

Adoption of HRM Practices For Safety Management In Shipping Industry

¹Sumit, ²Dr. Deepchand Dhankher

¹Research Scholar, ²Research Mentor

Livingstone International University Of Tourism Excellence And Business Management (LIUTEBM)

Abstract-

Human resource management (HRM) strategies are playing an increasingly important role in the development of maritime companies' safety management programs. An organization's culture that prioritizes safety may be greatly enhanced via the use of human resource management procedures. These activities include recruiting, training, performance management, and leadership development. Human resource management (HRM), organizational culture (safety), and knowledge management literature are all enriched by this paper's efforts to strengthen ties between these fields. The study posits that the organization's safety information sharing might benefit greatly from the HRM frameworks and principles. To get a better understanding of how HRM practices are integrated into safety management systems, this research utilizes assessment questionnaires and interviews.

Keywords: Human resource, Shipping industry, Safety, Organizational, Management.

I.INTRODUCTION

Within the ever-changing and intricate environment of the shipping industry, the incorporation of Human Resource Management (HRM) techniques is crucial for successfully implementing safety management measures. The marine industry, known for its worldwide scope and complex operational procedures, encounters distinct obstacles that necessitate a refined approach to ensuring safety. As ships traverse the open seas, carrying cargo and facilitating economic connections, the well-being and proficiency of the marine personnel become of utmost importance. The shipping sector, as a crucial component of worldwide commerce, operates within a complex environment that is shaped by economic, regulatory, and technical considerations. The increased focus on safety in recent years indicates that the whole sector acknowledges the complex relationship between human factors and operational dangers. Adhering to international laws, such as the International Safety Management (ISM) Code, and implementing safety management systems has become an essential need in marine operations. The significance of HRM practices in influencing the safety culture within shipping businesses is crucial within this framework.

The safety management paradigm recognizes that human factors play a crucial role in marine events. The industry's dedication to implementing HRM practices is a deliberate and calculated reaction to minimize these risks associated with human factors. An crucial factor in preventing accidents, limiting environmental effect, and ensuring the well-being of crew members is a workforce that possesses the requisite skills, knowledge, and a safety-focused mentality. The implementation of HRM practices involves several activities, including recruiting, training, performance management, and leadership development, all aimed at cultivating a safety-oriented workplace culture. The shipping sector has complex hurdles when it comes to incorporating HRM principles with safety management. An eminent concern is the worldwide deficit of proficient seafarers, a phenomenon intensified by population changes and evolving attitudes towards maritime professions. This scarcity not only creates stress on the hiring procedures but also highlights the significance of efficient training and development initiatives to improve the skills of current staff. Moreover, the ethnic composition of marine personnel presents difficulties in terms of communication, coordination, and cultural comprehension. This calls for human resource management techniques that prioritize diversity and inclusion.

The shipping sector experiences both advantages and challenges in HRM for safety management because to technological improvements. In order to effectively utilize automation, artificial intelligence, and data

analytics, it is necessary to have a workforce that can proficiently operate these technologies while prioritizing safety. HRM methods must adjust to this changing environment by promoting ongoing learning and implementing programs to enhance employees' skills and acquire new ones. Furthermore, the potential influence of these technologies on work positions and the general employment scenario in the shipping industry introduces an additional level of intricacy that HRM needs to tackle. In light of this situation, implementing HRM practices for safety management is not only a legal need but also a crucial strategic move for firms aiming for long-term success in the shipping sector. An efficient HRM framework guarantees that personnel possess both technical expertise and the required soft skills for successful communication, cooperation, and decision-making in demanding marine contexts. Furthermore, it is crucial to have a proactive stance towards wellness and mental health programs, considering the inherent isolation and stress issues associated with maritime occupations. Human resource management (HRM) strategies that give priority to the comprehensive well-being of seafarers not only enhance safety but also improve overall job satisfaction and the ability to retain highly qualified individuals.

II. REVIEW OF LITERATURE

Uddin, Mahi (2022) Within the context of ready-made garment organizations in Bangladesh, this study investigates the interaction between human resource management (HRM) practices and environmental management (EM). Information was gathered from 185 individuals who participated in the survey. These individuals included 52 human resource managers, 29 chief executive officers, and 104 general employees. PLS-SEM, which stands for partial least square structural equation modeling, was utilized in the research project to provide reliable conclusions. Both organizational citizenship behavior for the environment (OCBE) and strategic human resource management (SHRM) practices have been found to have a strong beneficial link with environmental management (EM), according to the findings. On the other hand, internal environmental activities in Bangladesh do not have any substantial relationship with environmental management in the context of the country. According to the findings, both OCBE and SHRM appear to be important predictors of improved efficiency. This research may be of assistance to policymakers and researchers in gaining insights regarding the relevance of HRM practices in boosting employee morale (EM) in the ready-made garments (RMG) sector. There are limited empirical studies that have been provided in the literature that relate HRM practices and EM. In addition to that, this study highlighted the limits of this study, as well as the areas for additional research and the consequences for both theory and professional practice.

Alsafadi, Yousef & Altahat, Shadi (2021) Through the course of this research, we intend to evaluate the influence that Human Resource Management Practices (HRMP) have on the enhancement of Employee Performance (EP). In order to carry out the research, a hypothesis is developed on the influence of HRMP on EP. Furthermore, it is hypothesized that this influence is mediated by work satisfaction among employees. Taking into consideration the possible moderating influence that employee involvement has within the framework of the postulated model is another factor that is taken into account. Data was acquired via 480 questionnaires that were given among employees of commercial banks in Jordan. These surveys were then analyzed using structural equation modeling techniques (SEM), path analysis, and confirmatory factor analysis (CFA). In order to finish our research, we utilized the research of Moment Structures (AMOS) program, version 24. According to the findings, HRMP had a beneficial effect on employee performance (EP), as well as on work satisfaction and the components that comprise it (job enrichment and job stability). There was a discovery made on the role that work satisfaction (enrichment and stability) plays as a mediator. In conclusion, it was discovered that employee engagement exists as a moderating variable that links HRMP and EP. The results of this study highlight the significance of the role that work satisfaction and employee engagement play in the accomplishment of performance goals related to human resources. Additionally, it is advised that further research be conducted in order to get a more in-depth understanding of the connection between HRMP, job satisfaction, worker training, and performance evaluation.

Kapoor, Anchal & Maxwell, Amita (2020) The marine sector is often regarded as a high-risk business. The primary focus of this business is to actively mitigate risks through collaboration and enhance security measures in marine operations. Humans have a significant role in ensuring maritime security. Arguably, this is the sole life parameter that both interacts with and governs other parameters. Consequently, human

activities exert a significant influence on ship safety, with the majority of marine mishaps stemming from human mistakes. Human resource management is crucial in the shipping sector owing to a variety of limitations, including national and international norms and regulations that are overseen by the International Maritime Organization (IMO). Efficient human resource management strategies and policies are necessary in the sector. Ongoing marine training empowers workers, guaranteeing the maintenance of a trained workforce. The research article seeks to investigate the primary human resource practices employed in the maritime sector, analyze the training methods utilized by the industry, and evaluate the efficacy of these training procedures.

Shemon, Wahidulet al., (2019) The shipping industry is highly competitive and constantly changing. Human resources play a crucial role as a strategic asset for enterprises in the shipping sector, allowing them to strengthen their competitive edge in a constantly changing business environment. Effectively overseeing proficient and capable staff is essential for minimizing accidents, casualties, risks, and transportation costs, while also improving customer satisfaction. The primary aim of the study is to evaluate the necessary skills and capabilities of human resources in shipping firms, as well as the competitiveness of shipping enterprises through employment planning, recruiting, and suitable training. This article seeks to analyze the shipping sector in Bangladesh and emphasize the competitive advantages that enterprises in the industry may get by effectively managing qualified and competent staff. This article relies on secondary data acquired from many secondary sources through a comprehensive literature assessment.

Ćorović, Branislav&Šekularac-Ivošević, Senka (2019)The contemporary generation is becoming increasingly educated, and as a result, they are demanding greater levels of education as well as a larger number of circumstances that are associated with the quality of life and employment. If we want the man to be the "resource" in the shipping business and to have an impact on the success of the enterprise, it is necessary to modify his culture, behavior, and potentials so that they are in line with the objectives of the firm. Human resources are the ones who are responsible for the creation of technological, economic, and cultural values, and at the same time, they are the ones who employ these values. Consequently, the human resources of any business, including the shipping firm, are a genuine source of capital. These resources have to be cultivated, provided, developed, and effectively utilized in order to maximize their potential. Due to the fact that it is only possible to develop it on such a foundation and under the conditions of intense competition on the global market, it is accomplished through the process of managing human resources in every activity, including the shipping activity.

SalihuMalam, Sabiuet al., (2019) The objective of this study is to evaluate the effect of human resource management (HRM) practices, namely recruitment and selection, on organizational performance (OP) in Nigerian educational organizations by examining the role that ethical climates (ECs) play as mediators in this relationship. After collecting quantitative data from 181 educational agencies that were represented by directors of administration, SmartPLS-SEM was utilized in order to analyze the link between the two variables, as well as to assess the influence that ECs had on mediating the association. The results The findings provided substantial evidence in favor of the function that ECs play as mediators in the connection between HRM practice (recruitment and selection) and organizational performance (OP). Restrictions and consequences of the research When it comes to effectively adopting and implementing performance-based human resource management strategies, policy makers and executives in educational institutions need to take into consideration making proper decisions. These methods have the potential to encourage and generate ethical conduct among employees and inside the business. By embracing and putting into practice these strategies, educational institutions have the ability to improve OP. This research sheds light on a pathway that connects HRM and OP, which is a significant contribution to the overall knowledge of the interaction between the two variables. The findings of this study are also generalized to apply to a different field and setting, specifically educational agencies, which are compatible with the HRM practices and occupational performance relationship. This research contributes to the field of resource-based perspective by emphasizing the role of EC as a mediator between HRM practices and organizational performance.

Hosain, Md. (2015)The purpose of this study is to investigate the probable relationship between seven Human Resource Practices (job analysis, recruitment and selection, adequate job training facilities, opportunities for career development, compensation and benefits, managerial relationship with employees, and degree of employee participation in decision making) and the impact that these practices have on the retention of employees and the performance of firms. The research was conducted using a sample size of

two hundred individuals who were not managers and fifty individuals who were top level managers at twenty-five different public and private corporations in Bangladesh. The respondents were given a comprehensive and systematic questionnaire, which was used to collect the data being collected. The approach of judgment sampling was utilized in order to engage the respondents in the survey. The results, which were obtained through meticulous statistical analysis, produced a conclusion that was both quite intriguing and unique. An examination of the work, the interaction between management and employees, and employee participation in decision making were shown to have a favorable but negligible link with employee retention, according to the findings of the study. There is a negative association between employee retention and the other four independent variables, which are recruiting and selection, job training facilities, career development, and remuneration and benefits. The factors that have a strong negative link with employee retention are job training, remuneration and benefits, and other similar factors. At the same time, job analysis, the interaction between management and employees, and employee engagement in decision making all have a favorable association with the performance of the company. Among them, the connection between management and employees has a substantial beneficial impact on the success of the company, while involvement in the decision-making process has a very little impact.

Cahoon, Stephen et al., (2014) Over the past several years, firms in the shipping sector have paid a significant amount of attention to the problem of a lack of trained workers in the marine industry. Despite the fact that conversations concerning the present manpower dilemma in the sector began more than twenty years ago, very little progress has been made in terms of finding a solution that is feasible. In order to ensure that the shipping sector has a steady supply of mariners with the necessary skills, there is an immediate and pressing requirement for the continued development of human resource strategies. Regrettably, there are a great number of variables that work against the realization of a seafarer labor market that is less volatile. In general, it would appear that the approach that shipping firms take toward the recruiting, training, and retention of seafarers does not always appear to be in accordance with the principles that govern effective human resource management. Instead, there is evidence that there is a lack of commitment to the training of seafarers, that training responsibilities are being shrugged off, that poor recruitment practices are being used (for example, poaching officers), that the expectations of seafarers are not being effectively managed, that employment contracts are not favorable, and that policies are being implemented that are not perceived internationally as being employee-friendly. Due to the combination of these practices and the structural changes that have taken place within the shipping sector, shipping businesses face a multitude of issues when it comes to efficiently retaining its professional staff. As a consequence of this, the number of years that seafarers spend at sea is decreasing, this is contributing to the international labor crisis that is now occurring within the business. This chapter emphasizes the need of taking a proactive approach to the development of human resource strategies and offers potential answers to the problem of securing a worldwide maritime labor pool.

Lai, Diana et al., (2011) Successful projects are those that are finished on schedule, within budget, and with a satisfactory degree of quality. Due to the potential for incidents on the job site to postpone completion dates, safety management is crucial. The purpose of this research is to examine the connection between human resources practices and the results of construction safety management (the frequency and severity of accidents) by comparing these practices on US and Singaporean building projects. Exploratory interviews and postal and email surveys of US and Singaporean contractors made up the research methodology. Structured questionnaires were used to gather data. The findings reveal that US contractors' project management methods prioritize bringing attention to organizational safety ideals to new employees and considering work experience when hiring, in contrast to their Singaporean counterparts. Singaporean contractors, on the other hand, are more concerned with making sure their employees have enough places to relax. The results of safety management are strongly associated with several HR practices. Some examples of these practices include providing employees with constructive criticism on their risky actions and include age in the hiring process. Better safety management on building sites may be achieved when project managers implement appropriate HR practices.

III. RESEARCH METHODOLOGY

The study's empirical components which include eight focus group interviews with employees and sixteen semi-structured interviews with senior managers. Secondary data has been used to supplement the statistical

survey results. In order to gauge the employers' and employees' perspectives on various HRM practices, two anonymous surveys were distributed to both groups. In addition to questions that are irrelevant to this topic, the questionnaire contains other irrelevant elements. The study stands out because it offers a unique opportunity to examine a wide range of HRM practice issues through a first-of-its-kind connected data collection of businesses and workers. For each item in the survey, we asked respondents to rate the elements on a 5-point Likert-type scale, where 1 indicates strong disagreement and 5 indicates strong agreement. Included in the sample for this article is the safety survey, which included 830 employees and 210 employers who filled out the questionnaires.

IV. DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic profile of the respondents

Particulars	Percentage
Gender	
Male	60.0
Female	40.0
Total	100
Age (in years)	
Less than 49 years	55.0
50 years or more	45.0
Total	100

There have been 60% males and 40% females in the sample. Nearly half of the sample consists of people under the age of 49, while nearly half consists of those 50 and over.

Human Resource Practices In Shipping Industry

Values that have been accepted and acknowledged within the shipping industry form the basis of employee attitudes and safety conduct. Consequently, it is critical that management concepts, appropriate OH&S procedures, and the daily commitment to safety on the part of both employers and employees be put into place in order to implement these values.

Communication and feedback, employee participation and opportunities to voice their views about labor organization, and training and development are all important human resource management practices, but employers and employees have different perspectives on these topics (See Table 2). Employees and employers view the potential and significance of researching feedback and pertinent information within an organization differently, according to the study's findings. In order to foster a healthy company culture, keep excellent knowledge management, and ensure that all members are well-informed, the shipping industry should make sure that all members have access to sufficient information on the industry's general policies, strategies, and practices. Employees are open to participating in a variety of organizational programs and activities, receiving more detailed feedback, and receiving more information, according to the present survey.

Table 2: Employers' and Employees' Opinion about Information Dissemination, Training, and Involvement

HR practices	Employer		Employee		P value
	M	SD	M	SD	
Communication and feedback	4.28	0.86	4.28	0.72	0.00
Employees' possibilities to express their opinion about labour organization	4.05	0.88	4.09	0.68	0.00
Employee involvement in health and safety activities	1.69	0.91	3.77	0.77	0.00
Employee training development	3.72	1.20	4.28	0.76	0.00

Employee involvement in development and training activities	3.46	0.89	3.78	0.83	0.00
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Specifically, this research aims to apply HRM concepts to the area of OH&S in the shipping sector, with an emphasis on the importance of a company's dedication to safety. Eighty percent of the shipping sector sample uses HRM as part of their overall management strategy, according to the study's conclusions (See Table 2).

To sum up, the findings suggest that the shipping sector has not given HRM the attention and importance it deserves.

V.CONCLUSION

Human resource management's importance in fostering a safety-conscious company culture is immense. The importance of soft skills such as communication, teamwork, and decision-making in high-pressure marine environments is highlighted by effective HRM practices, which help to build capabilities beyond technical skills. Efforts that focus on the overall health and happiness of sailors, such as wellness and mental health programs boost morale and retention rates in the workplace. Improved data about the incorporation of HRM practices and functions into safety management, as well as any relationships between these factors and safety outcomes (such as injuries), should be the primary goal of future study into the relationship between HRM practices and safety.

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