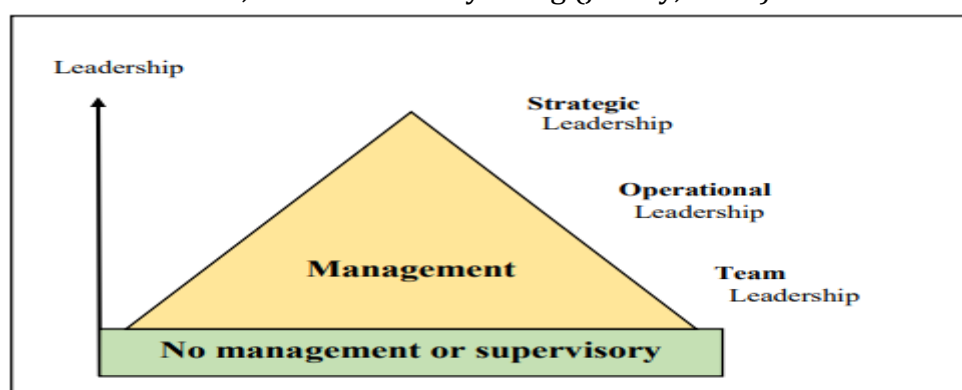
Leadership in Light of the Position of Maritime Officers

The marine officers assigned to a ship must have a strong leadership style to be successful in their roles. Most young marine officers, because to their lack of experience, tend to adopt a harsh demeanor toward their subordinates, dictating and expecting cooperation and obedience without consideration for their work circumstances, exhaustion, or personal views on pertinent matters. Even for duties outside of their competence, the penalty on board a ship is often deemed the most suitable method to ensure that subordinates obey, such as forcing an exhausted sailor who worked for twenty hours straight on board a ship to do additional work. Even when explicitly permitted by relevant IMO laws as the ISPS Code (2002), the ISM Code, the STCW Convention (1978), the SUA (1988), or the SOLAS Convention (74/78), the transfer of power may be forbidden for junior marine officers. A lack of trust in the talents and expertise of the young marine officers on board a ship is likely to be the root cause of this problem.

Young maritime officers' behavior is sometimes inappropriate and ineffective, despite the fact that maritime officers, as leaders, should be characterized by an autocratic leadership type; because, on board a ship, it is not only the senior officer alone who needs to be viewed as a leader, but also petty officers, cadets, and sailors need to demonstrate good leadership if the ship as a whole is to perform exceptionally (Richard, 2007). When hitting people over the head is considered attack rather than leadership, Eisenhower points out, you're in the wrong business (Lewis, 2006). Richard (2007) says that a competent leader should avoid using the 'big stick' and instead foster recognition, respect, and encouragement among the crew members. In addition, effective leadership relies on the participation and support of the constituents, successful transfer of power, and clear communication (Platow et al, 2007; Ingstrup&Crookall, 1998).

THE LEADERSHIP DEVELOPMENT PROCESS

The required abilities for leadership growth are not limited to top management employees and must be acquired throughout one's lifetime (see figure 1). Anyone who is in charge of others has to be able to lead by example. Humans are excellent imitators and watchers. We pick up good and bad habits by imitating those we see around us, thus we learn by doing (Jeffery, 2007).



"Even the most seasoned leaders should constantly expose themselves to new ideas, tackle new difficulties, and reconsider their leadership style," says Bell (2012, p. 458). When it comes to developing leadership skills, experience is the finest teacher, according to Robert (2005).

Leadership development in other industries

Participants/trainees in this leadership education and training program are expected to learn new skills and abilities:

- Graduate from high school
- Know and exercise the rights, duties, privileges, and freedoms of good citizenship to be a good citizen.
- Develop the capacity to cooperate and live constructively with others, and show leadership in circumstances requiring the settlement of conflicts.
- Develop a good self-image and winning behavioral attitudes in a multi-cultural community.
- With a focus on good oral communication, students will learn how to think clearly and communicate effectively.
- Keep in mind the significance of a healthy diet and regular exercise for overall well-being and a youthful look.
- Learn about the army jrotc's history, mission, and organization.
- Become proficient in military fundamentals (such as drill and ceremony, first aid, and map reading) so that you can work well with others as a team member.
- In this course, you will learn about the significance of citizenship in american history and how it links to america's culture and future

ORGANIZATIONAL INCLUSION AND INCLUSIVE LEADERSHIP

Organizational culture is dynamic and ever-changing. They alter and evolve with time. According to Sathe and Davidson (2000), cultural transformation entails altering people's attitudes and behaviours as well as their thoughts. One of the most important aspects of a company's culture is determined by its CEO, according to Schein (1983, 1985, 1992). A model of organisational culture transformation presented by Hatch (2000) places an emphasis on both the leadership role and the follower's role in establishing and altering an organization's culture. Ott discussed the significance of leaders in changing the culture of an organisation (1989). He claimed that a leader may adapt to and drive a culture through recruiting, socialising, and using cultural communication methods and role modelling. The organization's culture and leadership are both vulnerable to change when there is a wide range of backgrounds in the workforce. Leaders need to lead the change and implement inclusion in the workplace because of the rising demand for inclusion in culture, as indicated in the preceding paragraph.

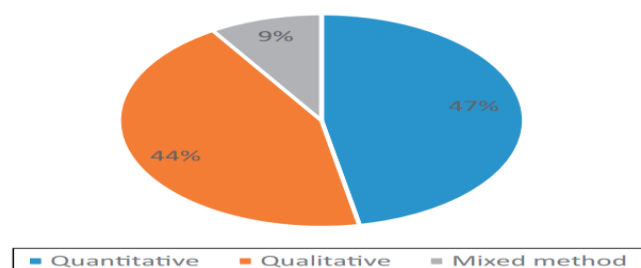


Figure 1. Distribution of articles reviewed

Organizational culture, leadership, and employee well-being are directly affected by the research. An important aspect of the research is that it focuses on the concept of inclusiveness and how leaders can use it to enhance their organisations. The definitions of inclusion and diversity among academics

disagree (Konrad et al., 2005). Unlike Pless and Maak (2004), Blake (2015) reports diversity in multicultural groups and implicitly shows that inclusion is a result of the study's findings.

Inclusion is a result of diversity in action. From an industrial viewpoint, it is necessary to investigate and grasp this differential experimentally. Participative and autocratic leadership styles are used by organisational leaders. As the workforce becomes more diverse, are business leaders changing the way they lead in order to be more inclusive? The theoretical model developed in the paper may be used to investigate this. After all, a company's policies are intended to have a favourable effect on the outcomes of its employees. It is true that a company's diversity and inclusion plan will be more successful if it is tied to its primary business strategy (Church and Rotolo, 2013).

Researchers have shown that senior management's beliefs and ideals on equal employment opportunity and diversity are critical (Ragins and Cornwell, 2001; Nishii, Raver and Schneider, 2005). As a result of these principles, workplace practises may either promote or hinder diversity and inclusion (Reskin and McBrier, 2000). International relations (IL) is all about building and maintaining mutually beneficial partnerships, says Hollander et al. (2008) Inclusive leadership is working with others rather than just for them, and IL is based on this guiding principle. A diverse workforce led by a leader who encourages open communication and ensures that everyone has an equal opportunity to contribute and be heard is essential for better decision-making and achieving desired outcomes and objectives (Kuknor, 2016). Pless and Maak (2004) argued that senior management should adopt a cooperative leadership style in order to foster an inclusive work environment. The study's goal is to find out how leadership style affects an organization's inclusive culture. The framework below is aimed to highlight features of leadership behaviour and how these factors impact the development of an inclusive culture. The framework was created as a result of extensive literature research and informal consultations with subject matter experts.

CONCLUSION

It is because of this that there is a wide range of viewpoints and attitudes on leadership among academics. In any case, the authors believe that the definition proposed by Bellefontaine in his human resources research is the most thorough, since it includes both the gist and the meat of the subject matter. It's possible to conclude that there is a lot of inconsistency, uncertainty, and even disagreement among academics when it comes to the art of leadership because of all the many ideas that have been given by various experts. There are some philosophical issues with existing leadership training that the author has addressed in this study, and he has also made some ideas for how to improve leadership training from a philosophical standpoint. Leadership training has been essential for all seafarers at all operational and managerial levels since the Manila amendments to the STCW Convention 1978 were adopted and implemented. However, these present leadership models appear to have more space for development than the ones developed by MET institutions. The author observed that there is no agreed-upon definition of leadership and that the development of leadership is tackled in a variety of ways and from a variety of viewpoints.

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