

# **Workplace harassment and merchant marine culture**

**The occurrence of workplace harassment onboard vessels  
with SEKO-Sjöfolk members and the correlation between  
policies and merchant marine culture**

Kenneth Rosenberg-Brunila

Thesis for Master of Maritime Management



## MASTER'S THESIS

Author: Kenneth Rosenberg-Brunila

Degree Programme: Degree Programme in Maritime Management - Turku

Specialization: Master of Maritime Management

Supervisor(s): Thomas Finne

Title: Workplace harassment and merchant marine culture

---

Date: 29.11.2021 Number of pages: 42

Appendices: 6

---

### Abstract

Workplace harassment onboard vessels have a negative impact on both the victim that is subjected and the organization as whole. The costs occurring from the negative working climate within the organizations can in the long run be high and, in many ways, devastating for the individuals. Creating a culture within the organization that includes everyone, both onboard the vessels and within the shore organization, is a way to work proactively. The culture that in folk lore is called the merchant marine culture has a far more important meaning than to just state that you are a sailor. It is a way of life and an organizational definition that everyone within the shipping business needs to understand and work constantly to incorporate. A living merchant marine culture together with policies prevent occurrence of workplace harassment, and also to intervene and assist in handling cases when workplace harassment has occurred. It is an important tool that every organization should constantly work with to develop, maintain, and incorporate. A crew that is not feeling well won't give it's best to the organization and the result will suffer.

---

Language: English

Key words: Workplace harassment, harassment, bullying, merchant marine culture, policies

---

## Table of contents

1	List of abbreviations and word explanation .....	1
2	Introduction .....	1
3	Research problem .....	2
3.1	Limitations.....	3
4	Theoretical background to workplace harassment and the merchant marine culture .....	4
4.1	Maritime Labour Convention.....	4
4.2	Definition of harassment and bullying.....	5
4.2.1	Enabling factors.....	7
4.2.2	The organization .....	8
4.2.3	Management .....	10
4.2.4	Effects of bullying .....	12
4.3	Culture .....	12
4.3.1	Organisational Culture.....	13
4.3.2	Ship culture .....	14
4.3.3	Safety culture.....	15
4.3.4	Merchant Marine Culture .....	15
5	Previous research.....	17
5.1	Nautilus International .....	17
5.2	The European Agency for Safety and Health at Work.....	17
5.3	Mental health .....	18
6	Methods and procedures.....	20
6.1	Negative Acts Questionnaire – Revised .....	20
6.2	Questionnaire .....	21
7	Result .....	23
7.1	Workplace harassment occurrence.....	24
7.2	The types, perpetrators, and effects of workplace harassment .....	24
7.3	Correlation between merchant marine culture, policies, and workplace harassment.....	28
7.4	Comments from respondents .....	29
7.5	Supplementary matrix of results.....	30
8	Critical examination and discussion .....	32
8.1	The perpetrator.....	32
8.2	Policies.....	33
8.3	Merchant Marine Culture .....	35
8.4	The effects of workplace harassment.....	36
8.5	Conclusion.....	37

8.6	Future research.....	38
8.7	Summary.....	39
9	References.....	40
	Appendices.....	43
	Appendix 1, NAQ-R.....	43
	Appendix 1b, NAQ-R in Swedish .....	44
	Appendix 2, questionnaire sent.....	46
	Appendix 2b, questionnaire sent in Swedish .....	51
	Appendix 3, data analyzation rules.....	55
	Appendix 4, social media post.....	57
	Appendix 5, SEKO newsletter text.....	58
	Appendix 6, results of questionnaire .....	59

## **1 List of abbreviations and word explanation**

MLC – Marine Labour Convention

ILO – International Labour Organization

ICS – International Chamber of Shipping

ITWF – International Transporter Workers Federation

SEKO – Sjöfolk – Service och Kommunikationsfacket, sjöfolk. Workers union for Swedish mariners.

MMC – Merchant Marine Culture

Ro-Ro – Roll on Roll off type cargo vessel

Ro-Pax – Combined cargo and passenger ferry

HR – Human Resources

Workplace harassment – The combined definition of both harassment and bullying

## **2 Introduction**

The working climate onboard vessels is an important matter each and every day. A crew that works together is in the best interest of the shipping companies. Crew that likes their work and that are challenged in a way that they develop on a personal level will most likely stay within the organization, reducing the need for recruiting and training new crew. A loyal crew will work in the best interest of the organization and the vessel, keeping the vessel in good condition and minimizing the risks for the crew, vessel, and organization. A good reputation of the organization, that they take care of their own and is a good place to work, will attract new crew making the recruiting easier.

The responsibility of ensuring the occupational health for the crew falls on the organization. Organizations are audited by flag states and classification societies. Also, different branch and union organizations audit. Their primary interest is the wellbeing of their members. Depending on the flag of the vessel, this is arranged in different ways with different stakeholders, but they all must comply with the Marine Labour Convention

(MLC), published by the International Labour Organization (ILO). The MLC sets the minimum requirements for the living and working conditions for the crew onboard vessels worldwide.

Through a quantitative survey in collaboration with the Swedish seafarers union, SEKO – Sjöfolk, this thesis sets out to give a general overview of the occurrence of workplace harassment and bullying onboard vessels. What is the current status of the merchant marine culture and how can the merchant marine culture be described to outsiders? Are there policies in place for dealing with occurrences of workplace harassment? And to show in which areas the organizations could focus their work on efforts to reduce the occurrences of workplace harassment and eliminate the subsequent effects of workplace harassment.

### **3 Research problem**

What is the working climate onboard vessels today? And are there policies in place to ensure a healthy working climate onboard? Is the working climate such that, although it might be demanding and stressful, the crew feels included, engaged and that going to work is fun and not just a must to pay the bills? The shipping industry is special in many ways. Crew members are away from their families for long periods of time and when at work they are more or less isolated onboard. This has created a special culture within the industry, the merchant marine culture. What then is the merchant marine culture? And will a healthy merchant marine culture improve the working conditions onboard the vessel?

The merchant marine culture is special in a way that, judging from my own experience, you must have lived it to understand it. To work in an environment with this special culture demands a lot of knowledge about the life at sea for the staff not working onboard. The staff working ashore is usually a mix of persons, including both those that have worked onboard and those that have not. The responsibility lies on those who have worked onboard to educate and train those who have not, to give them an understanding and introduction into what working at sea really means. By conducting this survey, I will try to answer if the collaboration onboard the vessel, and between the vessel and shore organization is working well and find out if the merchant marine culture is healthy.

The research is aimed to give a general overview of the occurrence of bullying, the present status of the merchant marine culture, if there are policies in place to reduce the risk of being subjected to workplace harassment, and to summaries different types of harassment

and perpetrators so that organizations can focus their attention to the areas where harassment occur.

I have defined three questions that this thesis sets out to answer,

1. To what extent is there today workplace harassment onboard merchant vessels?
2. How does harassment occur and of what type is it?
3. Is there a correlation between merchant marine culture, the relevant policy documents, and the occurrence of workplace harassment?

### **3.1 Limitations**

This thesis sets out to study if there is a correlation between policies and the occurrence of harassment, and if policies reduce the risk of being subjected to workplace harassment. How a policy against harassment could be outlined or what it could include does not fall within the limitations of this thesis.

I discuss organizational and managerial theory, but in-depth research into which theories would be best applied to the shipping business does not fall within the limitations of this thesis.

The types of workplace harassments occurring is studied within this thesis, but to research where the workplace harassment occurs in practice e.g., social media, face to face, e-mail etc. does not fall within the limitations of this thesis.

This thesis will research the occurrence of merchant marine culture and finding what could be the best focus points for the shipping business to establish a good culture. The details on how this could be accomplished does not fall within the limitations of this thesis.

It is not within the limitations of this thesis to research the occurrence of discrimination, but harassment as it has been perceived by the victim. Discrimination, and the grounds of discrimination, are legal terms where a conviction or a formal investigation according to the law should be conducted, whereas this thesis aims to research the general perception of the working conditions within the marine business.

The research is conducted in collaboration with SEKO. By using the members register of SEKO, the population of this study consists of persons entered as a member on the date of

sending the questionnaire. SEKO was chosen as a partner since the subject of this thesis could be sensitive if directed to one single organization or group of persons. By using the member register of SEKO both the participants and organizations remain anonymous. Hence the research is limited to members of SEKO – Sjöfolk.

## **4 Theoretical background to workplace harassment and the merchant marine culture**

To understand the complexity of the shipping industry, what harassment and bullying is and how the merchant marine culture can be described, I divide the theoretical chapter into three different sub chapters. Firstly, what is regulating the working conditions onboard the vessels and how is this controlled? Secondly, what is the definition, types, antecedents and effects of workplace harassment and bullying? Finally, what is the merchant marine culture and how is it constructed?

### **4.1 Maritime Labour Convention**

The International Labour Organization (ILO), is the publisher of the Maritime Labour Convention (MLC), first convened on February 7<sup>th</sup> 2006 and amended 2014, 2016 and 2018 is the governing document that states the minimum conditions for seafarers at sea by the general provision as stated below,

*“1. Each Member which ratifies this Convention undertakes to give complete effect to its provisions in the manner set out in Article VI in order to secure the right of all seafarers to decent employment.*

*2. Members shall cooperate with each other for the purpose of ensuring the effective implementation and enforcement of this Convention.”*

Regulation 5.1.1 – General Principles defines that the member states that have ratified the convention is responsible for the implementation of the code and to see that the code is met. This is done by the issuing a declaration of maritime labours compliance to certify that the vessel has been duly inspected by the member state flag under which it sails, and that the requirements as set out in the convention is met with respect to the working and living conditions of the seafarers.

The convention is divided into part A and B, where part A is mandatory, part B consists of not mandatory guidelines.



Further the Guideline B4.3.1 – Provision on occupational accidents, injuries, and diseases, states the following,

*“The provisions required under Standard A4.3 should take into account the ILO code of practice entitled Accident prevention on board ship at sea and in port, 1996, and subsequent versions and other related ILO and other international standards and guidelines and codes of practice regarding occupational safety and health protection, including any exposure levels that they may identify. Account should also be taken of the latest version of the Guidance on eliminating shipboard harassment and bullying jointly published by the International Chamber of Shipping and the International Transport Workers’ Federation.”*

Since the “Guidance on eliminating shipboard harassment and bullying” are in part B, they are not mandatory to follow, but account should be taken into minimizing the occurrence of harassment and bullying. (International Labor Office, 2018)

The “Guidance on eliminating shipboard harassment and bullying” states that the shipping companies has the responsibility to ensure that policies are in place to eliminate any forms of harassment (International Chamber of Shipping; International Transport Workers Federation, 2016).

## **4.2 Definition of harassment and bullying**

The definition of harassment as set out in the ICS; ITWF (2016) are,

*“Harassment is a form of discrimination which has the purpose or effect of violating the dignity of a person and of creating an intimidating, hostile, degrading, humiliating or offensive environment”.*

The definition of bullying as set out in the ICS; ITWF (2016) are,

*“Bullying is a form of harassment that includes hostile or vindictive behaviour, which can cause the recipient to feel threatened or intimidated. It results in a work environment in which a group of people or an individual may become threatened or intimidated because of the negative or hostile behaviour of another group of people or individual.*

*Bullying may involve a misuse of power or position and is often persistent and unpredictable. It may be vindictive, cruel or malicious. However, it can also arise when a person is unaware of the effect that their behaviour is having on other persons, or does not have any intention to bully”.*

The more general term psychological harassment goes under many terms such as, general workplace harassment, bullying, mobbing, victimization, employee abuse, workplace aggression, interpersonal deviance, social undermining, and workplace incivility (Salin, 2003 & 2009). In Scandinavia it is most common to use the term bullying and harassment

(Tuckey, Neall, & Michelle, 2014). The term bullying can then be broken down into multiple types of bullying for example, threat to professional status, threat to personal standing, isolation, overwork, and destabilization (Cowie, Naylor, Rivers, Smith, & Pereira, 2002).

Whichever definition you use for bullying and harassment most researchers agree that bullying must be a repeated behaviour and pervasive. It must have a frequency and longevity to be classified as bullying otherwise it could be interpreted as only a work conflict. (Salin, 2003)

Salin (2003) argues that bullying shows many similarities with sexual harassment but without the sexual element. She states that *“both phenomena are different forms of work harassment, which have severe consequences to the well-being of the target and the job satisfaction of the target”*.

Bullying usually involves a power balance between the perpetrator and victim. This power balance can be supervisor towards subordinates, of a social characteristic or situational character (Salin, 2003; Cowie, Naylor, Rivers, Smith, & Pereira, 2002; Ariza-Montes, Muniz, Leal-Rodríguez, & Leal-Millán, 2014). But it can also be horizontally within the organization i.e., between co-workers, or from subordinate to supervisor or manager (Ariza-Montes, Muniz, Leal-Rodríguez, & Leal-Millán, 2014). Einarsen (2000) defines that for bullying and harassment to occur it needs to be a power balance, and if there is no power balance harassment and bullying can't occur. This contradicts what is stated by Salin (2003); Cowie, Naylor, Rivers, Smith, & Pereira (2002); Ariza-Montes, Muniz, Leal-Rodríguez, & Leal-Millán (2014), since by their definition they state that harassment can occur between co-workers of equal power, but as they also say that the power balance can be of social characteristics it could be difficult to clearly define how the power balance is structured.

Salin, et.al. (2019) divided bullying into four different types,

1. Private person (personal harassment)

This can be an attack on e.g., a person gender, culture or religion. (Sampson, Turgo, Cadge, Gilliat-Ray, & Smith, 2020; MacNeil & Ghosh, 2017; Carol-Dekker, 2018). Einarsen (2000) lists the manipulation of the victim reputation as a form of bullying.

## 2. Work-related harassment

There are many different types of work-related harassment: overwork, workload, organizational constraints, and lack of control over one's own job, lack of clear goals, role conflict and ambiguity, giving someone a work task that isn't acceptable (Salin, 2003; Cowie, Naylor, Rivers, Smith, & Pereira, 2002; Ariza-Montes, Muniz, Leal-Rodríguez, & Leal-Millán, 2014)

This can be concluded into what Einarsen (2000) describes as the manipulation of the ability to perform work tasks.

## 3. Social isolation

Social isolation can contain elements such as, removing areas of responsibility, loneliness, ignoring a person, unprofessional behaviour (Salin, et.al., 2019; Carol-Dekker, 2018). Einarsen (2000) lists removing the possibility of the employer to communicate with colleagues and co-workers as typical example of social isolation.

## 4. Physical violence

### 4.2.1 Enabling factors

Salin (2009) classifies bullying into three different groups,

1. Necessary antecedents of bullying i.e., enabling structures and processes.
2. Incentives for bullying colleagues or supervisors i.e., motivating structures and processes.
3. Triggering circumstances, i.e., precipitating processes.

My interpretation of this grouping is then that, for bullying to occur the organizational culture and the type of management in place needs to allow the bullying to occur. Furthermore, there needs to be an incentive for the bullying, the perpetrator or perpetrators needs to gain something from the bullying. The perceived cost for bullying needs to be low e.g., the possible retaliation for bullying cannot be more expensive than the cost for the actual action of bullying. Finally, the circumstance under which the bullying starts needs to

be correct and beneficial for the perpetrator, e.g., there needs to be a trigger of some sort. (Salin, 2003 & 2009; Rehg, Miceli, Near, & Scotter, 2008)

#### **4.2.2 The organization**

Salin (2003) states, *‘In some organizations bullying and other forms of harassment seem to be more or less ‘permitted’ as the way things are done’*. Salin (2003) continues by, *‘in addition to ‘permitting’ bullying and ‘though’ management, in some organizations the organization culture may be characterized by a heavy resilience on jokes and banter, which may border upon bullying’*. Cowie, Naylor, Rivers, Smith, & Pereira (2002) discuss the same phenomena that in male dominated branches some behaviour might be tolerated that borderline to bullying. MacNeil & Ghosh (2017) states that merely 2% of the seafarers in the world are women, mainly working on cruise ships and ferries, giving that the shipping industry is a heavily male dominated organization. According to Khan, Johnson, & Dekker (2015), women mostly hold positions within hospitality divisions onboard vessels, primarily found within the cruise industry. Einarsens (2000) research show that bullying seems to be more common in large organizations and heavily male dominated organizations.

There is a difference between younger and older workers and their way of defining what is harassment. Whereas a younger worker can find some behaviours to be a ritual for acceptance into a workplace or work group, the same behaviour might not be tolerated at all by older workers. There is a thin line between harassment and jargons, if the actions are of such nature that they don’t cause any injuries most people turn a blind eye until they escalate. The fact that the line is so thin, can also cause the perpetrator to not realise that they are in fact causing injuries through their behaviour. In other words, they don’t necessarily need to know or understand that they are bullying. (Einarsen, 2000; Fields, 2010)

Rehg, Miceli, Near, & Scotter (2008) defines whistleblowing as, *‘the disclosure by organization members (former or current) of illegal, immoral or illegitimate practices under the control of their employers, to persons or organizations that may be able to effect actions. This definition covers any form of wrongdoing in an organization, including wrongdoing that harms the organization (e.g., embezzlement), individuals in the organization (e.g., sexual harassment or illegal discrimination), or society at large (e.g., mismanagement or waste).’*

If the management is supportive and reactive to wrongdoings, the culture is forgiving, and problems will be taken to the surface and dealt with swiftly. On the other hand, if the management is not supportive it will encourage organizational silence, which can, as defined, be a bullying behaviour by the manager or supervisor. If the manager also retaliates on the employee reporting a wrongdoing it can have even more negative effects on the relationship between the manager and the employee. (Rehg, Miceli, Near, & Scotter, 2008; Einarsen, 2000).

Below is a quote from Fields (2010), where she compares the effects of bullying to a physical injury. This quote can help to highlight the need for management to be reactive in cases of workplace harassment.

*“when a person is physically injured, they need urgent transport to hospital. This increases their chance of survival, reduces further injury and recuperation time. Similarly, the workplace bullying targets requires immediate acknowledgment, validation, and safety. Tragically, this doesn’t often happen, and the victim continues to suffer the injurious consequences, with a prolonged recovery.”*

Rehg, Miceli, Near, & Scotter (2008) concludes that, *“Managers who wish to avoid public embarrassment should cease wrongdoing and not retaliate against whistle-blowers”*. Their research showed that if the wrongdoing is not dealt with when reported it increased the risk of the whistle-blower to go public with the information, contrary to what they might have tried to accomplish by retaliating or silencing the report.

Cowie, Naylor, Rivers, Smith, & Pereira (2002) states that, *“it would appear that the climate of the organization can have a strong influence on the ways in which bullying is defined, identified and assessed.”* If the management is perceived as fair and just, employers are more receptive to change and are more open towards one another. European Commission (1998) found that it is more common for the harassed to be negatively affected, rather than the harasser. This gives that the organization needs to think about how to approach cases of workplace harassment.

Salin (2009) divides organizations into three different types:

1. Organizations that directly or indirectly accept negative behaviours.

2. Organizations that on the surface emphasises respect and employee dignity, but in practice threat negative behaviours as merely personality conflicts and therefore do not implement existing harassment/bullying policies.
3. Organizations that consider all harassing behaviour inappropriate and harmful for the organization and therefore actively take measures.

I compare this to the MLC, where I earlier stated that it consists of part A and part B, where part A is mandatory and part B is not mandatory. I then categorize organizations as:

1. Organizations not following MLC and do not comply with part A during onboard audit would be categorized as organization type 1 as per Salin (2009) definition.
2. Organization that state that they comply fully with MLC but does not implement part B guidelines fully would be categorized as organization type 2 as per Salin (2009) definition.
3. Organizations complying fully with MLC part A and B would be organization type 3 as Salin (2009) definition.

#### **4.2.3 Management**

Rehg, Miceli, Near, & Scotter (2008) article concludes that the organizational culture is heavily influenced by the type of management or management styles. By this I mean that the management creates the culture in which the group or organization functions.

Einarsen (2000) lists six forms of tyrant behaviours that are found in management where harassment occurs,

1. Arbitrariness and self-aggrandizement
2. Belittling subordinates
3. Lack of consideration
4. Forcing style of conflict resolution
5. Discouraging initiative
6. Non-contingent punishment

Einarsen (2000) and Tambur & Vadi (2012) continues and lists four factors that increase the probability of harassment and bullying to occur,

1. Deficiencies in the work design
2. Deficiencies in leadership behaviours
3. Socially exposed positions of the victim
4. Low moral standard in the department

My conclusion is that the management style and the construction of the department or organization is important with regards to minimizing the risk for harassment in the workplace to occur. An organization that allows the workers to control their own work and situation without micropolitical behaviours reduce the risk of role ambiguity for example. As research has shown that role stress and ambiguity is an antecedent for harassment a good structure in the workplace is to prefer. (Einarsen, 2000; Matthiesen & Einarsen, 2007)

A management that deals with problems as they occur on a regular basis, will also minimize the risk of events of workplace harassment being covered and persons waiting for long periods of times before reporting them. This can lead to the reporting being interpreted as an attack on the perpetrator, contra dictionary to what was intended, and that management might base their actions on faulty information. (Fields, 2010)

It is not only the work climate that nurture the occurrence of bullying. The social and private aspects are equally important. Soft skills of the leader and the ability to include workers and create an environment that feels safe is therefore important (Cinque, 2016; Bhargava, 2020; Einarsen, Raknes, & Matthiesen, 1994)

Horck (2008) states that there are some social skills that management should possess. Teambuilding, cooperation attitude and consideration and support for others are such skills that should be acquired for the management. He continues with defining four managerial skills that are needed onboard, coordination of onboard activities, management of workloads, methods to assure that required standards and company policies are maintained, and teamwork.

#### 4.2.4 Effects of bullying

All bullying has negative effects, not only on the victim but also on the organization. Negative effects for the victim can be higher absenteeism, lower productivity, lower job satisfaction, stress reactions, health complaints (Salin, 2009), psychosomatic and physical illness and exclusion from labour market (Salin, 2003). According to ICS; ITWF (2016) harassment and bullying can also cause: stress, lack of motivation, reduced work performance, absence from duties and resignations. Einarsen (2000) even lists suicide as a possible consequence of harassment. In the long term the exposure to harassment could easily result in lower self-esteem (Matthiesen & Einarsen, 2007). Einarsen (2000) also lists insomnia, melancholy, apathy, lack of concentration, social isolation, depression, helplessness, anger, loss of memory, and anxiety as possible effects of bullying.

The effects for the organization could be: higher turnover of staff (Salin, 2009), higher absenteeism, decreased commitment, decreased productivity (Salin, 2003) and poor reputation and customer relationships (Ariza-Montes, Muniz, Leal-Rodríguez, & Leal-Millán, 2014; Einarsen, 2000).

Ariza-Montes, Muniz, Leal-Rodríguez, & Leal-Millán (2014) states that today some authors consider workplace bullying as one of the most devastating problem for employees, to the extent of considering it as probably the severest way of stress at work.

### 4.3 Culture

Seafaring is an occupation unlike any other. It is considered one of the most dangerous occupations in the world. Crew onboard are away from families for long periods of time and some of them even state that working onboard vessels is a sacrifice they make for providing for their families. (Sampson, Turgo, Cadge, Gilliat-Ray, & Smith, 2020)

Carol-Dekker & Khans (2016) research lists nine categories that affect the mental wellbeing of seafarers: Distress, multiculturalism, cultural differences, language and cultural language differences, gender diversity and intolerance, lack of social interaction, loneliness, and isolation, missing family and friends, fatigue. One of the most prominent responses to any of the stressors seems to be drug and alcohol abuse causing other problems that could negatively affect the mental health of the seafarer.

Carol-Dekker (2018) defines culture as, *“culture is a complex set of shared beliefs, values and concepts which enables a group to make sense of its life, and which provides it with*



*directions for how to live''*. It is something dynamic that evolves and changes over time and as the culture can shape a person, a person can shape a culture. You can be born into a culture that you take as your own and that shapes you, but for a culture like the merchant marine culture, you cannot get born into it. She compares this to a language, you can learn to talk a new language, but to be able to communicate fully you must experience it and be accepted by those speaking.

Carol-Dekker (2018) describes the merchant marine culture as the sum of a healthy organisational culture, a healthy ship culture and healthy safety culture as illustrated in figure below.



**Figure 1, Merchant Marine Culture illustrated. (Carol-Dekker, Maritime Culture: A Sociological Perspective, 2018)**

#### **4.3.1 Organisational Culture**

Organisational culture is the culture that bridges the ship owner or operator with the vessel. The shipping company consists of persons with a culture that differs from the ships culture. A common expression is that *“the companies are run by accountants, who know nothing about work at sea”* (Carol-Dekker, 2018). But it is merely a different culture, where the management must hold the soft skills required to bridge two different cultures, eliminating the conception of us and them (us at the office and them onboard the vessel and vice versa). (Carol-Dekker, 2018)

The organisational culture reflects how bullying and harassments are perceived (Cowie, Naylor, Rivers, Smith, & Pereira, 2002). The education, adoption, and encouragement of management styles and giving the perceived knowledge about bullying and harassment makes it more likely that managers intervene (Salin, 2009; ICS; ITWF, 2016).

ICS; ITWF (2016) encourage ship owners to form policies against bullying and harassment, and states that it is the responsibility of the seafarers organizations and seafarers themselves to ensure that bullying and harassments are eliminated. An organization that actively inform and train the staff and managers about bullying and harassment are more likely to avoid the occurrence of such incidents. A good, written policy adopted and continuously worked with by the organization will also assist the managers in the handling of cases of harassment and bullying. (Salin, 2009)

The way how management respond to harassment and bullying will affect the outcome of the action. A retaliation against the victim is directly harmful and will only have negative effect (Rehg, Miceli, Near, & Scotter, 2008). A punitive measure against the perpetrator can have far reaching positive effects to discourage other to harass or bully (Salin, 2009).

A guideline for how to deal with harassment should also clearly highlight that it is accepted to seek help and report the occurrence of harassment. Especially in cases of upwards bullying, where the harassment is from subordinate to supervisor or manager. The supervisor or manager might feel that reporting such incidences will affect the way co-workers see the person. (Branch, Ramsay, & Barker, 2006)

The strategy which the organization adopts will therefore have a big impact on how cases of harassment, bullying or other wrongdoings will be handled. E.g., the perception of an institutional theory, with the top management believing that retaliation, or threat of retaliation against wrongdoings will keep the employees silence and the good perception of the company and their leadership intact, can have the exact opposite outcome (Rehg, Miceli, Near, & Scotter, 2008).

#### **4.3.2 Ship culture**

The ship culture is formed by the everyday interaction between the crew members. This is the interaction both during and after work. Ethics and policies of the shipping company will influence the ship culture. (Carol-Dekker, 2018)

To maintain a positive ship culture all involved needs to understand, interpret, and react to the mechanism that create the culture. To create a good foundation the captain, officers, the shipping company, and all the employees need to work together. If the culture is unhealthy there is a risk that harassment and bullying will occur. (Carol-Dekker, 2018)

To be able to be successful in shipping there are some basics that must work. There needs to be established routines so that everyone knows their place and role, information between the vessel and office needs to be fluent, the crew onboard and in the office needs to possess know how of the industry to establish the cooperation and the ethics of the company should be clear for all. When all works, the crew will be less stressed, feel both safe and like they belong onboard and in the company. This could, and should, encourage the initiatives for new ideas on how to develop the company, the vessel, and the routines. (Horck, 2008)

#### **4.3.3 Safety culture**

As previously stated, the shipping industry is considered one of the most dangerous occupation one can have (Sampson, Turgo, Cadge, Gilliat-Ray, & Smith, 2020). The work environment is stressful and many of the tasks performed dangerous. A healthy safety culture where the crew feels safe, is trained to deal with emergencies and trust the shipping company for support is therefore essential. All onboard needs to feel included and that they belong to the vessel and have their function and feels needed. (Carol-Dekker, 2018)

A big part of this is the communication, which for vessels with mixed crew sometimes can be challenging. A crew member that might not be able to communicate fluently or easily in the language that most crew speak can be alienated from the rest of the crew. An alienated crew member might not feel that he or she belongs to the group and thus become a safety risk in the case of an emergency where the crew needs to work as a team. (Horck, 2008)

Establishing a working environment where everyone feels included can be done by meetings between officers and their respective departments along with short meetings to e.g., review a task before it is executed. This could include all the members of the teams and give them the courage to perform the task with high level of self-confidence. (Bhargava, 2020)

#### **4.3.4 Merchant Marine Culture**

The merchant marine culture is in this thesis defined as the positive combination of the three different cultures: organizational culture, ships culture and safety culture. Without one of the different sub-cultures, the merchant marine culture will not be present as defined by Carol-Dekker (2018).

Carol-Dekker (2018) concludes as follows;

*“The integration process is mostly dependent on management, be it head office or the officers onboard. Thus, it is important for management to understand what culture is, that culture awareness should be thought, and that they must be familiar with the different cultures in the merchant navy”.*

The culture works both ways, the employees working ashore in the supporting roles for the vessel, needs to understand that there is a cultural difference and vice versa.

## **5 Previous research**

The subject of workplace harassment is an area that is not well researched, and there are not any well-established medical procedures to treat the long term effects of severe cases of workplace harassment and bullying. This is mostly due to little education of those that do the treatment, but also the education of those that should work with preventing harassment from occurring. Psychological problems amongst seafarers are just recently starting to get the attention needed. (Fields, 2010; Iversen T.B, 2012)

Bullying amongst school children is one area that is well researched, but for this thesis no literature has been included that describes this type of bullying.

Occupational health is studied in the marine industry, but seems to focus mostly on the physical aspects of working at sea, such as protective clothing, personal safety equipment, etc. But the psychological aspects of workplace harassment seem unexplored to a large extent within the marine industry.

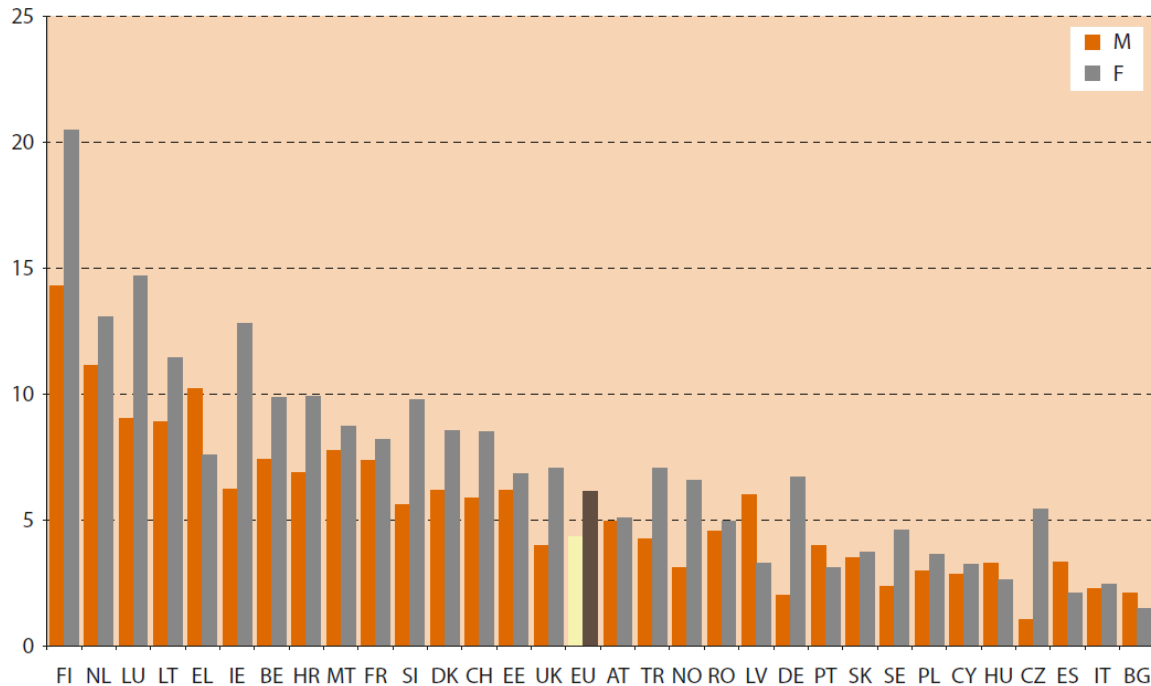
### **5.1 Nautilus International**

Nautilus International is an international trade union serving over 20 000 maritime professionals in the UK, Netherlands and Switzerland. One study done by them show that harassment and bullying is widely spread within the merchant marine industry. A total of 29% of the respondents answered that they had been subjected to bullying, 14% that they had been subjected to racism and 21% had been subjected to other forms of unfair treatment within the last 5-years. To be mentioned is that the question was a multiple-choice question, so respondents could have answered that they were subjected to more than one type of harassment, bullying or discrimination. Also, worth to mention from the survey is that 79% of the respondents that had been subjected to bullying, harassment or discrimination stated that this affected their morale at work. (Nautilus International, 2010 & 2021)

### **5.2 The European Agency for Safety and Health at Work**

The European Agency for Safety and Health at Work published a report in 2010, describing the situation at workplaces in the European member states. This report shows that 5% of the employees in the European union reported being subjected to bullying and/or harassment. The number differs widely between member states, as can be seen in

figure 2. The report discusses the topic of comparing results from studies in different countries as well as different occupations, because of the methods used to gather the information and results. The different results can be due to e.g., different definitions, different methodologies, different time limits and cultural differences. (European Agency for Safety at Work, 2010)



**Figure 2, workers reporting bullying and harassment, by sex and country (European Agency for Safety at Work, 2010)**

In this survey a time frame going back 12 months was used. The difference between members was discussed as a difference in levels of cultural awareness and sensitivity to the issue and not as much as the actual differences in actual reporting. (European Agency for Safety at Work, 2010)

This is, as mentioned in chapter 6 a disadvantage for the quantitative study, where it is the respondent's perception of the case that states if it is a case of harassment and/or bullying.

### 5.3 Mental health

Bad mental health is in this thesis described as a effect of workplace harassment, but one must also remember that mental illness may occur although a person is not subjected to workplace harassment.

The fact that the statistics show seafarers are more likely to commit suicide, compared to the general statistic of suicides, speaks in clear language and is alarming. Although seafarers are entitled to receive mental care, depending on the type of vessel, flag, management, culture etc. the likelihood to seek mental care may vary. It can also be that seeking mental care is avoided since it may affect the way co-workers see you. (Iversen T.B, 2012)

A literature review made by Iversen T.B (2012) lists different causes for bad mental health amongst seafarers, loneliness, stress, separation from spouses and family, fatigue, lack of shore leave, short ship-turnaround times, job security, cultural problems, abuse, criminalization, and piracy. All the causes listed can also be described as antecedents, effects, or triggers of workplace harassment and are discussed in this thesis in chapter 4.

International Chamber of Shipping has developed a guide on ‘‘Handling a Mental Health Crisis and Spotting Suicidal Behaviour in Seafarers’’. This guide addresses different signs of mental illness, how to handle them preventively, suicidal signs and how to react to those signs, and how to cope with stress from the pandemic caused by Covid-19. This guide would be of value to consider when developing the policies for dealing with and eliminating the occurrence of workplace harassment. (International Chamber of Shipping, 2021)

## 6 Methods and procedures

When researching occupational health psychology with focus on workplace harassment and bullying, the most common method used is self-reporting. The self-reporting is used since it is the easiest, cheapest, and most efficient way of gathering information from a large number of participants. When interpreting and analysing the result, one must consider that the answers given by the respondents reflect their internal states of mind. This is particularly important when measuring the individual's perceptions of the environment. (Sinclair, Wang, & Tetrick, 2012)

There are numerous quantitative questionnaires that can be used. The most common ones I have found are the Negatives Acts Questionnaire (NAQ) and Leymann Inventory of psychological terror (LIPT) (European Agency for Safety at Work, 2010). Besides these two questionnaires there are for example, Aggressive Experiences Scale (AES), Work Aggression Research Questionnaire (WAR-Q), Workplace Incivility Scale (WIS), Uncivil Workplace Behaviour Questionnaire (UWBQ), Abusive Supervision Scale, Counterproductive Work Behaviour Checklist (CWB-C), General Workplace Abuse Scale (GWA), Interpersonal Conflict at Work Scale (ICAWS), Interpersonal Deviance Scale, Social Undermining Scale, Workplace Ostracism Scale (WOS). Which type of questionnaire that should be used, depends on the research question in hand and the focus for the research (Sinclair & Wang, 2013).

### 6.1 Negative Acts Questionnaire – Revised

The Negative Acts Questionnaire (NAQ) was first developed by Einarsen, Raknes, Matthiesen and Hellsoy in 1994. It aims to standardize the research for workplace harassment and bullying. To use the questionnaire the researcher must first write a short summary of the research and submit a request to the University of Bergen for the usage of the questionnaire. The research must be non-profit. The data collected from the usage of the questionnaire must be submitted to the University of Bergen to be included in the International Database on the Prevalence and risk factors of Bullying at work (IDPB), which contains more than 60 studies and 40 000 respondents from about 40 countries. (University of Bergen, 2018)

The NAQ was based on a 23-item scale, but the developers found the structure of the questionnaire to have some weaknesses with regards to language and factors. The NAQ-R



was created to rectify the weaknesses in language and factors and to establish a valid and comprehensive questionnaire that was also relatively short scale. The first version held a 29-item scale, and this was further developed to a 22-item version. (Einarsen, Hoel, & Notelars, 2009)

The final version of the NAQ-R questionnaire contains 22 questions grouped into five factors; personal derogation, work-related harassment, social exclusion, social control and physical abuse. (Einarsen, 2000; Sinclair & Wang, 2013)

The questions in the NAQ-R are targeted to research the occurrence and type of harassment by asking the participant to fill out the questionnaire and answering with the following alternatives: ‘‘Never’’, ‘‘Now and then’’, ‘‘Monthly’’, ‘‘Weekly’’ and ‘‘Daily’’ (Einarsen, Hoel, & Notelars, 2009).

The aim of this thesis is to research the occurrence of workplace harassment and the type of harassment. The NAQ-R as is, won’t be used for this study since the questionnaire would be too long. But, the NAQ-R reflects the theory and covers the types of harassment previously mentioned, so the NAQ-R will be included in the questionnaire as a multiple choice question (question 1A, appendix 2) about the type of harassment the respondent has been subjected to.

## **6.2 Questionnaire**

To answer the research questions,

1. To what extent is there today workplace harassment onboard merchant vessels?
2. How does harassment occur and of what type is it?
3. Is there a correlation between merchant marine culture and the occurrence of workplace harassment?

A questionnaire was created based on the theory described in chapter 4. The main goal when creating the questionnaire was to keep it as short and simple as possible, but still gather enough information to answer the research questions. The questionnaire was created in both English and Swedish (appendix 2 and 2A). Respondents were given the choice to answer in English or Swedish when filling out the form.

The respondents were given a definition of the workplace harassment, this so that they would have guidance and understanding of what the author defined as workplace harassment in this study. As an effort to eliminate the risk for participants to report older cases of workplace harassment a time frame going back 1 year was given. (Tuckey, Neall, & Michelle, 2014; Cowie, Naylor, Rivers, Smith, & Pereira, 2002; Matthiesen & Einarsen, 2007; Sinclair & Wang, 2013; Einarsen, Raknes, & Matthiesen, 1994; Einarsen & Skogstad, 1996)

Throughout the questionnaire the definition workplace harassment is used, this so that the respondent does not need to take into consideration if it is a case of harassment or bullying. This categorization is done in the data analysis (appendix 3).

As NAQ-R is a widely used questionnaire when gathering data through quantitative methods, the alternatives for answers will be introduced into the questionnaire developed. This will make the analysis of data easier, and it will also make it possible to distinguish between harassment and bullying for the part of the questionnaire covering the actual workplace harassment. Using the alternatives, ‘‘Never’’, ‘‘Now and then’’, ‘‘Monthly’’, ‘‘Weekly’’ and ‘‘Daily’’, and according to the definition that bullying must be a repeated and persuasive behaviour (Salin, 2003). I state that if the respondent answers ‘‘Now and then’’ or ‘‘monthly’’ it is a case of harassment and if the respondent answers ‘‘Weekly’’ or ‘‘Daily’’ it is a case of bullying.

NAQ-R is translated into Swedish, and the translation made by Dåderman & Ragnestål-Impola, (2019) was used for the Swedish version of the questionnaire. All other questions in the form are translated by the author. The term workplace harassment has been translated to ‘‘kränkande särbehandling’’. The Swedish term ‘‘arbetsplatstråkasserier’’ might leave the respondent reflecting and answering the questionnaire based on the seven grounds of discrimination as defined by Diskrimineringsombudsmannen (2021):

1. Gender
2. Gender transitional identity
3. Ethnicity
4. Religion
5. Physical or psychological disability

6. Sexuality

7. Age

## **7 Result**

The questionnaire has been created in Google forms and the link to the questionnaire was distributed by SEKO-Sjöfolk. Google forms was used due to the possibility of collecting data 100% anonymously, since there is no requirement of log in. If the respondent receives the link, he or she can fill the form without leaving any personal data. Since the link was distributed by SEKO-Sjöfolk I only have information about how many respondents the link was distributed to, and don't hold any information to whom.

The questionnaire is limited to members of the trade union SEKO-sjöfolk, and the link to the questionnaire has been distributed as a newsletter sent by SEKO-sjöfolk. The normal read rate of such newsletters is according to SEKO-sjöfolk about 10% of the distributed amount. (Andersson, 2021)

To raise awareness about the research and the questionnaire I posted information in the groups "Landgången" and "Sjömansfoton från förr och nu" on Facebook, along with a public post on my page. Also, I posted information on my LinkedIn page about the survey. The posts were made in both Swedish and English (appendix 4).

The questionnaire was distributed to about 3600 participants, with a time frame of 2021-05-28 to 2021-06-30 for filling out the form. A total of 264 questionnaires was returned within due time, giving a total response rate of 7,3%. All respondents answered the Swedish version of the questionnaire.

Given that the normal read rate of a newsletter distributed by SEKO-sjöfolk is about 10%, a response rate of 7,3% is according to me acceptable and the result presented from the survey reflects the current status within the Swedish shipping cluster.

The result is presented in three sub-chapters to answer the corresponding research questions.

## **7.1 Workplace harassment occurrence**

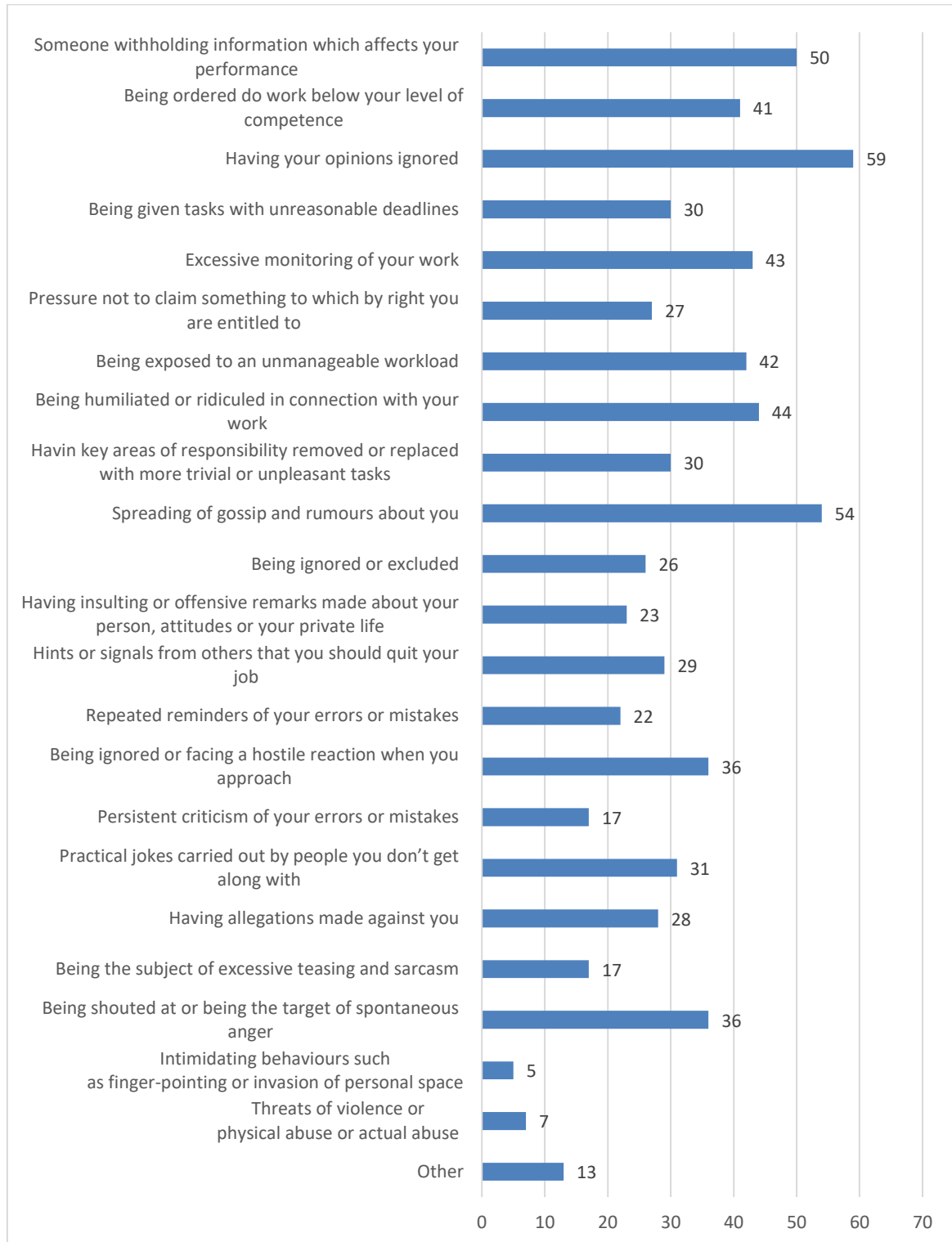
The respondents were given a definition of workplace harassment as it has been defined in this thesis. They were then asked to answer if they had been subjected to workplace harassment during the last year. The result of the question was divided into three groups to give an overview of the status. The groups are, not subjected to workplace harassment 47,7% (n=126), subjected to harassment 44,7% (n=118), subjected to bullying 7,6% (n=20).

## **7.2 The types, perpetrators, and effects of workplace harassment**

To give an overview of the types of workplace harassment and the effects of the workplace harassment, the respondents that stated that they had been subjected to workplace harassment were asked additional questions.

The respondents that had been subjected to either harassment or bullying were asked about what type of workplace harassment they were subjected to. This was a multiple choice question, hence the number of answers does not correlate to the number of participants.

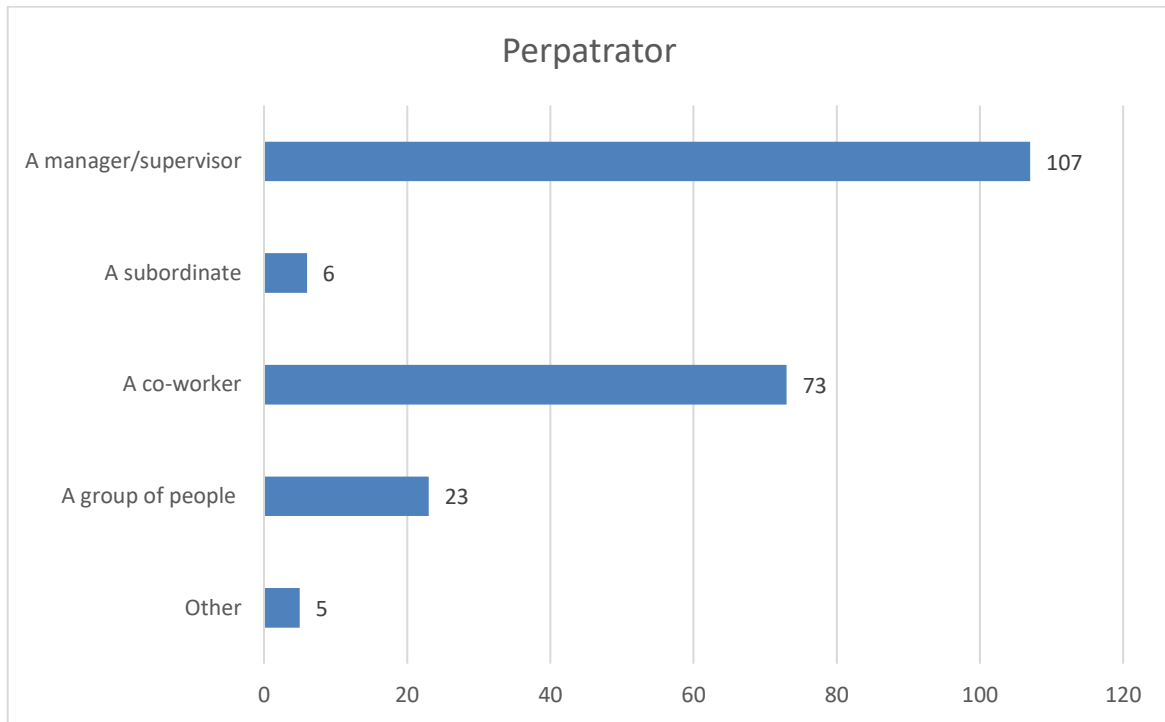
**Table 1, compilation of answers of types of workplace harassment that the respondent had been subjected to.**



The NAQ-R defines three types of harassments, work-related, person related or physical intimidating. The result in the survey shows that 41,9% were subjected to work related harassment, 51,2% were subjected to person-related harassment and 6,9% were subjected to physical intimidating behaviours.

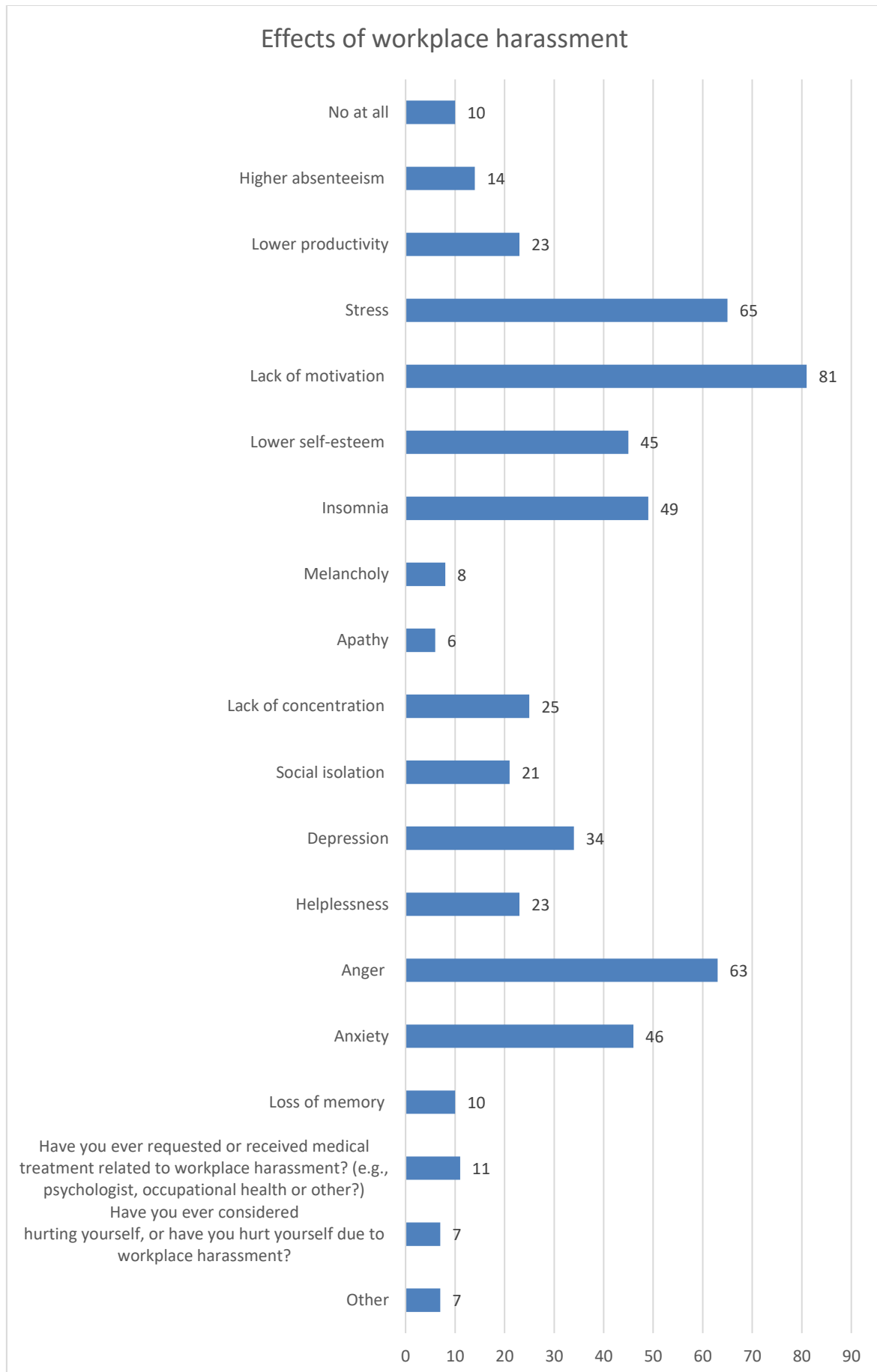
The respondents that had been subjected to workplace harassment were asked about who the perpetrator was. This was a multiple choice question, hence the number of answers does not correlate to number of respondents.

**Table 2, the perpetrator of the workplace harassment.**



As can be seen from table 2, the dominant perpetrators are a manager or supervisor and co-workers.

The respondents were asked about how the workplace harassment affected them. This was a multi choice questions, hence the number of answers does not correlate to number of respondents.

**Table 3, effects on the victims of workplace harassment.**

Finally, those that had reported that they had been subjected to workplace harassment were asked if they reported the occurrence. Out of those that had been subjected to workplace harassment 67,4% (n=93) stated that they did not report the occurrence of workplace harassment and 32,6% (n=45) that they reported the occurrence of workplace harassment.

All respondents were asked if they had witnessed workplace harassment. By using the same grouping as for the first question about being subjected to workplace harassment, the respondents stated that, 36,4% (n=96) had not witnessed workplace harassment, 50,8% (n=134) had witnessed harassment and 12,9% (n=34) had witnessed bullying. The respondent that had witnessed workplace harassment were asked if they reported the witnessed occurrence of workplace harassment, where 69,0% (n=116) stated that they did not report the occurrence of workplace harassment and 31% (n=52) that they did report the occurrence of workplace harassment.

Seven respondents answered that they had considered hurting themselves due to workplace harassment. Out of these seven it was only three that had also requested or received medical care.

### **7.3 Correlation between merchant marine culture, policies, and workplace harassment**

The respondents were asked if the organization that they worked for had a good and established policy for eliminating and dealing with possible occurrence of workplace harassment. 36,4% (n=96) stated that there was an established policy for workplace harassment, 31,1% (n=82) that there was not any policy established, and 32,6% (n=86) that they did not know if there were any policy established within the company.

Comparing this answer to the question about being subjected to workplace harassment gives that a person that has stated there is a policy for eliminating and dealing with workplace harassment had been subjected to workplace harassment, 32,3% (n=31), whereas 67,7% (n=65) had not been subjected to any type of workplace harassment. If there was a policy in place the reported count of witnessed cases of workplace harassment was 42,7% (n=41).

If there is a policy in place and the respondent had been subjected to workplace harassment, they reported the occurrence in 35% (n=11) of the cases. For witnessing workplace harassment and reporting the occurrence the numbers were 41,5% (n=17).



Carol-Dekker (2018) defined the merchant marine culture as the sum of a healthy organizational-, vessel-, and safety culture. Respondents answered that they feel safe and comfortable when working in 78,8% (n=206) of the cases, that they get along with the rest of the crew in 88,3% (n=233) of the cases, and that they get the support needed from the shore organization in 28,0% (n=74) of the cases. The respondents that had answered yes to all questions, confirmed that the merchant marine culture is present as per the definition given by Carol-Dekker, (2018). A positive merchant marine culture was confirmed by 25,8% (n=68) of the respondents. Out of the 68 respondents that confirmed the occurrence of a positive merchant marine culture, 25,0% (n=17) reported that they had been subjected to workplace harassment, and 42,6% (n=29) had witnessed workplace harassment.

The dominant factor that failed to confirm the presence of a positive merchant marine culture, is that 42,8% (n=113) answered that they did not get the support needed from onshore organization and 29,2% (n=77) that they did not know if they got the support they needed, to question number 7 *“Do you get the support needed from the onshore organization and does the communication with onshore staff work in a good way?”*, therefore failing to confirm the presence of a healthy organizational culture.

Regarding occupational safety in general, 78,8% (n=208) reported that they felt safe at work. A policy for occupational safety was reported to be in place in 59,1% (n=156) of the cases. Comparing the occurrence of a policy with feeling safe at work gives that out of the 156 cases where a policy was reported to be in place, 91,0% (n=142) felt safe at work.

#### **7.4 Comments from respondents**

I will not publish any of the free text answers given in the survey with regards to the anonymity of the respondents. I will summarize some of the comments that was included in the free text comment section of the questionnaire, as they are perceived by me.

There is a reported general feeling that the office stands on the side-line from the operations onboard the vessels, and that the onshore organization do not hold the knowledge to manage the work onboard the vessels. Some reports that there are policies in place, but when it comes down to the wire, the policies are only for show and that they are broken on a regular basis.

The work climate onboard is reported as harsh, sexist and racist to some extent, and that there is little one person can do to change this. Either you quit, change vessel, or just suck

it up. HR department is to some extent perceived as too keen to management when occurrences of workplace harassment is reported, and that reporting the occurrence have no effect.

One comment left by a respondent concluded that management is not always recruited by competence, rather people can work their way into positions without the training a managerial position would require. This also affects the working condition as persons that strive for higher position gets involved in power plays and in the long run gets in debt with other managers, resulting in problems with confronting them.

Management is seen as weak and afraid of conflicts, resulting in more conflicts as they are not delt with. Dealing with occurrences of workplace harassment when they occur saves a lot of time. 50 years ago, you could get into fist fights to solve your differences, so a lot has improved.

## 7.5 Supplementary matrix of results

Table 4 is a summary of the results from the questionnaire and gives the reader an overview of the data that has been collected. The data can also be found as diagrams in appendix 6. Results for questions 1A, 1B and 1D can be found in table 1, 2 and 3 in chapter 7.2.

**Table 4, supplementary matrix of results**

<b>1. General occurrence of workplace harassment</b>		
Not subjected to workplace harassment	126	47,7 %
Subjected to workplace harassment	138	52,3 %
Subjected to harassment	118	44,7 %
Subjected to bullying	20	7,6 %

<b>1C. Reported being subjected to workplace harassment</b>		
Reported the occurrence of workplace harassment	45	32,6 %
Did not report the occurrence of workplace harassment	93	67,4 %

<b>2. Witnessed workplace harassment</b>		
Has not witnessed workplace harassment	96	36,4 %
Witnessed workplace harassment	168	63,6 %
Witnessed harassment	134	50,8 %
Witnessed bullying	34	12,9 %

<b>2A. Reported witnessing workplace harassment</b>		
Reported witnessing workplace harassment	52	31,0 %
Did not report witnessing workplace harassment	116	69,0 %

<b>3. Policy for workplace harassment</b>		
Have an established policy for workplace harassment	96	36,4 %
Does not have an established policy for workplace harassment	82	31,1 %
Don't know if org. have an established policy for workplace harassment	86	32,6 %

<b>4. Policy for occupational safety</b>		
Have an established policy for occupational safety	156	59,1 %
Does not have an established policy for occupational safety	64	24,2 %
Don't know if org. have an established policy for occupational safety	44	16,7 %

<b>5. Feel safe at work (safety culture)</b>		
Feel safe and comfortable at work	208	78,8 %
Don't feel safe and comfortable at work	39	14,8 %
Don't know if they feel safe and comfortable at work	17	6,4 %

<b>6. Get along with the rest of the crew (vessel culture)</b>		
Get along with the rest of the crew	233	88,3 %
Don't get along with the rest of the crew	15	5,7 %
Don't know if they get along with the rest of the crew	16	6,1 %

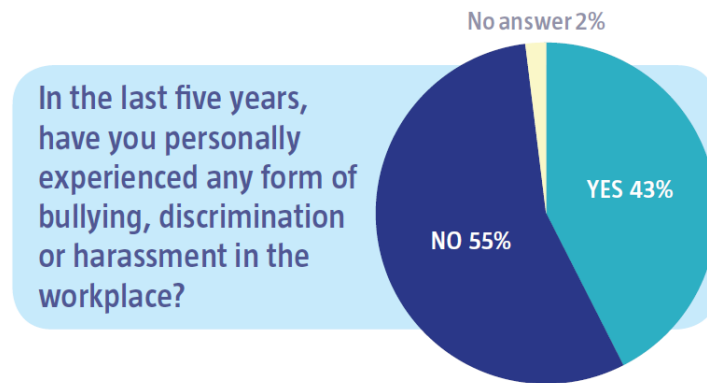
<b>7. Get support from onshore organisation (organizational culture)</b>		
Get the support needed from the onshore organization	74	28,0 %
Don't get the support needed from the onshore organization	113	42,8 %
Don't know if they the support needed from the onshore organization	77	29,2 %

<b>Merchant Marine Culture (MMC)</b>		
MMC found present	68	25,8 %
MMC present and has not been subjected to workplace harassment	51	75,0 %
MMC present and has not witnessed workplace harassment	39	57,4 %
MMC present and subjected to workplace harassment	17	25,0 %
MMC present, subjected and reported workplace harassment	9	52,9 %
MMC present and witnessed workplace harassment	29	42,6 %
MMC present, witnessed and reported workplace harassment	14	48,3 %

<b>Occupational safety policy and feel safe at work</b>		
Feel safe at work	208	78,8 %
Have a policy for occupational safety	156	59,1 %
Both feel safe and answer that there is a policy existing	142	91,0 %

## 8 Critical examination and discussion

The general question about being subjected to workplace harassment states that roughly half of all respondents (52,3%) had been subjected to workplace harassment during the last year. Comparing this to Nautilus International (2010) it gives roughly the same outcome, where 43% reported that they had been subjected to any type of bullying, discrimination, or harassment in the workplace.



**Figure 3, result for question regarding being subjected to bullying, discrimination or harassment in the workplace. (Nautilus International, 2010)**

In Nautilus survey the respondents were also given definitions of what bullying, discrimination and harassment is. The findings in the two studies are similar and I draw the conclusion that the results are representative.

### 8.1 The perpetrator

When asking about the perpetrator, the outcome of the answers show that it is mostly the case of a manager/supervisor or a colleague that is the perpetrator. This questionnaire was sent to SEKO-sjöfolk members, where the members don't usually hold managerial positions. This could be one of the reasons there aren't many cases of upwards bullying, from subordinate, reported within this survey. The reported allocation of perpetrator (manager/supervisor, 107 and co-worker, 73) compared to the Nautilus International (2010) where it also included an option to answer that the perpetrator was the employer in general the allocation was as shown in figure 3.



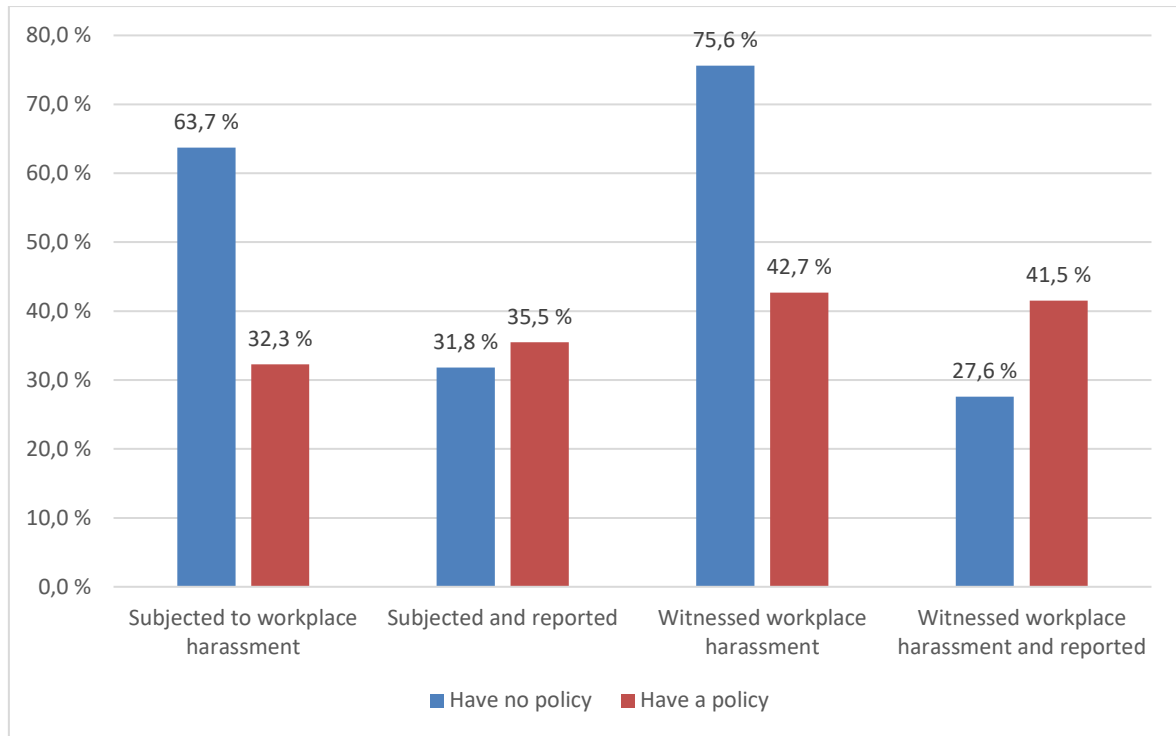
**Figure 4, allocation of perpetrators in Nautilus survey regarding workplace harassment, bullying and discrimination. (Nautilus International, 2010)**

This shows similarities with the survey conducted where equal amounts of line manager/immediate supervisor (22%) and your colleagues (20%) are reported as the perpetrator.

## 8.2 Policies

A policy, that is established and continuously worked on, for eliminating and dealing with the occurrence of workplace harassment will allow the organization to react and help managers to react to cases of workplace harassment (Salin, 2009). In this survey 36,4% (n=96) reported that there is a policy for workplace harassment in place. Out of these 32,3% (n=31) reported being subjected to workplace harassment, and 42,7% (n=41) had witnessed workplace harassment. The occurrence of workplace harassment was reported in 35,5% (n=11) of the cases and for the witnessing in 41,5% (n=17) of the cases. I compare this to the group that reported that there was no policy for eliminating workplace harassment 31,1% (n=82) and that didn't know if there were any policy in place 32,6% (n=86). The outcome is that if there is no policy in place, the respondents were subjected to workplace harassment 63,7% (n=107) and witnessed workplace harassment in 75,6% (n=127) cases. Out of these they reported being subjected in 31,8% (n=34) and witnessing 27,6% (n=35) of the cases. A policy seems to decrease the occurrence of workplace harassment in a positive way and therefore confirms the findings as described by Salin

(2009). A policy also seems to increase the likelihood of reporting being subjected to or witnessing workplace harassment.



**Figure 5, showing the difference between workplace harassment and reporting if there is a policy in place or if there is no policy in place.**

When considering the grouping of organizations as described by Salin (2009), I stated that organizations can be divided into 3 categories:

1. Organizations not following MLC and do not comply with part A during onboard audit would be categorized as organization type 1 as per Salin (2009) definition.
2. Organization that states that they comply fully with MLC but does not implement part B guidelines fully would be categorized as organization type 2 as per Salin (2009) definition.
3. Organizations complying fully with MLC part A and B would be organization type 3 as per Salin (2009) definition.

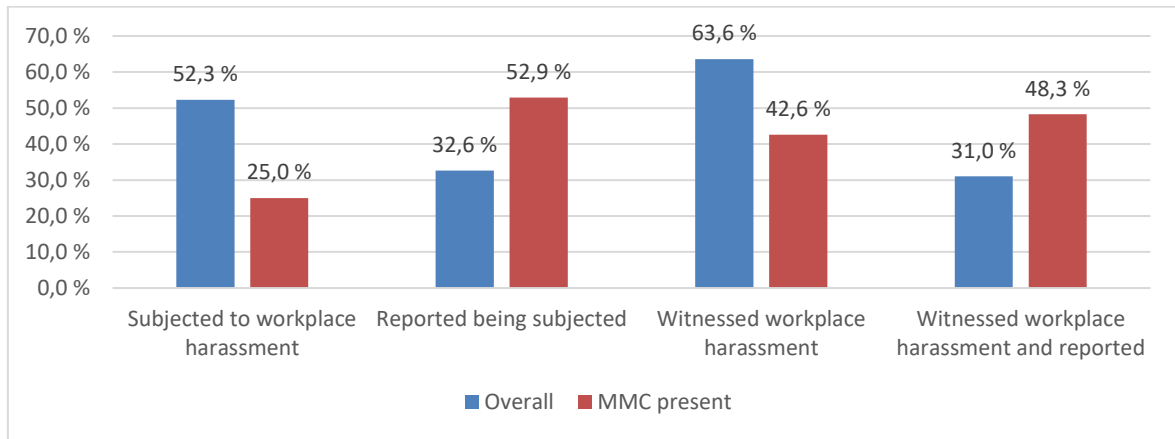
I find that only 36,4% (n=96) of the respondents stated that there is a policy in place for eliminating and dealing with the occurrence of workplace harassment. 31,1% (n=82) stated that there wasn't any, and 32,6% (n=86) that they did not know if there was a policy in place. This gives that according to my research only 36,4% of the organizations comply

fully with the MLC and implement both part A and part B, and that would be defined as type 3 as per above list.

To fully research and evaluate type 1 organizations, statistics from onboard audits performed by the member state would need to be conducted. But I can draw the conclusion that from the results in the study, 63,6% (n=168) of the respondents reported lacking policies for workplace harassment, listing the organizations as type 1 or 2 organizations. Of course, it could be that organizations have implemented Part B of the MLC, but fails to actively inform, encourage, and develop the policy so that everyone knows how to effectively work to prevent the occurrence of workplace harassment. Nevertheless, the result shows that there is room for improvement.

### **8.3 Merchant Marine Culture**

Including the theory about merchant marine culture as defined by Carol-Dekker, (2018), where respondents reported that there was an established healthy merchant marine culture in place in 25,8% (n=68) cases, I see that there is a big difference compared to the previously described about policies. If there is a merchant marine culture established, 25% (n=17) occurrences of workplace harassment were reported and 42,6% (n=29) cases of witnessing workplace harassment reported. When the respondent had been subjected to workplace harassment, they reported the occurrence in 52,9% (n=9) of the cases. 48,3% (n=14) of the cases where the respondent had witnessed workplace harassment was reported. An established merchant marine culture seems to drastically decrease the occurrence of workplace harassment and significantly improve the rate of which the occurrence of workplace harassment is reported, this is illustrated in figure 6.



**Figure 6, diagram showing the difference between workplace harassment cases in general and if the merchant marine culture is confirmed present.**

## 8.4 The effects of workplace harassment

Looking at the types of workplace harassment that were reported, the group work-related included, having your opinions ignored (n=59), withholding information which affects your performance (n=50), and excessive monitoring of your work (n=43). These are the three most stated types of workplace harassment that respondent reported being subjected to and gives an idea about what organizations can improve on to create a better atmosphere and cooperation between crew members.

For the group person-related workplace harassment, spreading of gossip and rumours about the person (n=54), being humiliated and ridiculed in connection with work (n=44), being ignored and facing hostile reactions when approaching (n=36) and, practical jokes carried out by people you do not get along with (n=31), are the top four types of personal-related workplace harassment reported in the survey. These four show that there might be a jargon that is not including all the crew. Managers need to consider the jargon in place and keep it on the right side of the thin line that it often balances on. To create a working environment where everyone feels included and treats each other with respect should be a priority for the managers.

In the physical intimidating group, being shouted at or being the target of spontaneous anger (n=36) is the type that stands out. Keeping your temper and treating your co-workers with respect should fall within the common sense of all people. This type of workplace harassment should be easy to note, react to and eliminate. The problem might be that the



manager is the perpetrator, and this calls for clear policies on how a victim should deal with the case and who the second point of contact is.

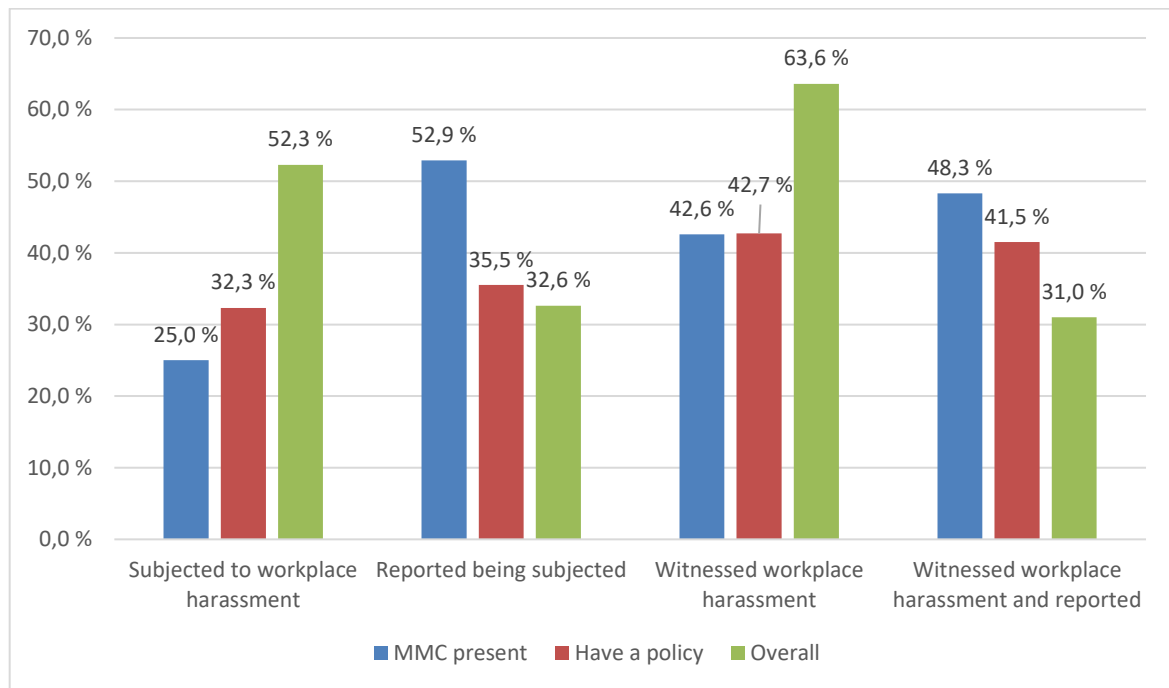
Looking at the effects from an organizational and economical point of view, lack of motivation (n=81), stress (n=65), anger (n=63), insomnia (n=49), anxiety (n=46) and Lower self-esteem (n=45), are all effects that in the long run will have a negative effect on the organization. These effects will affect both the individual but also the organization on an economical level. Workers that are not feeling good, as reported in the survey, might tend to seek employment elsewhere creating a need for recruitment and introduction of new employees because of the recruitment. Also, an employee that is not working at his or her full potential will require additional resources to get all work done. A motivated crew that works to the full potential could in the long run reduce the need for additional crew.

## 8.5 Conclusion

I can conclude that there is today occurrence of workplace harassment onboard vessels and about half of the respondents have been subjected in some way. The number of witnessed accounts of workplace harassment is high. The frequency in which, subjected and witnessed, cases of workplace harassment, is reported seems low according to me. But there seems to be ways to reduce the counts of workplace harassment and increase awareness about reporting cases when they occur.

Considering the results from the question about policies for occupational safety and feeling safe at work, 91,0% (n=142) felt safe at work when a policy was established. Occupational safety has been developed during a long time and giving policies for workplace harassment the same status and focus, should be a natural development and focus point for any company.

The result show that a policy could reduce the occurrence of workplace harassment, but a policy alone does not seem to be enough. As can be seen from figure 7, the presence of a policy for dealing with and eliminating the occurrence of workplace harassment, decrease the likelihood of being subjected to and witnessing workplace harassment. But the presences of merchant marine culture, as it has been defined in this thesis, significantly decrease the risk of being subjected to or witnessing workplace harassment, and increase the frequency of reported cases.



**Figure 7, showing the difference between workplace harassment and reporting if the merchant marine culture is present, if there is a policy in place and the overall result from the survey.**

From these findings I conclude that for minimizing workplace harassment, organizations within the maritime sector need to improve on the communication between vessel and office onshore to establish a healthy organizational culture and subsequently a healthy merchant marine culture. The fact that only 28,0% (n=74) reported that they get the support they need from the onshore organization, speaks it clear language. Although the respondents mainly do not work in managerial positions all staff and crew within the organizations needs to feel included for the organization to thrive and to create an atmosphere and working climate that is including and welcoming.

## 8.6 Future research

It would be interesting to do in depth research and analyze where the communication between vessel and office onshore fails and find how the communication could be improved. To improve the communication seems, from the results and discussion presented in this thesis, to be one of the components for eliminating the occurrence of workplace harassment. An analysis of which managerial skills are needed for a manager to efficiently deal with cases of workplace harassment could be done. This analysis could result in an educational matrix for new managers to use for their future education within the managerial field.

To develop and describe in detail what a policy for eliminating and dealing with workplace harassment should include at a minimum and how it should be outlined, would be another interesting topic for future research. Although there might be previous research about the topic within other areas, the shipping industry is in its nature so special that dedicated research would be to prefer.

## **8.7 Summary**

This thesis set out to give an overview of the current situation with regards to workplace harassment within the merchant fleet. As the results from the questionnaire shows, over half of the respondents reported being subjected to some sort of workplace harassment. But there seems to be ways to decrease the likelihood of being subjected to workplace harassment.

A policy that is actively developed and informed about could decrease the likelihood of being subjected to workplace harassment. Comparing the result from an occupational safety point of view, a good policy and healthy safety culture drastically improved the reported counts of feeling safe at work. The same could be done with a good policy for eliminating workplace harassment.

Merchant marine culture, as it has been defined in the thesis, is the sum of a healthy organizational-, ship-, and safety culture. A merchant marine culture is a way for an organization to include everyone and create a positive work climate that reduce the risk for jargon being on the wrong side of the thin line.

But creating a positive merchant marine culture sets lots of responsibility on the organization and managers, since they are the ones creating the work atmosphere. By giving the managers the possibility to develop their soft skills and managerial capabilities on a regular basis, I believe that the merchant marine culture could be established in far larger extent then was reported in the survey of this thesis.

Creating a work atmosphere that is actively reducing the risk of being subjected to workplace harassment, will have long going positive effects on the organizations. In forms of recruitment, commitment from the employees and higher productivity, the overall costs can be reduced without cutbacks but with positive feedback and knowhow in management.

## 9 References

- Andersson, P. (2021, 05 12). Ombudsman. (K. Rosenberg-Brunila, Interviewer)
- Ariza-Montes, J. A., Muniz, N. M., Leal-Rodríguez, A. L., & Leal-Millán, A. G. (2014). Workplace Bullying among Managers: A Multifactorial Perspective and Understanding. *International Journal of Environmental Research and Public Health*, 2657-2682.
- Bhargava, P. (2020, July 9). *How Team Meetings Help to Improve Safety and Efficiency of Ships*. Retrieved from Marine Insight: <https://www.marineinsight.com/marine-safety/how-team-meetings-help-to-improve-safety-and-efficiency-of-ships/>
- Branch, S., Ramsay, S., & Barker, M. (2006). Upwards Bullying - Prevention and Management Strategies: An Interview Study. *International Conference on Bullying and Harassment in the Workplace*, (p. 6). Dublin, Ireland.
- Carol-Dekker, L. (2018). Maritime Culture: A Sociological Perspective. *The International Journal of Maritime History*, 1-13.
- Carol-Dekker, L., & Khan, S. (2016). Reflections on the Psycho-social Distress within the International Merchant Navy Seafaring Community. *J Psychology*, 7(2), pp. 53-60.
- Cinque, M. (2016, May). "Lost in Translation". Soft skills development in European countries. *Tuning Journal for Higher Education*, Volume 3, Issue No. 2, pp. 289-427.
- Cowie, H., Naylor, P., Rivers, I., Smith, P. K., & Pereira, B. (2002). Measuring workplace bullying. *Aggression and Violent Behavior*, 33-51.
- Diskrimineringsombudsmannen. (2021, 05 05). *Diskrimineringsombudsmannen*. Retrieved from Diskrimineringsgrunder som skyddas av lagen: <https://www.do.se/om-diskriminering/skyddade-diskrimineringsgrunder/>
- Dåderman, A. M., & Ragnestål-Impola, C. (2019, October). *Swedish language version of the NAQ-R*. Retrieved from Research Gate: <https://www.researchgate.net/publication/338406330>
- Einarsen, S. (2000). Harassment and bullying at work: a review of the Scandinavian approach. *Aggression and violent behaviour*, Vol.5 no.4, pp. 379-401.
- Einarsen, S., & Skogstad, A. (1996). Bullying at Work: Epidemiological Findings in Public and Private Organizations. *European Journal of Work and Organizational Psychology*, 5:2, pp. 185-201.
- Einarsen, S., Hoel, H., & Notelars, G. (2009, January-March). Measuring exposure to bullying and harassment at work: validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress*, Vol. 23, No.1, pp. 24-44.

- Einarsen, S., Raknes, B. I., & Matthiesen, S. B. (1994). Bullying and Harassment at Work and Their Relationship to Work Environment Quality: An Exploratory Study. *European work and organizational psychologist*, pp. 381-404.
- European Agency for Safety at Work. (2010). *European Risk Observatory Report*. Luxembourg: European Agency for Safety and Health at Work.
- European Commission. (1998). *Sexual Harassment in the workplace in the European Union*. Directorate-General for Employment, Industrial Relations and Social Affairs.
- Fields, E. M. (2010). *Bully blocking at work; A self-help guide for employees and managers*. Australia: Australian Academic Press.
- Horck, J. (2008). *Cultural and gender diversities affecting the ship/port interface*. Malmö, Sweden: World Maritime University.
- International Chamber of Shipping. (2021, September). *International Chamber of Shipping*. Retrieved from <https://www.ics-shipping.org/wp-content/uploads/2021/09/Handling-a-Mental-Health-Crisis-or-Emergency-and-Spotting-Suicidal-Behaviour-in-Seafarers.pdf>
- International Chamber of Shipping; International Transport Workers Federation. (2016, Januari 25). *International Transport Workers Federation*. Retrieved from <https://www.itfglobal.org/en/reports-publications/ics-itf-guidance-eliminating-shipboard-harassment-and-bullying>
- International Labor Office. (2018). *Maritime Labor Convention (MLC)*. Retrieved from International Labor Organization: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---normes/documents/normativeinstrument/wcms\\_763684.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---normes/documents/normativeinstrument/wcms_763684.pdf)
- Iversen T.B, R. (2012). The Mental Health of Seafarers. *In Marit Health*, 78-89.
- Khan, M. S., Johnson, B., & Dekker, L. a. (2015). Understanding female seafarers who have passed through the port city of Durban. *isa.e-Forum*, p. 14.
- MacNeil, A., & Ghosh, S. (2017). Gender imbalance in the maritime industry: impediments, initiatives and recommendations. *Australian journal of maritime and ocean affairs Vol. 9, No. 1*, 42-55.
- Matthiesen, S. B., & Einarsen, S. (2007). Perpetrators and Targets of Bullying at Work: Role Stress and Individual Differences. *Violence and Victims, Volume 22, Number 6*, pp. 85-105.
- Nautilus International. (2010). *Report: Bullying, Discrimination & Harassment survey*. London, England: Nautilus International.
- Nautilus International. (2021). *Nautilus International*. Retrieved from Who we are: <https://www.nautilusint.org/en/our-union/who-we-are/>
- Rehg, M. T., Miceli, M. P., Near, J. P., & Scotter, J. R. (2008). Antecedents and Outcomes of Retaliation Against Whistleblowers: Gender Differences and Power Relationships. *Organization Science Vlo. 19, No. 2*, 221-240.

- Salin, D. (2003). Ways of explaining workplace bullying: A review of enabling, motivating and precipitating structures and processes in the work environment. *Human Relations, Volume 56(10)*, 1213-1232.
- Salin, D. (2009). Organisational responses to workplace harassment. pp. 26-44.
- Salin, D., Cowan, R., Adewumi, O., Apospori, E., Bochantin, J., D'Cruz, P., . . . Zedlacher. (2019). Workplace bullying across the globe: a cross-cultural comparison. *Personnel Review, Vol. 48, No. 1*, 204-219.
- Sampson, H., Turgo, N., Cadge, W., Gilliat-Ray, S., & Smith, G. (2020). Harmony of the Seas?: Work, faith, and religious differences among multinational migrant workers on board cargo ships. *Ethnic and Racial Studies, 43:16*, 287-305.
- Sinclair, R. E., Wang, M., & Tetrick, L. E. (2012). *Research Methods in Occupational Health Psychology: Measurement, Design and Analysis*. New York & London: Taylor & Francis Group.
- Sinclair, R. R., & Wang, M. &. (2013). *Research Methods in Occupational Health Psychology*. New York & East Sussex: Routledge.
- Tambur, M., & Vadi, M. (2012). Workplace bullying and organizational culture in a post-transitional country. *International Journal of Manpower, Vol.33, No, 7*, 754-766.
- Tuckey, A., Neall, M., & Michelle, R. (2014). A methodological review of research on the antecedents and consequences of workplace harassment. *Journal of Occupational and Organizational Psychology, 225-257*.
- University of Bergen. (2018, October 09). *University of Bergen*. Retrieved from Bergen Bullying Research Group: <https://www.uib.no/en/rg/bbrg/44045/naq>

## Appendices

### Appendix 1, NAQ-R

Factor	NAQ-R item number	Item Wording
Work-related bullying	1	Someone withholding information which affects your performance
	3	Being ordered to do work below your level of competence
	14	Having your opinions ignored
	16	Being given tasks with unreasonable deadlines
	18	Excessive monitoring of your work
	19	Pressure not to claim something to which by right you are entitled (e.g., sick leave, holiday entitlement, travel expenses)
	21	Being exposed to an unmanageable workload
Person-related bullying	2	Being humiliated or ridiculed in connection with your work
	4	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks
	5	Spreading of gossip and rumours about you
	6	Being ignored or excluded
	7	Having insulting or offensive remarks made about your person, attitudes or your private life
	10	Hints or signals from others that you should quit your job
	11	Repeated reminders of your errors or mistakes
	12	Being ignored or facing a hostile reaction when you approach
	13	Persistent criticism of your errors or mistakes
	15	Practical jokes carried out by people you don't get along with

	17	Having allegations made against you
	20	Being the subject of excessive teasing and sarcasm
Physically intimidating bullying	8	Being shouted at or being the target of spontaneous anger
	9	Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking your way
	22	Threats of violence or physical abuse or actual abuse

### Appendix 1b, NAQ-R in Swedish

Factor	NAQ-R item number	Item Wording
Arbetsrelaterad mobbning	1	Undanhållits nödvändig information för att kunna utföra jobbet på rätt sätt
	3	Satt i arbete under din kompetensnivå
	14	Negligering av dina åsikter och värderingar
	16	Har fått uppgifter med orimliga eller omöjliga mål/eller tidsramar
	18	Ditt arbete/din insats har övervakats på ett överdrivet sätt
	19	Pressad till att inte kräva något du har rätt till (t.ex. sjukfrånvaro, semester, resekostnader).
	21	Blivit utsatt för överdriven arbetsbörda.
Person-related bullying	2	Upplevelse av att bli förödmjukad eller förlöjligad i samband med ditt jobb.
	4	Blivit fråntagen ansvarsfulla arbetsuppgifter, eller satt att göra triviala och mer obehagliga arbetsuppgifter.
	5	Skvaller och rykten om dig som person sprids.
	6	Utestängning från den sociala gemenskapen.



	7	Upprepade angrepp mot din person (t.ex. vanor, bakgrund), dina värderingar eller kritik mot ditt privatliv.
	10	Hintar eller anspelningar från andra om att sluta på jobbet.
	11	Upprepade påminnelser om tabbar eller fel du har gjort.
	12	Fientlighet eller tystnad som svar på frågor eller försök till samtal.
	13	Varaktig kritik av ditt arbete eller din arbetsinsats.
	15	Opassande skämt på din bekostnad från personer du kommer dåligt överens med.
	17	Blivit utsatt för orimliga beskyllningar.
	20	Blivit retad och utsatt för överdrivna skämt.
Physically intimidating bullying	8	Blivit utskälld eller offer för spontana raseriutbrott.
	9	Kränkande beteende som att du har blivit pekad på, puttad, blivit hindrad när du går, visad fingret på osv.
	22	Fysiska övergrepp eller hot om sådana övergrepp.

(Dåderman & Ragnestål-Impola, 2019)

## **Appendix 2, questionnaire sent**

If the respondent answer that they have been subjected to workplace harassment by answering 2-5 on question number 1, they will be asked more in detail about the type, perpetrator, reporting and affects by answering the questions 1A-D. Those that answered 1 on question number 1 will move on to answering question number 2.

If the respondent answer that they have witnessed workplace harassment by answering 2-5 on question number 2, they will be asked about the reporting by answering the question 2A. Those that answered 1 on question number 2 will move on to answering question number 3.

The definition of workplace harassment given to respondents were,

“Workplace harassment is a behaviour that includes hostile or vindictive behaviour, which can cause the recipient to feel threatened or intimidated. It results in a work environment in which a group of people or an individual may become threatened or intimidated because of the negative or hostile behaviour of another group of people or individual.

Workplace harassment may involve a misuse of power or position and is often persistent and unpredictable. It may be vindictive, cruel or malicious. However, it can also arise when a person is unaware of the effect that their behaviour is having on other persons, or does not have any intention to harass”.

The questions in the questionnaire are as follows,

1. Have you been subjected to workplace harassment during the last year? (Einarsen, Raknes, & Matthiesen, 1994)

- Answer alternatives, “Never” (1), “Now and then” (2), “Monthly” (3), “Weekly” (4), “Daily” (5)

1.A What type of workplace harassment where you subjected to? (questions from NAR-Q, NAQ-R number within () following the question) Multichoice answer. (Einarsen, Hoel, & Notelars, 2009)

- Someone withholding information which affects your performance (1)

- Being ordered to do work below your level of competence (3)
- Having your opinions ignored (14)
- Being given tasks with unreasonable deadlines (16)
- Excessive monitoring of your work (18)
- Pressure not to claim something to which by right you are entitled to (E.g. sick leave, holiday entitlement, travel expenses etc.) (19)
- Being exposed to an unmanageable workload (21)
- Being humiliated or ridiculed in connection with your work (2)
- Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks (4)
- Spreading of gossip and rumours about you (5)
- Being ignored or excluded (6)
- Having insulting or offensive remarks made about your person, attitudes or your private life (7)
- Hints or signals from others that you should quit your job (10)
- Repeated reminders of your errors or mistakes (11)
- Being ignored or facing a hostile reaction when you approach (12)
- Persistent criticism of your errors or mistakes (13)
- Practical jokes carried out by people you don't get along with (15)
- Having allegations made against you (17)
- Being the subject of excessive teasing and sarcasm (20)
- Being shouted at or being the target of spontaneous anger (8)

- Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking your way (9)
- Threats of violence or physical abuse or actual abuse (22)
- Other than above

1.B Who was the perpetrator of the workplace harassment?

- Answer alternatives, “A manager/supervisor” (1), “A subordinate” (2), “A co-worker” (3), A group of people (4), Other (5)

1.C Did you report the workplace harassment you were subjected to?

- Answer alternatives, “Yes”, “No”

1.D How has the workplace harassment affected you? (multi choice question)

- No at all
- Higher absenteeism (Salin, 2009)
- Lower productivity (Salin, 2009; International Chamber of Shipping; International Transport Workers Federation, 2016)
- Stress (International Chamber of Shipping; International Transport Workers Federation, 2016)
- Lack of motivation (International Chamber of Shipping; International Transport Workers Federation, 2016)
- Lower self-esteem (Einarsen, Raknes, & Matthiesen, 1994)
- Insomnia (Einarsen, 2000)
- Melancholy (Einarsen, 2000)
- Apathy (Einarsen, 2000)
- Lack of concentration (Einarsen, 2000)
- Social isolation (Einarsen, 2000)

- Depression (Einarsen, 2000)
  - Helplessness (Einarsen, 2000)
  - Anger (Einarsen, 2000)
  - Anxiety (Einarsen, 2000)
  - Loss of memory (Einarsen, 2000)
  - Have you ever requested or received medical treatment related to workplace harassment? (e.g., psychologist, occupational health or other?)
  - Have you ever considered hurting yourself, or have you hurt yourself due to workplace harassment? (Einarsen, Raknes, & Matthiesen, 1994)
  - Other
2. Have you seen others being subjected to workplace harassment during the last year? (Einarsen, Raknes, & Matthiesen, 1994)
- Answer alternatives, ‘‘Never’’ (1), ‘‘Now and then’’ (2), ‘‘Monthly’’ (3), ‘‘Weekly’’ (4), ‘‘Daily’’ (5)
- 2.A Did you report the workplace harassment you witnessed?
- Answer alternatives, ‘‘Yes’’, ‘‘No’’
3. Does your organization have a good and established policy for eliminating and dealing with possible occurrence of workplace harassment?
- Answer alternatives, ‘‘Yes’’ (1), ‘‘No’’ (2), ‘‘Don’t know’’ (3)
4. Does your organization have a good and established policy for occupational safety in general?
- Answer alternatives, ‘‘Yes’’ (1), ‘‘No’’ (2), ‘‘Don’t know’’ (3)
5. Do you feel safe and comfortable when performing your tasks onboard?
- Answer alternatives, ‘‘Yes’’ (1), ‘‘No’’ (2), ‘‘Don’t know’’ (3)

6. Do you get along with the rest of the crew, and is there generally a good spirit onboard?

- Answer alternatives, ‘‘Yes’’ (1), ‘‘No’’ (2), ‘‘Don’t know’’ (3)

7. Do you get the support needed from the onshore organization and does the communication with onshore staff work in a good way?

- Answer alternatives, ‘‘Yes’’ (1), ‘‘No’’ (2), ‘‘Don’t know’’ (3)

8. Comment (optional)

- Free text comment section

## Appendix 2b, questionnaire sent in Swedish

Den svenska översättningen av definitionen av kränkande särbehandling som gavs till respondenterna,

“Kränkande särbehandling är ett beteende som inkluderar fientliga eller hämndlystna beteenden, som kan få mottagaren att känna sig hotad eller skrämmd. Beteendena resulterar i en arbetsatmosfär i vilken en grupp människor eller individer kan bli hotade eller skrämmda på grund av negativa eller fientliga beteenden av en annan grupp eller individer.

Kränkande särbehandling kan också inkludera missbruk av makt eller position och är ofta ihärdigt och oförutsägbart. Det kan vara hämndlystet, elakt eller illvilligt. Det kan även förekomma trots att en person inte är medveten om att deras beteende påverkar andra personer, eller att de inte har för avsikt att särbehandla eller kränka”

Frågorna i enkäten har översatts till Svenska enligt nedan,

1. Har du blivit utsatt för kränkande särbehandling under det senaste året? (Einarsen, Raknes, & Matthiesen, 1994)

- Svarsalternativ, “Aldrig” (1), “Ibland” (2), “Varje månad” (3), “Varje vecka” (4), “Dagligen” (5)

1.A Vilken typ av kränkande särbehandling utsattes du för? (questions from NAR-Q, NAQ-R number within () following the question) Multichoice answer. (Einarsen, Hoel, & Notelars, 2009)

- Undanhållits nödvändig information för att kunna utföra jobbet på rätt sätt (1)
- Satt i arbete under din kompetensnivå (3)
- Negligering av dina åsikter och värderingar (14)
- Har fått uppgifter med orimliga eller omöjliga mål/eller tidsramar (16)
- Ditt arbete/din insats har övervakats på ett överdrivet sätt (18)
- Pressad till att inte kräva något du har rätt till (t.ex. sjukfrånvaro, semester, resekostnader). (19)

- Blivit utsatt för överdriven arbetsbörda (21)
- Upplevelse av att bli förödmjukad eller förlöjligad i samband med ditt jobb. (2)
- Blivit fräntagen ansvarsfulla arbetsuppgifter, eller satt att göra triviala och mer obehagliga arbetsuppgifter. (4)
- Skvaller och rykten om dig som person sprids. (5)
- Utestängning från den sociala gemenskapen (6)
- Upprepade angrepp mot din person (t.ex. vanor, bakgrund), dina värderingar eller kritik mot ditt privatliv (7)
- Hintar eller anspelningar från andra om att sluta på jobbet (10)
- Upprepade påminnelser om tabbar eller fel du har gjort (11)
- Fientlighet eller tystnad som svar på frågor eller försök till samtal (12)
- Varaktig kritik av ditt arbete eller din arbetsinsats (13)
- Opassande skämt på din bekostnad från personer du kommer dåligt överens med (15)
- Blivit utsatt för orimliga beskyllningar (17)
- Blivit retad och utsatt för överdrivna skämt (20)
- Blivit utskälld eller offer för spontana raseriutbrott (8)
- Kränkande beteende som att du har blivit pekad på, puttad, blivit hindrad när du går, visad fingret på osv (9)
- Fysiska övergrepp eller hot om sådana övergrepp (22)
- Annat

#### 1.B Vem utsatte dig för kränkande särbehandling?

- Svarens alternativ, "En chef/övervakare" (1), "En underställd" (2), "En medarbetare" (3), En grupp av personer (4), Annat (5)



1.C Rapporterade du förekomsten av trakasserierna du utsattes för?

- Svarsalternativ, ‘Ja’, ‘Nej’

1.D Hur har den kränkande särbehandlingen påverkat dig? (multi choice question)

- Inte alls
- Högre frånvaro (Salin, 2009)
- Lägre produktivitet (Salin, 2009; International Chamber of Shipping; International Transport Workers Federation, 2016)
- Stress (International Chamber of Shipping; International Transport Workers Federation, 2016)
- Avsaknad av motivation (International Chamber of Shipping; International Transport Workers Federation, 2016)
- Lägre självförtroende (Einarsen, Raknes, & Matthiesen, 1994)
- Sömnlöshet (Einarsen, 2000)
- Melankoli (Einarsen, 2000)
- Apati (Einarsen, 2000)
- Svårt att koncentrera dig (Einarsen, 2000)
- Social isolering (Einarsen, 2000)
- Depression (Einarsen, 2000)
- Hjälpplöshet (Einarsen, 2000)
- Ilska (Einarsen, 2000)
- Ångest (Einarsen, 2000)
- Minnesförlust (Einarsen, 2000)

- Har du någonsin begärt eller fått medicinsk omvårdnad på grund av den kränkande särbehandlingen? (T.ex. psykolog, företagshälsovård eller annat)
  - Har du någonsin övervägt att skada dig själv, eller har du skadat dig själv på grund av den kränkande särbehandlingen? (Einarsen, Raknes, & Matthiesen, 1994)
  - Annat
2. Har du sett andra bli utsatta för kränkande särbehandling under det senaste året? (Einarsen, Raknes, & Matthiesen, 1994)
- Svarsalternativ, "Aldrig" (1), "Ibland" (2), "Varje månad" (3), "Varje vecka" (4), "Dagligen" (5)
- 2.A Rapporterade du den kränkande särbehandlingen du bevittnade?
- Svarsalternativ, "Ja", "Nej"
3. Har din organisation en bra och etablerad policy för att eliminera och hantera eventuell förekomst av kränkande särbehandling?
- Svarsalternativ, "Ja" (1), "Nej" (1), "Vet inte" (3)
4. Har din organisations en bra och etablerad policy för arbetssäkerhet generellt?
- Svarsalternativ, "Ja" (1), "Nej" (2), "Vet inte" (3)
5. Känner du dig säker och bekväm i att utföra dina arbetsuppgifter ombord?
- Svarsalternativ, "Ja" (1), "Nej" (2), "Vet inte" (3)
6. Kommer du överens med resten av besättningen och är det generellt en bra/trevlig atmosfär ombord?
- Svarsalternativ, "Ja" (1), "Nej" (2), "Vet inte" (3)
7. Får du det stöd du behöver från landorganisationen och fungerar kommunikation med landorganisationen bra?
- Svarsalternativ, "Ja" (1), "Nej" (2), "Vet inte" (3)

## 8. Kommentarer (frivilligt)

- Fri text kommentarsfält

### **Appendix 3, data analyzation rules**

The data analyzation has been conducted according to the same rules for both the Swedish and English questionnaire. The results have then been combined into one statistical overview presented in chapter 7.

Question 1, if respondent answers 2 or 3, the respondent has been subjected to harassment. If respondent answers 4 or 5 the respondent has been subjected to bullying. If the respondent answer 2-5, they will answer questions 1.A-C. If they answer 1, they will skip to question 2.

Question 1A, the answers will be grouped into the factor as stated in the NAQ-R and presented as the group type of harassment. Work-related, on or more of items 1, 3, 14, 16, 18, 19, 21 checked. Person-related, one or more of items 2, 4, 5, 6, 7, 10, 11, 12, 13, 15, 17 checked. Physical intimidating, one or more of items 8, 9, 22 checked.

Question 1B the answer of the respondent will be presented as a diagram.

Question 1C the answer of the respondent will be presented as a diagram.

Question 1D, the answers will be presented as personal effects of workplace harassment.

Question 2, if respondent answers 2 or 3, the respondent has witnessed harassment. If respondent answers 4 or 5 the respondent has witnessed bullying. If the respondent answer 2-5, they will answer questions 2.A. If they answer 1, they will skip to question 3.

Question 2A, the answer of the respondent will be presented as a case of witnessed harassment/bullying that they reported.

Question 3, the answer of the respondent will be compared to the answer to question 1 and question 2, to answer if a good policy has decreased the likelihood of workplace harassment and bullying. If the respondent answer (1), the organization will be classified as Organizations complying fully with MLC part A and B would be organization type 3 as Salin, (2009) definition. If the respondent answer (2) the organization will be classified as Organizations not following MLC and do not comply with part A during onboard audit

would be categorized as organization type 1 as per Salin, (2009) definition. If the respondent answer (3), the organization as Organization that state that they comply fully with MLC but does not implement part B guidelines fully would be categorized as organization type 2 as per Salin, (2009) definition.

Question 4, compare the answer to answer in question 5. Does a good policy increase the likelihood that the respondent feels safer at work?

Question 5-7, a “Yes” answer to all three questions will according to Carol-Dekker, (2018) confirm the occurrence of a positive merchant marine culture as per her definition. The occurrence or non-occurrence of a positive merchant marine culture will then be compared to occurrence of workplace harassment and bullying by comparing the answer to questions 1 and 2.

Question 8, free text comment section.

The answers from the respondents collected can either be exported from Google forms as a report with predefined tables, or as raw data in Excel format. The export to Excel format made it possible to analyse the data according to the rules set out in this chapter, by using “if”, “and” and “or” functions, or a combination of those functions, in the program.

## **Appendix 4, social media post**

Post on social media to raise awareness of the survey,

”Hej, jag vill uppmärksamma dig som är medlem i SEKO-Sjöfolk att det i nyhetsbrevet som skickades ut 2021.05.26 finns en länk till en undersökning om kränkande särbehandling och sjöfartskultur. Jag hoppas att du kan ta dig tid att ta del av nyhetsbrevet samt svara på enkäten som är en del av mitt slutarbete i Master of Maritime Management vid Novia UAS i Åbo. Om du är medlem i SEKO-Sjöfolk men inte fått ta del av nyhetsbrevet och vill vara med i undersökningen eller har några andra frågor eller kommentarer, kan du kontakta mig direkt på [kenbru@edu.novia.fi](mailto:kenbru@edu.novia.fi) eller här på Facebook eller LinkedIn. Dela gärna inlägget i era arbetsgrupper för att uppmärksamma så många medlemmar som möjligt om undersökningen. Undersökningen är öppen fram till och med 2021-06-30. Tack på förhand!

Hi, if you are member of SEKO-Sjöfolk, I would like to make you aware that in the latest newsletter that was sent 2021.05.26 there is a link to a survey about workplace harassment and marine merchant culture. I hope that you can take your time to familiarize yourself with the newsletter and answer the survey that is a part of my thesis in Master of Maritime Management at the Novia UAS in Turku. If you are a memeber of SEKO-Sjöfolk but has not received the newsletter and want to participate in the survey or have any other questions or comments, please contact me via e-mail [kenbru@edu.novia.fi](mailto:kenbru@edu.novia.fi), Facebook or LinkedIn. Feel free to share this post in your work groups to make as many members as possible aware of the survey. The survey is open until 2021-06-30. Thank you in advance!”

## **Appendix 5, SEKO newsletter text**

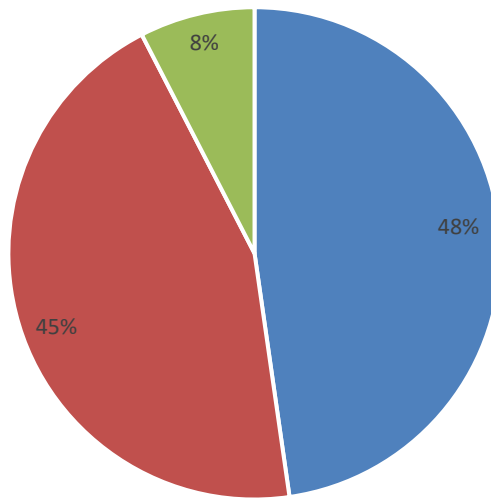
Text in SEKO-Sjöfolk newsletter,

”Hej, jag heter Kenneth Rosenberg-Brunila och studerar Master of Maritime Management vid Novia UAS i Åbo. Som en del av mitt slutarbete om kränkande särbehandling och sjöfartskultur genomför jag en enkätundersökning. Jag hoppas att du kan ta dig tid att svara på undersökningen. Det tar ca 2-5 minuter beroende på dina svar. Du kan svara på undersökningen fram till och med 2021-06-30. Undersökningen genomförs helt anonymt, inga uppgifter samlas in och du får inga frågor som kan kopplas tillbaka till dig. Resultatet presenteras som en helhet och inga individuella svar kommer att presenteras. Slutarbetet i sin helhet kommer att publiceras på [www.theseus.fi](http://www.theseus.fi) senast i början av 2022. Har du några frågor kan du höra av dig till mig via e-mail, [kenbru@edu.novia.fi](mailto:kenbru@edu.novia.fi) ”

”Hi, my name is Kennet Rosenberg-Brunila and I am currently studying Master of Maritime Management at the Novia UAS in Turku. As a part of my thesis I am conducting a survey about workplace harassment and Marine Merchant Culture. I hope that you can take your time to answer the questionnaire. It takes about 2-5 minutes depending on your answers. You can participate until 2021-06-30. The survey is completely Anonymous, no personal information is collected, and no questions are asked that could be linked back to you. The result will be presented as a lump and no individual answers will be presented. The complete thesis will be published on [www.theseus.fi](http://www.theseus.fi) in the beginning of 2022 at latest. If you have any questions feel free to contact me via e-mail, [kenbru@edu.novia.fi](mailto:kenbru@edu.novia.fi) ”

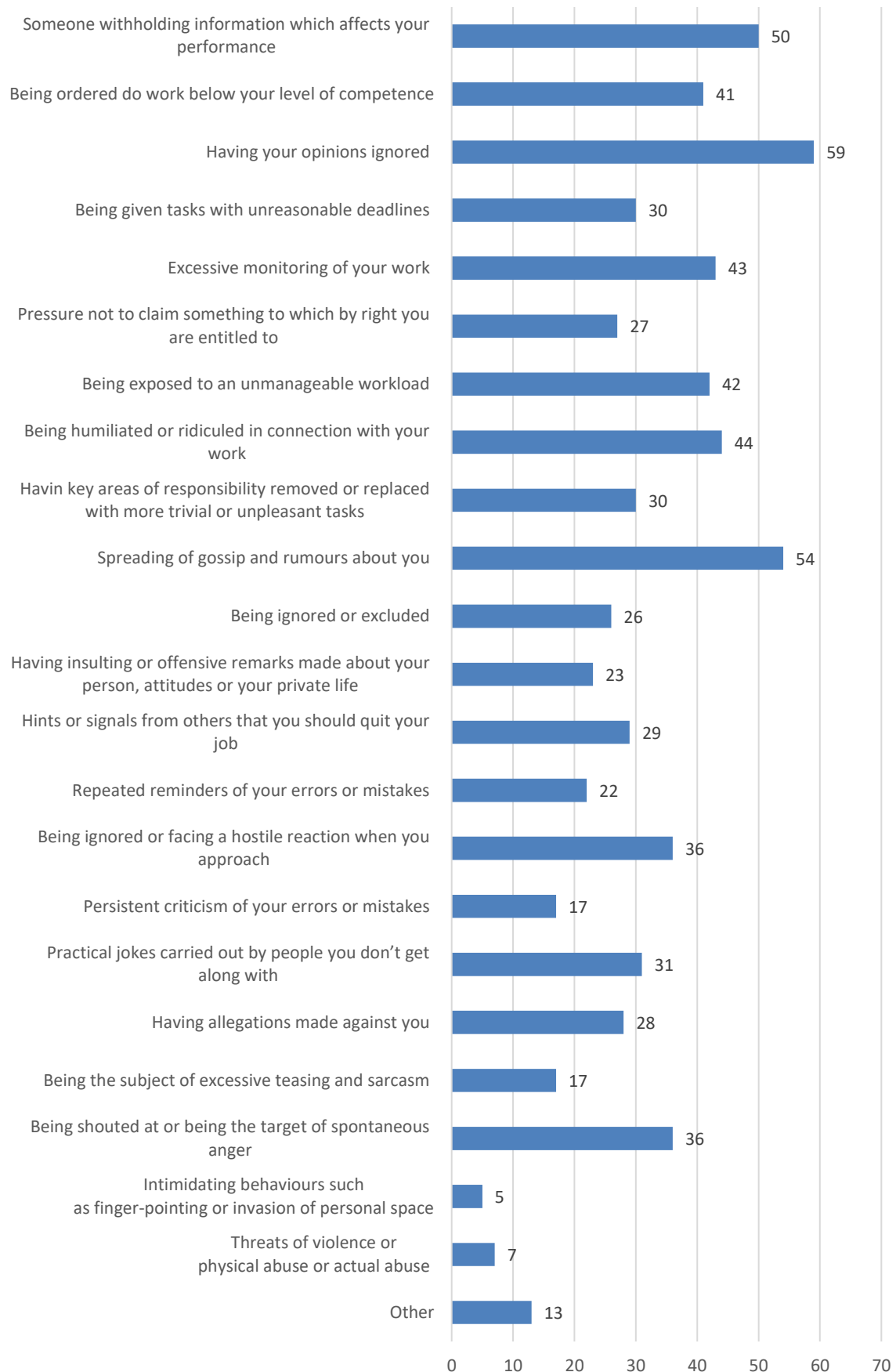
## Appendix 6, results of questionnaire

### 1. Workplace harassment occurrence

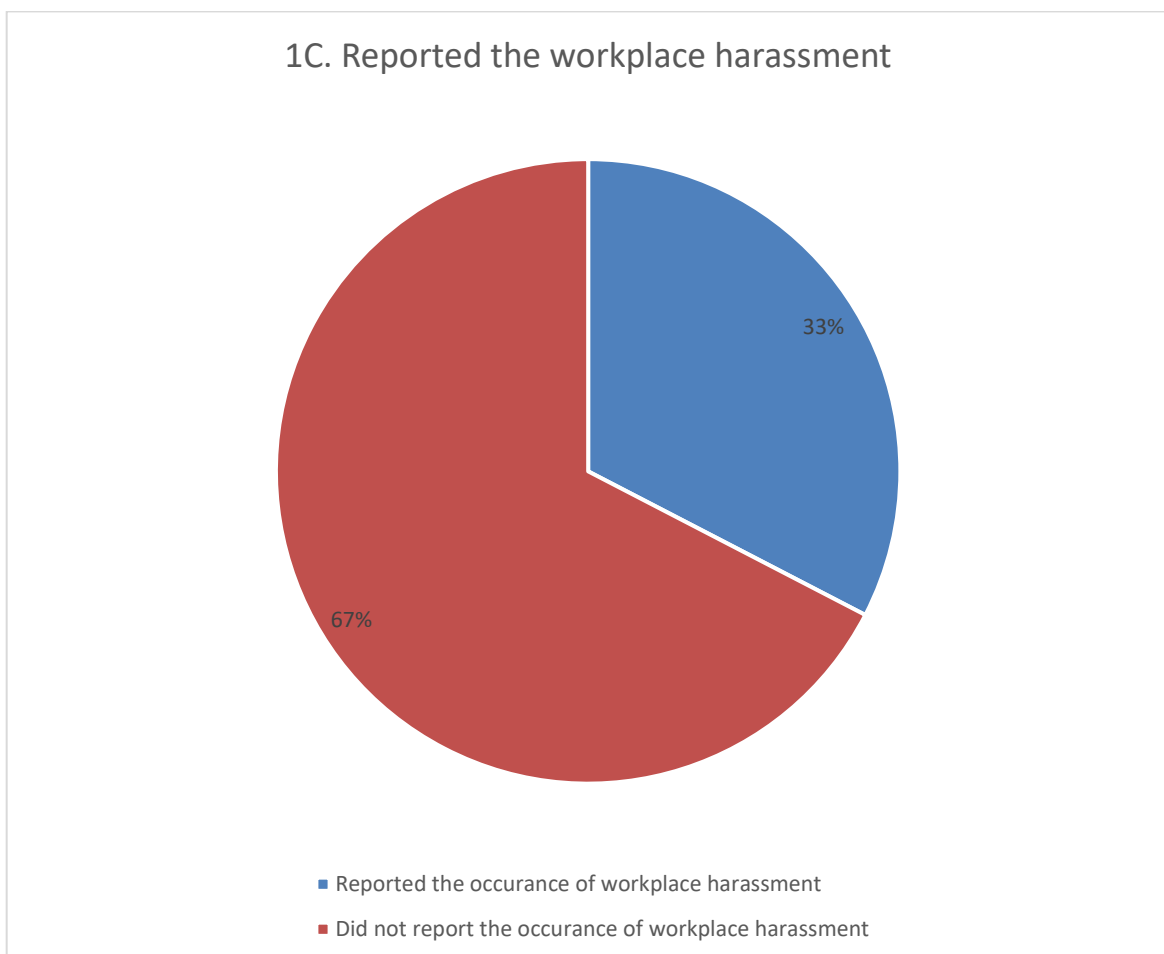
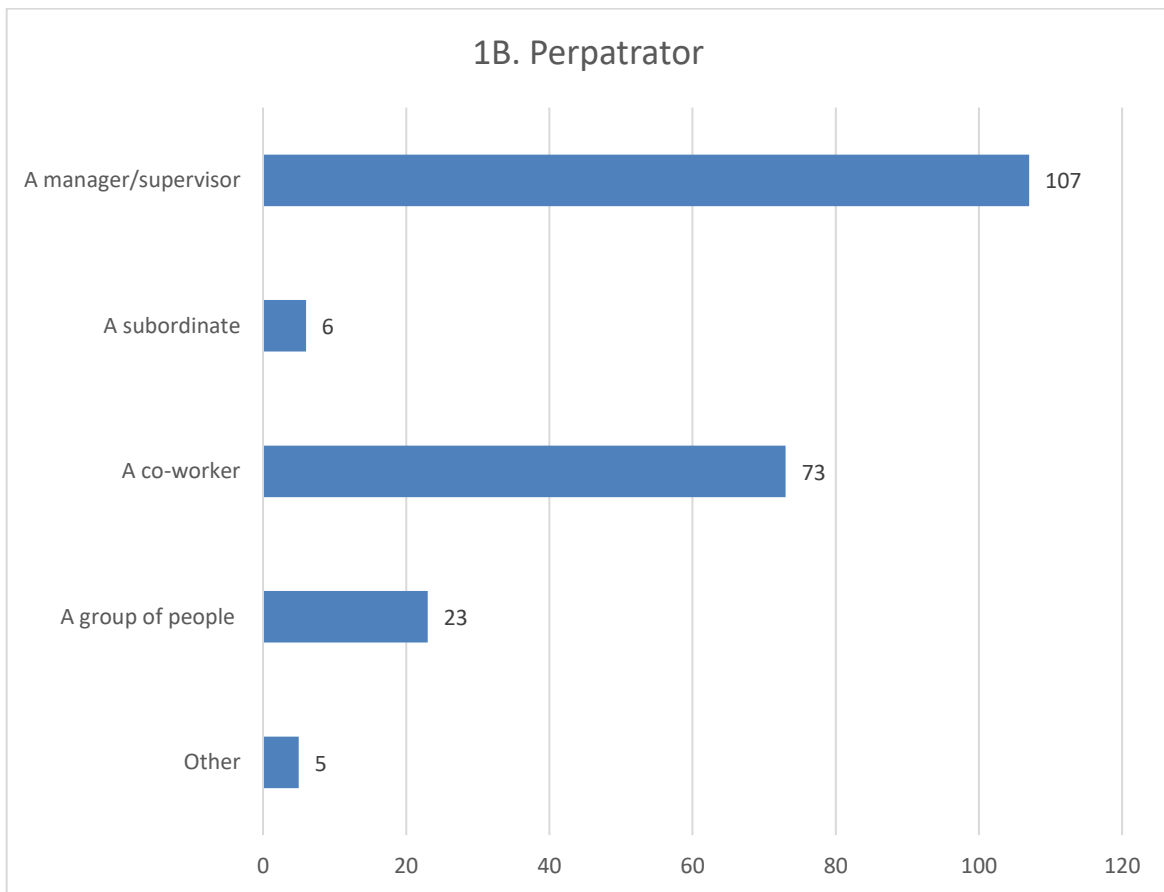


■ Not subjected to harassment ■ Subjected to harassment ■ Subjected to bullying

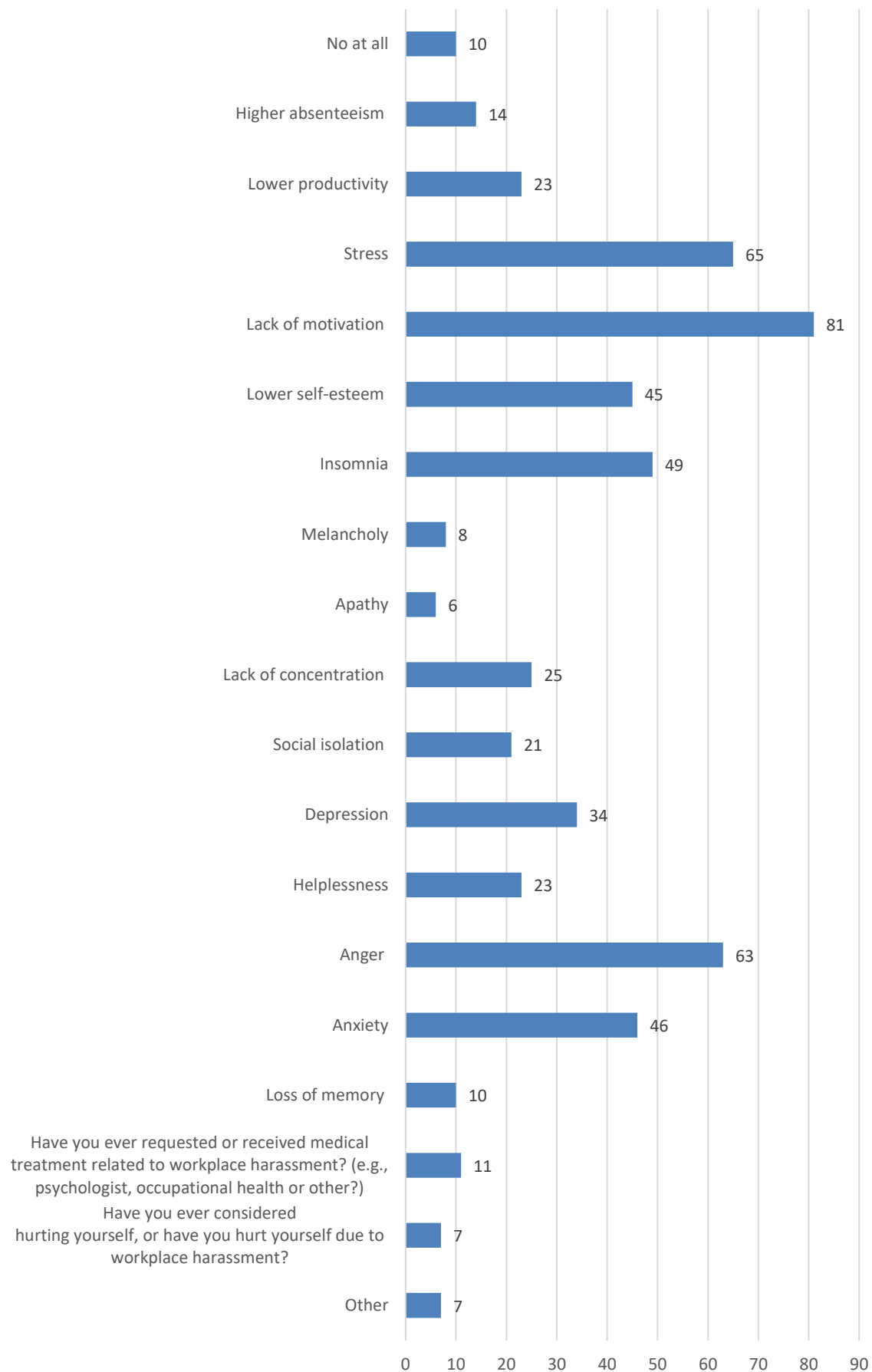
## 1A. Types of workplace harassment



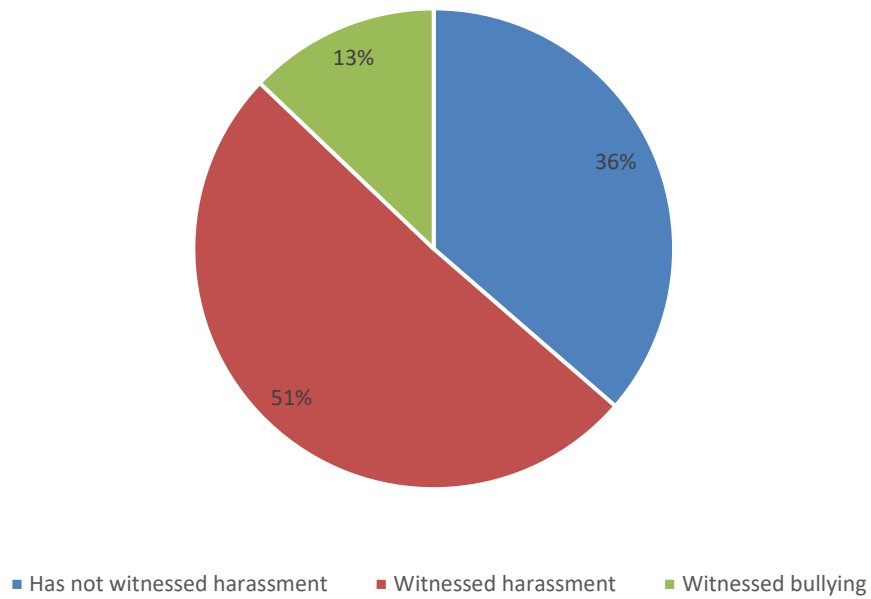




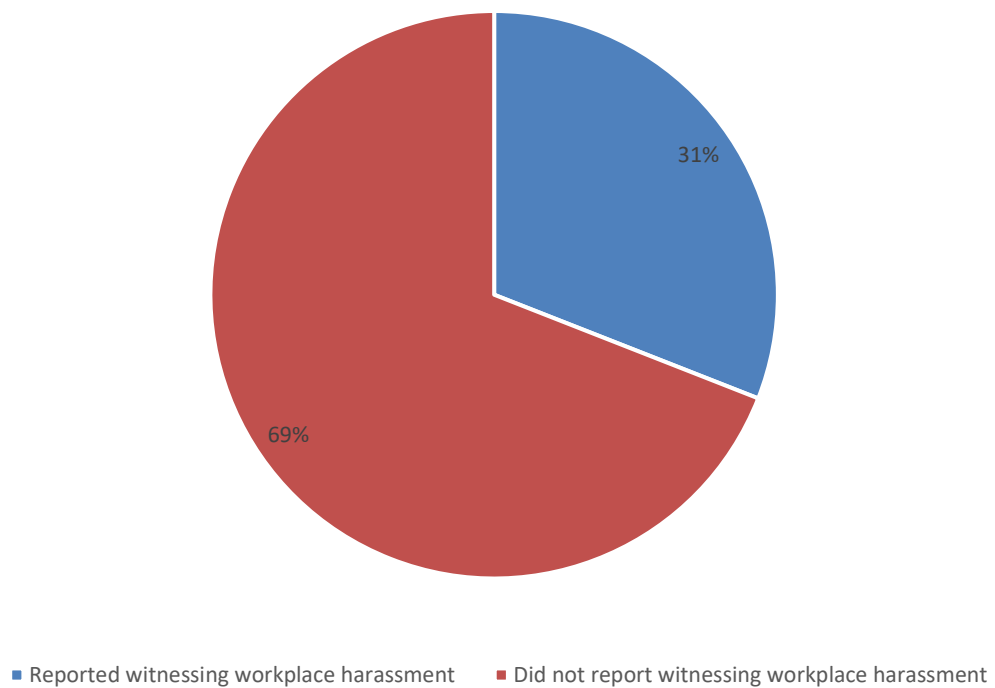
## 1D. Effects of workplace harassment



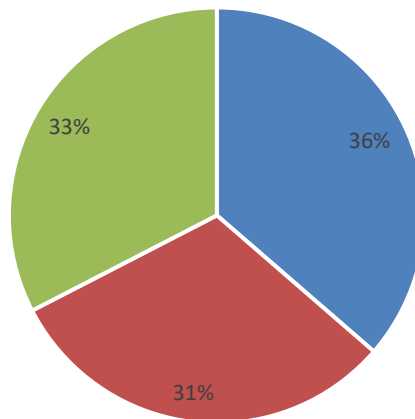
## 2. Witnessed workplace harassment



## 2A. Reported witnessing workplace harassment

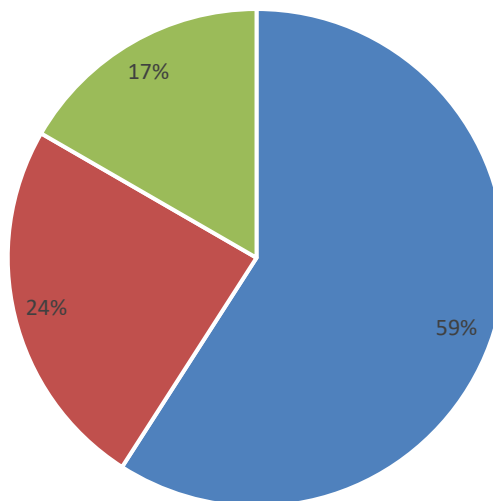


### 3. Policy for wokplace harassment



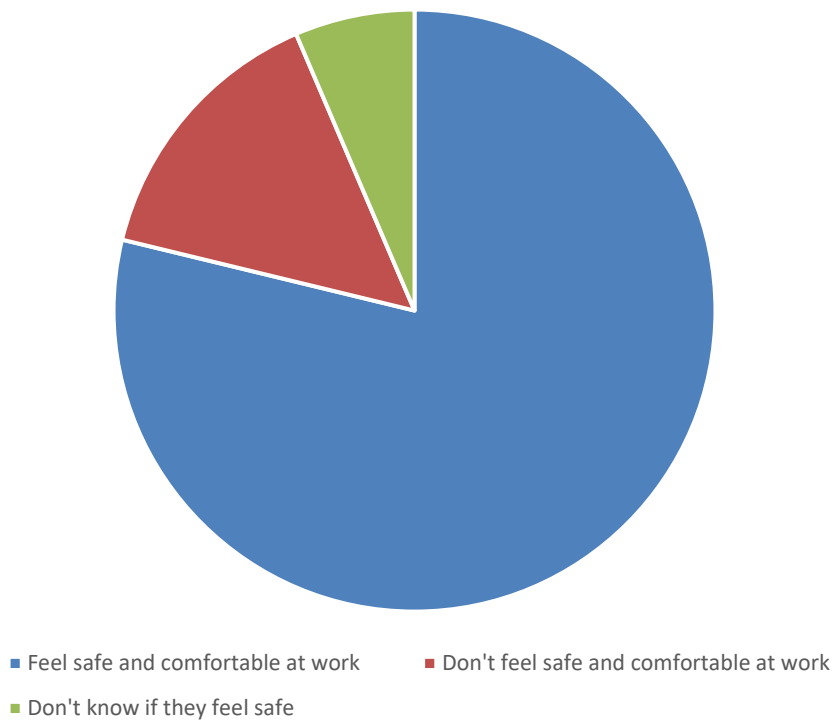
- Have an established policy for workplace harassment
- Does not have an established policy for workplace harassment
- Don't know if org. have an established policy for workplace harassment

### 4. Policy for occupational safety

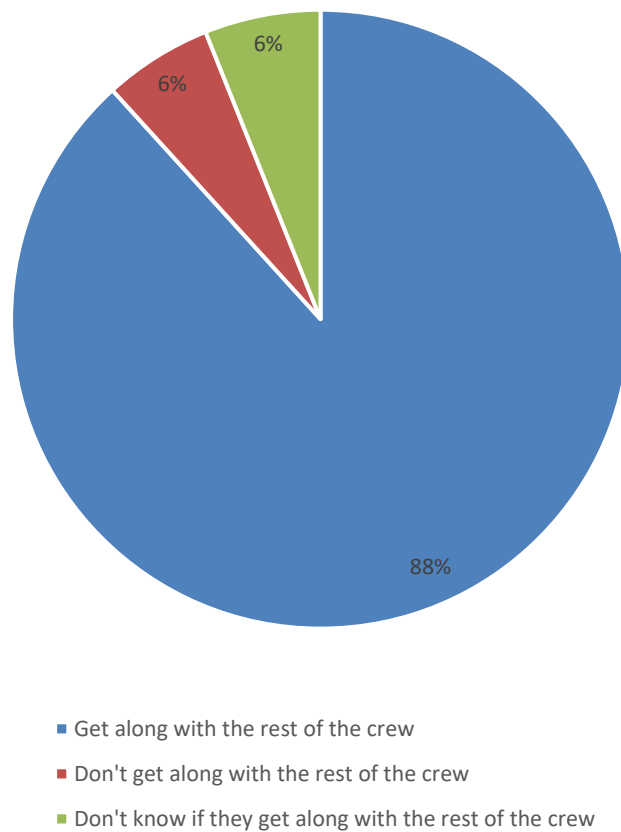


- Have an established policy for occupational safety
- Does not have an established policy for occupational safety
- Don't know if org. have an established policy for occupational safety

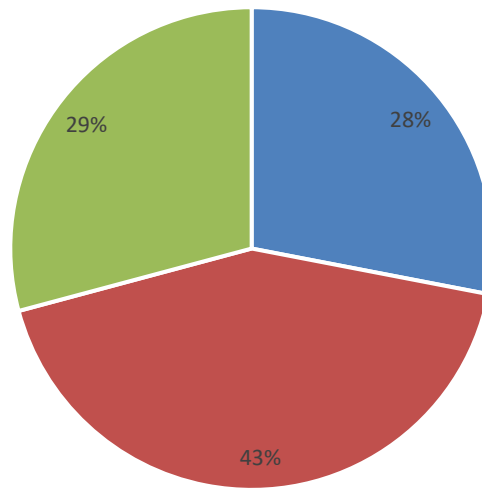
### 5. Feel safe at work



### 6. Get along with the rest of the crew



## 7. Get the support needed for onshore organisation



- Get the support needed form the onshore organization
- Don't get the support needed form the onshore organization
- Don't know if they the support needed form the onshore organization