

## **CHAPTER 2**

### **Literature Review**

#### **2.1 Introduction**

Historically, ship transport has been used for carrying passengers or goods (cargo). In this globalization trends, shipping is imperative to merchandise one country to another due to its cost effectiveness. Along with this, the role of seafarers is crucial. However, seafaring remains among the most dangerous types of work. Also, seafarers experienced dangerous working conditions, far from family, and poor job satisfaction. Nevertheless, seafaring lies at the heart of human activity across the world and has taken place from the earliest times to the present day. In this chapter, thus, researcher described working conditions, family relationships, job satisfaction, and work motivation of seafarers from previous literatures to further comprehend about seafarers.

This research is motivated from previous researches done by Ljung and Widell (2014), and McKay and Wright (2007); “Seafarers’ working career in a life cycle perspective – driving forces and turning points” and “Seafarers in a global world: the changing needs of seafarers for advice, support and representation”. In Ljung and Widell research, they described career systems and training differ between countries, seafarers’ work motivation, competence development and employer relations, working far from home – family and

relation, women at sea – a gender perspective. In McKay and Wright research, they specified working conditions at sea, long and unsociable working hours, a prevalence of low pay, long term implications of the job, health problems, difficulties leaving sea and adjusting to shore-based life, maintaining family relationships during periods of absence and on return, accessing accommodation in a raising property market, dealing with property and debt, and organizations of advice, support and solidarity. Nonetheless, researcher just focused on working conditions, family relationships, job satisfaction and work motivation to describe the relationships between working conditions, family relationships, job satisfaction and work motivation of Myanmar seafarers.

## **2.1 Working Conditions**

Working conditions have been studied in numerous researches and in various areas. Working conditions refers to the conditions in which an individual or staff works, including but not limited to convenience, physical environment, stress, degree of safety or danger, and the like. International Labour Organization (ILO) describes that working conditions are at the core of paid work and employment relationships. Generally, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to payment, as well as the physical conditions and mental demands that exist in the workplace.

Indeed, working conditions of seafarers are more hazardous than others. Seafarers spent much of their life beyond the reach of land. They face isolation, noisy, and dangerous conditions at sea. Separately, for some seafarers, working conditions at sea is a life unrestricted with the constraints of life ashore, adventure and a chance to see the world. In a report for International Transport Workers' Federation by MORI implied that seafarers from EU countries have shorter periods at sea without a break but worldwide; the most common relief system is five months on and one month off (with pay), while a significant minority (43 percent) have no relief system with paid leave (ITF, 1996: 20).

The study by Sonia and Tessa (2007) on the changing needs of seafarers for advice, support and representation showed that different patterns of time at sea dependent on the nationality of the seafarer. Seafarers work under specific conditions with particular dangers and in a global industry, in which only one third of crews are made up of a single nationality (ILO, 2004: 2). Sonia and Tessa (2007) found that seafarers were generally very positive about the benefits of working at sea, describing the opportunity to travel, the friendship among colleagues and the autonomy or freedom offered by the job as the best things about it. The friendships formed and reliance on colleagues was a significant feature of the job, and some thought that the job taught tolerance of other people and situations. Bad weather and its associated dangers was also a negative aspect, together with long hours, fatigue and tiredness and poor pay or terms and conditions.

## 2.2 Family Relationships

Dykstra et al. (2000-2006: 1) described that family relationships are an important part of the glue that holds society together and they have traditionally been regarded as one of the key determinants of social cohesion. Today, relationships with family members who work outside the household (parents, children, brothers/sisters, grandparents, grandchildren) are increasing and mostly they are seafarers. Shipping is an interesting and rewarding occupation, but it can also take away seafarers from family, friends and social life. Obviously, seafarers' view of work at sea and the relation between work life and family life differ with traditions, norms, culture and sociopolitical conditions (Ljung and Widell, 2014: 18).

Acejo (2012) described in her study that being away from home during long periods as a self-evident norm connected to sea work, and that this fact improved the status for the Philippine seafarers' family. Seafarers can traditionally, send money home to their families, contributing to their economic power. Philippine seafarers sent money to different relatives and friends, who had helped them on their career path with money when studying or with housing. Sonia and Tessa (2007: 9) affirmed that non-UK seafarers expressed similar concerns regarding the maintenance of family relationships while at sea, and faced particular difficulties as they tended to have longer tours of duty than the UK seafarers interviewed. Generally they also had greater financial obligations

towards extended families and were supporting a greater number of people at home. Even those who were single had greater financial responsibilities towards their families than did their UK counterparts.

Furthermore, seafarers are experiencing distance from family, friends and social life, and they even confront difficulties when depart from home to shore. Thomas (2003) described that the most problematic periods both for the seafarer and for the family were the transitions from sea to shore and the transitions from home and back to sea. The transitions implied that the couples had to move between two existences that were sufficiently different for seafarers and their partners to refer to living in 'two worlds' or having 'two lives' or even 'two selves' (ibid: 106). Suurkula (2010) also stated that the two worlds of family/private life and sea in a way more integrated by electronic equipment. Additionally, Seafarers encounter missing their role when they are home because of long absence.

Thomas and Bailey (2009) outlined that the seafarers missed being present at the special moments of life, events to hold on to and remember, as their and their wives' life was rather divided in periods of "at home" and "away", thus disconnected to the otherwise common pattern at their home place. They also found that seafarers meet the same kinds of problems at home as do unemployed people, i.e. trouble to find ones role in the family and in the nearest society. The wife mostly takes the double role of mother and father when the husband is at sea, and when the husband comes home, he cannot easily find his role in this pattern.

Compared to the unemployed, they do not lose their breadwinner role, but they often experience confusion in their role at home, a sense of displacement. They feel redundant, as not needed, and as outsiders in their family relations.

Sonia and Tessa (2007: 9) observed that many of their respondents spoke of particular needs for family support in maintaining contact with families when at sea; in creating rosters which were 'family friendly' by allowing seafarers regular time with their families; and in assisting them in coping with family illnesses or other family crisis, made more acute due to the absence of the seafarer. Seafaring also had other consequences, for example, the fact that a family member was away, made it more difficult for a remaining parent to take paid work outside the home and this had consequences for household incomes. Ljung and Widell (2014: 41) also revealed in their study that their respondents described the pain concerning contacts with relatives when at sea for long time. At the same time internet was greatly appreciated, as one can continuously update with what is happening at home, and thus not feel as cut off as before when all news had to be presented during the leave.

### **2.3 Job satisfaction**

Job satisfaction or employee satisfaction has been defined in many different ways. Organ (1988) described that job satisfaction is the sum of the attitudes a person holds toward various aspects of job components or the extent to which a person derives pleasure from the job. Spector (1997) defined job

satisfaction as an attitudinal reflection of the extent to which people like or dislike their jobs. For Shimizu et al. (2005) and Suzuki et al. (2006), job satisfaction refers to a joyful or positive emotional state regarding work or work experience. Bussing et al (1999) contend that job satisfaction is based on the desires, needs, motives, and feeling in the working environment, i.e., the satisfaction or dissatisfaction of an employee with his/her work.

Robbins (1996) sees job satisfaction in relation to the employee's behavior. Robbins also revealed that the higher the job satisfaction is the better the employee's behavior is. Porter and Lawler (1968) separate job satisfaction into internal and external satisfaction. Internal satisfaction consists of all the factors that have direct correlation with job satisfaction (i.e., the sense of success, independence, job rotation, job opportunities, personal development, creativity, self-respect, etc.). External satisfaction consists of all the other factors which indirectly correlate with job satisfaction (i.e., job environment, interpersonal relations between colleagues, high salary and possibility of promotion).

Though many employees such as banking employees and employee assistance professionals satisfy their job (Saba et al., 2013, Anthony P. et al., 2002), seafarers job satisfaction unlike with employees who work onshore. According to M.R. Wall (2006), the majority of officers have a moderately high level of perceived job satisfaction whereas implied satisfaction was comparatively low. The personality of officers was found to be significantly different from that of the shore side population in almost 50% of the 31 personality scales measured.

There were also found to be differences between the personalities of deck and engineer officers. M.R. Wall's correlational study indicated that the personality of the Merchant Navy officer is related to overall job satisfaction. It is important to note that Merchant Navy is same meaning with seafarer and the whole study was used the words seafarer.

Kevin X. Li et al. (2014) also outlined in their study that the promotion is the most significant factor in job satisfaction, followed by salary and benefits, working environment and feeling of status for Chinese seafarers. Lang (2011: 94) supported in his study that stress will be a significant predictor of job satisfaction for Norwegian and Pilipino seafarers. He also indicated that the organizational culture factors would predict job satisfaction and that the variable social support and feedback given by superiors would be amongst the strongest predictors of job satisfaction.

### **2.3.1. Factors of Job Satisfaction**

Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions (Aziri, 2011). In this study, a somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars, Figure 3.1. Salary, working conditions, working hours, and compensation from job, social relationships, and job security are indicated as indicators of job satisfaction in this study.



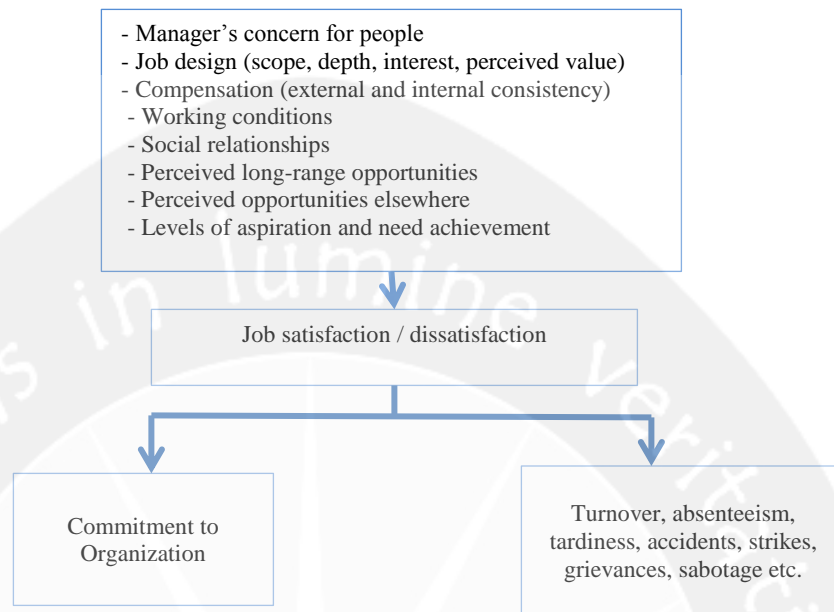


Figure 2.1: Determinants of Satisfaction and Dissatisfaction (Rue and Byars, 2003)

Source: Aziri B. (2011)

## 2.4 Work Motivation

Psychologically, motivation is the general desire or willingness to do something. In management, motivation only addressed for human resources especially for employees. Luthans (1998) contends that motivation is the process that arouses, energizes, directs, and sustains behavior and performance. It is the process of encouraging people to action and to achieve a desired task. One way of encouraging people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. There are many incentives which can also serve as motivators apart from money. Motivation inspires employees to do

the best possible job or to exert the maximum effort to perform assigned tasks. As similarly as motivation, work motivation plays a central role in organizational behavior and has received as much intensive theoretical development as any topic in organizational behavior (Rainey, 2001: 19). Actually, work motivation is a process to energize employee to the work goal through a specific path. Pinder (2008: 11) defined work motivation as a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.

Work motivation of seafarers not actually differs from other professional workers. In a Swedish project, conducted by researchers at Kalmar Maritime Academy in Sweden, researchers studied the Swedish seafarers' work-related attitudes during different stages of life at sea (Hult, 2012). In the study, researchers described three types of motivation: labor market motivation, motivation in the work organization and occupational motivation, resulting in a complex image of what motivated seafarers in their profession. Researchers conducted the study with qualitative study; 27 interviews, and a quantitative survey with 1,309 Swedish seafarers, based on age, gender and professional position. In the study, researcher stated that seafarers' perception of work content was the key factor for motivation. Occupational motivation tended to become stronger over the years, based on the time they had remained in the profession. However, there were some differences among age groups. The group in the

survey called younger adults (19-30 years) had a looser relation to both the seafaring profession and the work organization than the oldest group (+55 years).

For the group of younger officers, long time in the same position had a negative effect on the motivation of being in the work organization. When it came to time working on the same ship, it had a large negative effect on the motivation for the profession. Furthermore, the researchers give recommendations to focus on work content, interesting work tasks, career possibilities and leadership development. They also discussed other results such as ambiguities in wage setting, and that time off and opportunities to communicate with family and friends could vary between crew members. The youngest age groups (19-45 years) expressed the most dissatisfaction and frustration when it came to experiences of separation from family and friends. These also thought about leaving the profession within the next few years.

#### **2.4.1. Factors Affect to Work Motivation**

Motivation at work not only ensures that work is done in time but also ensures that quality of work is appreciable. In the case study of factors affecting employee's motivation at KFC UK LTD, Kamal and Anowar (2012) identified six broad categories of motivation factors such as (1) work itself and environment, (2) supervisor relations, (3) company itself and matters, (4) recognition, (5) development and growth and (6) pay and benefits. The study

found that non-financial factors have a significantly higher impact on the employee's motivation than the financial factors.

At qualitative research part of the Kalmar project where interviews with 27 sailors (presented at Ljung 2012), researchers analyzed that time emerged as a relevant factor for professional motivation. Seafarers have always appreciated the long periods of leave. It is understandable that after several months or even years at sea, the long leave is welcomed. In the interviews of the study, the seafarers expressed, among other things, that the leave means "time to do other things" (ibid: 13), a freedom which gives opportunity to dispose one's own lives and one's own time. The contrast between the structured pattern of work in the confined vessel space and leisure is obvious. After a long time off it is for many a freedom to be out at sea again - on the way to other ports, to other environments. The contrasting life at sea and life at home brings a variety in life that has appealed to many seafarers (Ljung 2012). Being able to go into ports and visit new and old cities was previously a welcome break for seafarers. It was an important feel-good factor that was included in the varied seafarer life. As shipping industry has been rationalized to increase profitability, important motivational factors have been reduced or eliminated, which has had an impact on the seafarer profession.

## 2.4.2. Work Motivation Theories

There are many theories which attempt to describe the employee motivation. Most of these theories can be divided into the four broad categories of need-based, cognitive process, behavioral, and job-based (Jex et al., 2008). Maslow's hierarchy of needs theory, Equity theory, Expectancy theory, Goal-setting theory, job-based theories, and Herzberg's Two-factor theory are most famous and described as motivation theory in many study. Among them, Frederick Herzberg's Motivator–Hygiene Theory (also referred to as Herzberg's Two-factor theory which published in 1968) holds that the content of a person's job is the primary source of motivation.

In other words, he argued against the commonly held belief that money and other compensation is the most effective form of motivation to an employee. Instead, Herzberg posed that high levels of what he dubbed hygiene factors (supervision, interpersonal relations, physical working conditions, salary, company policies and administration, and job security) could only reduce employee dissatisfaction (not create satisfaction). Motivation factors (achievement, recognition, the work itself, responsibility, advancement) however, could stimulate satisfaction within the employee. This motivation factor of Herzberg's Two-factor theory such as achievement, the work itself, recognition, responsibility, and advancement were adopted as indicators of work motivation in this study.

## 2.5 Conceptual Framework

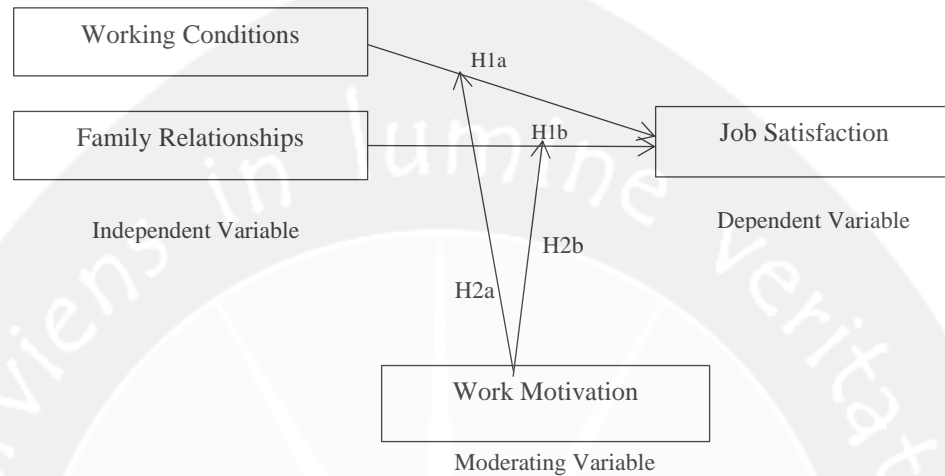


Figure 2.2: Conceptual Framework

Sources: Gawel (1997), Amin (2015), Slišković and Penezić (2015)

By reviewing different literatures we can conclude that working conditions and family relationships have impact to job satisfaction. Although these relationships can be said to hold true generally for all seafarers, only those who are motivated will deliver superior performance and retention on their career. Despite, seafarers who do not motivated will not engage on their job and likely to leave from job. Thereby, work motivation is added as a moderating variable in the study. This concept model can be illustrated as relationships between the independent, dependent and moderating variable as outline in figure 2.2. The model tries to bring out the empirical support on the relationships of working conditions and family relationships on job satisfaction of seafarers. Also, work

motivation as a moderator on the relationships of working conditions and job satisfaction, then family relationships and job satisfaction of seafarers.

## **2.6 Hypothesis**

### **2.6.1. The Relationship between Working Conditions and Job Satisfaction**

Among factors that contribute to job satisfaction, working condition is crucial one. Bakotić and Babić (2013) showed that there is no significant difference in overall job satisfaction between workers who work in normal working conditions (in the administration) and workers who work in difficult working conditions (at the facility). Furthermore, it was found out that the satisfaction with working conditions is higher in the case of workers who work in the administration than in the case of workers who work in difficult working conditions. Sung-Hyun (2008) indicated in his study that the impact of working conditions on job satisfaction when holding the other two factors constant, was the largest (standardized coefficient  $\tilde{\beta} = .84$ ,  $t=9.27$ ). This suggested that working conditions are more important to teachers' reported job satisfaction than salary and professional training experiences.

According to Gawel (1997), work conditions and job satisfaction appear to have a positive correlation. Whereas, working conditions of seafarers may positively impact to job satisfaction caused by exposed to harmful effects,

exposed to temperature, and noise, heavy physical effort and others. As a result of this, perceived working conditions are understood to have a relationship to job satisfaction. Thus, researcher hypothesizes that:

H1a: Seafarers' working condition positively related to job satisfaction.

### **2.6.2 The Relationship between Family Relationships and Job Satisfaction**

Relationship between family relationships and job satisfaction was concerned on seafarers only, although researchers studied on relationship between work-family conflict and job satisfaction (Anafarta 2011, Calvo-Salguero et al. 2010, and Bruck et al. 2002), work-family balance and job satisfaction (Saltzstein, 2001) for other professional group. In fact, family relationship is the most influence factors which decrease the job satisfaction of seafarers. In a descriptive study of job satisfaction and job dissatisfaction in a sample of Croatian seafarers, Slišković and Penezić (2015) described that one of the most common sources of dissatisfaction that participants cite is separation from home and family. Less time together with family, being absence of family responsibility and others lead conflicts between family and seafarers and it cause to dissatisfy at their job. From the above, researcher hypothesize that:

H1b: Seafarers' family relationships positively related to job satisfaction.



### **2.6.3. Work Motivation as a Moderator on the Relationships of Working Conditions, Family Relationships and Job Satisfaction**

Work motivation energize employee to engage in their task and superior performance, in addition, modify the perception of dissatisfaction on their work conditions and other work-related issues. The concept of work motivation is slightly more complex than job satisfaction, and thus straight work motivation- work conditions- family relationships studies are more difficult to summarize. For instance, Amin (2015) disclosed that there is an association between working conditions with motivation in his study of relationship between job satisfaction, working conditions, and motivation of teachers.

Ljung and Widell (2014: 44) found that most of the seafarers, however, are not appreciated enough, according to the sometimes-rough working conditions such as weather conditions with difficult freight. They also perceived that around ten of the respondents experienced working conditions at sea: as the strict hierarchy, the growing administrative load, and the lack of appreciation. Furthermore, as described as above, family relationships are less concentrated of researchers. But, Thomas (2003) showed that prolonged absence from home causes problems in maintain family relationships and that relationship breakdowns may be higher for seafarers. Also, Slišković and Penezić (2015) proposed that separation from home and family is a factor that causes dissatisfaction of seafarers. Hence, work motivation is required to modify

relationship between work conditions, family relationships, and job satisfaction of seafarers.

Thus, researcher hypothesizes that:

H2a: Work motivation generates stronger relationship between seafarers' working conditions and job satisfaction.

H2b: Work motivation generates stronger relationship between seafarers' family relationships and job satisfaction.

