**GENDER IDENTITY MANAGEMENT AND LEADERSHIP**

**CHAPTER I**

**DIVERSITY and DIVERSITY MANAGEMENT (PRU)**

* 1. Diversity
     1. Effects of Diversity
        1. Advantages of Diversity in Workplace
        2. Disadvantages of Diversity in Workplace
  2. Diversity Management

* + 1. Strategies to Promote Diversity
  1. Gender Discrimination Problem
     1. Gender Discrimination and Woman Seafarers

**CHAPTER II**

**DIVERSITY MANAGEMENT in MARITIME (PRU)**

* 1. Importance of Diversity in Maritime
     1. Gender Diversity Experiences at Sea
  2. Gender Diversity Problems Maritime Women Face
     1. Coping with Hardships of Gender Discrimination in Maritime

* 1. Coping With Diversity Mismanagement
     1. Vision and Leadership
     2. Appreciation of Personal Differences
     3. Building Self-Confidence
     4. Stress Management Skills
     5. Effective Communication Skills

**CHAPTER III**

**GENDER EQUITY PROBLEMS (PNA)**

* 1. Gender Bias and Problems Encountered During Duties
     1. Patriarchy
     2. Gender Stereotypes
     3. Economic Insecurity

**CHAPTER IV**

**COPING with GENDER EQUITY PROBLEMS (PNA)**

* 1. Gender Bias and Problems Encountered During Duties
     1. Pre-entry discrimination
     2. Post-entry discrimination
     3. The cultural context of discrimination: male-dominated work environment
  2. Overcoming Gender Equity Problems on Board
     1. Networking
     2. Mentoring
     3. Effective Leadership Styles

**CHAPTER V**

**LEADERSHIP FOR WOMEN IN MARITIME (NVNA)**

* 1. Leadership and Obstacles For Women in Maritime
     1. Leadership and Women in Leadership
     2. Obstacles Facing Women Leaders in Maritime
        1. Social Obstacles
        2. Cultural Obstacles
        3. Practical Obstacles
        4. Gender Bias and Problems Arising from Them

**CHAPTER VI**

**BARRIERS FOR WOMEN MARITIME LEADERSHIP (NVNA)**

* 1. Critical Issues in Maritime Leadership
     1. How to Handle Barries
  2. Women Maritime Leadership
     1. Introducing Inspirational Role Models

**CHAPTER VII**

**INTEGRATION OF WOMEN INTO MARITIME PROFESSIONS(MBNA)**

* 1. Mentoring Guide
     1. Prejudice
     2. Mobbing
     3. Harassment
  2. Coping With Obstacles
     1. Success Stories of Maritime Women

**CHAPTER VIII**

**CASE STUDIES (MBNA)**

* 1. Case Studies

**CHAPTER I**

**DIVERSITY and DIVERSITY MANAGEMENT**

* 1. **Diversity**

The term “diversity”, which is ” synonymous for “variety”, is used to describe all types of dimensions on which an organization’s employees may differ including role, function and personality. Generally speaking, however; in the Human Resource (HR) literature, it is usually conceptualised in terms of differences of particular relevance to issues of identity, that is; gender, age, ethnicity, disability and sexual orientation.(1) In recent years, diversity is increasingly perceived as an important issue in the context of business management. This is due to the increasing differences in the population, globalization process, increasing of international business and cross borders business dealing activities. In the business community, companies have also tend to pay more focus on diversity and look for ways to reap the opportunities offered by diversity as they acknowledge that diversity has the potential of yielding greater productivity and competitive advantages. Apparently, managing and valuing diversity is a key component of effective people management, which can not only improve workplace productivity, but also contribute significantly to the strategic objectives of human resource management (2).

Discussions of diversity can originate from four different frames of reference:

First of them is analysed in Areas of Human Differences. Human differences are categorized in different ways by various authors. In a framework called “dimensions of diversity,” differences are identified as primary and secondary human differences. Primary differences are in-born and have a life-long impact on people’s lives. They include race, gender, sexual orientation, physical and mental ability, ethnicity, and age. Secondary differences are more changeable, less visible, and have a less-sustained impact on people’s lives. They include religion, class, income, education, and other human differences.

Second frame of reference is Aspects of Human Experience. People are different from each other, as well, in their range of responses about diversity and oppressions issues in terms of: ideas, behaviors, attitudes, physical sensations, feelings, and core values. These areas of response are the aspects of human experience which define reality. The aspects of human experience, when they are combined with levels of human system, are referred as “dimensions of diversity”. These aspects of human experience apply to groups, organizations, communities, and society, as well, as individuals. They can be classified under the following headings: Ideas, behaviours, attitudes, physical sensations, feelings, core values.

Next frame of reference is *Levels of Human System.* Personal, intrapersonal, interpersonal work in the groups can play an important role in diversity and oppression issues. There are also some consequences for group and inter-group, organization, community, and society experience concerning diversity and oppression issues. The experiences of individuals affect their involvement and membership in groups, organizations, and society. That’s why all levels of human system should be taken into consideration while studying diversity and oppression issues. They are the following: Individual - Personal, Intrapersonal - Interpersonal, Group or Inter - group, organization, community, society

Last frame of reference is *Elements of Culture*. Different individuals have different cultures. These cultural differences also apply to group cultures, organization cultures, and societal/national cultures. The building blocks for defining and understanding culture and cultural differences are the elements of culture – cultural differences in, for example, power status, authority, leadership, language, time, space, intimacy, laws, regulations, rules, norms, standards, structure, values, beliefs, assumptions, ideology and ways of making meaning, rewards and punishments, and spirituality. They are the following: Leadership, Intimacy, Regulations, Norms, Structures, Beliefs, Ideology, Rewards and Punishments, Authority, Language, Space, Laws, rules, Standards, Values, Assumptions, Sprituality,

Early studies of diversity focused on its effects on individual and organizational outcomes, indicating that it provides a great opportunity for organizations as well as a challenge. Some studies concluded that more heterogeneous work groups consider more perspectives and produce higher-quality solutions than homogeneous groups. Others contended that heterogeneous groups show lower levels of integration and have higher levels of dissatisfaction and turnover than homogeneous groups. Two perspectives have shaped research on the impacts of diversity. One perspective, based on information and decision-making theories, argues that diversity can benefit organizations by providing a broad range of ideas, skills, and insights that can improve organizational capabilities to solve problems and make better decisions. The other perspective, based on social categorization and social identity theories and the similarity-attraction paradigm contends that diversity may burden organizations with high costs of coordination and conflict resolution, thus compromising organizational effectiveness, given that people tend to distinguish between in-group and out-group members, which may cause conflicts and miscommunication. Although both of these perspectives are supported by research in laboratory settings, the external validity of these findings is questionable, suggesting that researchers should take the effects of contextual factors into consideration, and seek more sources of evidence outside of the laboratory.(3) Effective diversity management enhances the effects of diversity on organizational performance. Research has shown mixed findings about the impacts of diversity in tenure, race, and sex on organizational performance. When properly managed, however, diversity can enhance performance Human resource management policies that promote diversity can enhance the diversity–performance relationship. An organizational culture and managerial attitudes supporting diversity can also improve performance. The integration and learning perspective proposes that organizations should incorporate employees’ diverse perspectives into organizational tasks and provide opportunities to learn from differences. Diversity provides a source of growth, learning, and intuition, but only when it is properly managed. The integration and learning perspective should link to high learning frames and behaviors High learning frames and behaviors make three important contributions: (1) they support the perspective that diversity is a source of learning, (2) they call for cultural diversity to be discussed openly, and (3) they ask every member in a group to embrace diversity. (4)

* + 1. **Effects of Diversity**

With discrimination of any kind prohibited in a corporate setting, the workforce of today is more diverse than ever. Employees in an organization now comes with different gender, race, personality, ethnicity, cognitive style, tenure, organizational function, group, age, education, background, and other differences that set people apart. (5)

On top of all these, diversity also involves how people perceive others and themselves, which can affect how they interact with their colleagues and peers. This can either cause a bond to form or introduce a gap. Because it is important for all employees to be on the same page for an organization to function effectively, the negative aspects of workplace diversity should be avoided or addressed when issues have already asserted themselves. On the one hand, an organization should recognize the multicultural advantage of a diverse workforce, and use it to their advantage. An organization can be successful, even with the variety of difference between its employees, if they are ready and willing to spend resources to manage an increasingly diverse workforce. Yes, investments have to be made if success is to be achieved in such a workplace.

* + - 1. **Advantages of Diversity in Workplace**

Diversity brings a lot of advantages to a workplace. One of them is *increased creativity.* Didn’t they say two heads are better than one? In a diverse workplace, this saying becomes two different people are better than one. When people from different cultures, backgrounds and with different beliefs come together to work for a common goal, increased creativity can be achieved. What is already artistic can become even better. What already works can evolve into something else.

Increased adaptability is another advantage. In order to address problems of workplace diversity, an organization has to develop a variety of solutions, forcing them to adapt to a diverse workforce. It will be a long process, but totally worth it. Moreover, people from diverse backgrounds can provide ideas for adapting to ever-changing customer demands and fluctuating markets. This also means that an organization has to develop a new process for people with different ideas to collaborate and work together. They must also learn to think cross-culturally and to quickly adapt to new situations. Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources. Employees from diverse backgrounds bring individual talents and experiences.

A diverse workplace is a Melting Pot of ideas. No two people think exactly alike, and a company that knows how to exploit varying viewpoints of each individual can create a large pool of ideas and experiences. They can then draw from the pool strategies to effectively deal with business concerns and customer needs.

Increased productivity is another advantage brought to workplace by diversity. Globalization and internalization are two of the gifts that workforce diversity brings to the table, which is why foreign executives are very successful in the corporate world in America, while citizens from Europe find their place in high-level jobs. Put them together in one place and what you get is increased productivity.

Diversity provides increased range of services. A diverse collection of people with different experiences, skills, cultural understanding, languages and other differences enables a company to provide customers services on a global basis. A hotel, for example, that employs people of different races will have the confidence to accommodate guests from different races as well. This is because language and cultural gaps are avoided. If management gets an in-depth understanding of the culture of a particular race, they can also provide services that would appeal specifically to them. A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows a company to provide service to customers on a global basis.

* + - 1. **Disadvantages of Diversity in Workplace**

If diversity is not managed properly, it may cause a number of disadvantages. One of these disadvantages is on *Communication Issues.* Effective communication is a driving factor for success. Unfortunately, diversity can be in the way, and can directly impact productivity because of a lack of cohesiveness. This explains why some companies catering to international customers hire multilingual or bilingual customer service reps. It is easier for Spanish-speaking customers, for example, to communicate with someone who understands their culture and knows their native language. So unless effective communication is achieved, workplace diversity can be a problem. Next problem can be seen in *Lack of Freedom of Speech.* In a diverse workplace, an employee must be sensitive to others’ race, cultural background, beliefs, etc. So you don’t just crack jokes about the Chinese or Indians, because it won’t be as acceptable as when a stand-up comedian would do it. People can’t freely state their opinions or tell stories whenever they want for fear of being judged as discriminating. So it’s not only effective communication that is a disadvantage in a diverse workplace, but also freedom of speech. Imagine working in an environment where you need to always tread carefully. Not exactly a fun and attractive workplace.

Increased cost of training can be another disadvantage. Apart from the usual training, an organization must invest in seminars, programs and lectures designed to promote diversity in the workplace. If unity is to be achieved, such training is essential as they will teach employees how to accept thoughts, ideas and personalities of others in the workplace. It will also provide information on how to deal with prejudice and conflict in a civilized and professional manner. As it is possible that you are likely to continue hiring employees, you will continue to spend on training.

*Integration issues* can be another set of problem in diversity which is not managed properly*.* Even in a non-diverse workplace, exclusive social groups or cliques naturally happens, more so in a diverse workforce. When such groups form, informal divisions can occur, which will impede social integration. It will also lead to a situation where culturally diverse employees will avoid each other. This can hinder the effective sharing of knowledge, experience, skills, resulting in decreased productivity, team efficacy, and business growth.

Increased competition can be another problem raised by diversity which is not handled properly. Competition in the workplace is good as it can drive success and higher productivity. But when employees do not accept other culture, they are likely to compete against each other, rather than become collaborative members of a team. This results in divisions where people prefer to work separately, prolonging the process of task or project completion. This can have a negative impact on business because progress will be slow moving. There is strength in numbers, after all.

It also *Breeds Disrespect*, if not handled properly. The same people who don’t accept other cultures are likely to openly show disrespect and indifference. This can lead to unnecessary tension and can inhibit communication in the workplace. The problem with a highly tense or hostile workplace is that everyone is affected, including those that accept and respect diversity in the workplace.

* 1. **Diversity Management**

In recent years, due to the increasing differences in the population, globalization process, increasing of international business and cross borders business dealing activities, diversity is increasingly perceived as an important issue in the context of business management. In the business community, companies have also tend to pay more focus on diversity and look for ways to reap the opportunities offered by diversity as they acknowledge that diversity has the potential of yielding greater productivity and competitive advantages. Apparently, managing and valuing diversity is a key component of effective people management, which not only can improve workplace productivity, but also contribute significantly to the strategic objectives of human resource management.(6)

As a result of the increased awareness on diversity, the concept of diversity management came into the Picture. Diversity Management is a relatively new concept that was originally developed in the USA in the mid-1980s, although the term “Diversity Management” was not actually used until 1990.

The “Title VII of the Civil Rights Act” of 1964 was the first legal step to outlaw discrimination due to colour, race, religion, gender/sex, age, national background, physical ability, sexual orientation, and marital status and applied to the business context as well. Then, Executive Order 11246 came into effect in 1965. The Order requires efforts of equal employment opportunity (EEO) to be introduced in

companies that want to serve as government contractors or so-called federal contractors.

These companies had to ensure that discrimination within their organisations would be eliminated and prevented in the future. They were further required to implement so-called affirmative action plans (AAP) to ensure that members of minority groups were proportionately represented and promoted with regard to recruitment and advancement. This resulted in the establishment of quota regulations in many companies.

As is seen, although the concept has its root in the American civil-rights movement in the 1950s,1960s, and 1970s, large companies operating at a global level implemented Diversity Management in the early 1990s, and were later followed by small and medium-sized companies, consultancies, public administrations, universities, and non-profit-organisations. Interest groups of African-Americans, women, seniors, as well as homosexuals fought against discrimination and called for equal participation in society. They are regarded as the pioneers of the idea of Diversity Management. Today, Diversity Management is quite common in American (business) organisations, both as an individual issue and in terms of practical consequences, and many companies have implemented corresponding business guidelines and business ethics.

The purpose of applying Diversity Management in the business context is to achieve strategic competitive advantages, raising efficiency, or attractiveness as “employers of choice”. Companies that neglect Diversity Management must face disadvantages, for example, concerning talent recruitment. Since the 1990s, Diversity Management has spread from the USA to other parts of the world, especially through large American multinational corporations like Ford, IBM or Hewlett Packard, which are also located in Germany. (7)

Managing diversity is one of the most important challenges faced by managers and their organizations. In today’s work environment, co-workers are likely to be of different gender, age, religion, cultural background, race and ethnicity. They also differ in terms of lifestyle, choices available, perspectives, attitudes, value system, beliefs, behaviors, expectations, skills and experiences. These issues are not just about discriminatory practices but they modify the nature and demands placed on leadership and management and bring into prominence the concept of diversity. How well or how prepared managers are able to invest in the concept of diversity will impact not just on work issues but also on sensitivity to customer’s needs, legal compliance, business’ ethical issues, profitability and even social cohesion.

Workforce diversity management is a strategic process to manage a diverse workforce -including the fight against stereotypes, prejudice and all kind of discrimination due to the individual perceptions and assumptions- in the manner to maximize the benefit and minimize barriers of different opinions, behavior and attitudes of human beings within a company. It is a strategy that is intended to foster and maintain a positive workplace environment. Usually initiated by Human Resources professionals and managed by department heads and supervisors, an effective diversity management program will promote recognition and respect for the individual differences found among a group of employees. The idea of this management style is to encourage employees to be comfortable with diversity in the workplace and develop an appreciation for differences in race, gender, background, sexual orientation or any other factors that may not be shared by everyone working in the same area of the company.

Workforce diversity management can be adapted to many different types of working environments and be integrated into many different types of management styles. Promoting recognition and acceptance of diversity among the employees can convert a hostile workplace environment into a welcoming environment where people freely communicate and support one another with any tasks associated with the job. In doing so, the implementation of a diversity management approach often makes it possible for productivity levels to increase dramatically.(8)

Diversity includes both the visible and relatively easily demonstrable personal characteristics such as gender, age and ethnicity, as well as the less visible personal characteristics, such as competencies, needs and wants, work styles and character traits. Each employee has his or her own, unique combination of such characteristics. Managing diversity successfully means creating high performing organizations through valuing and using all the talents of employees of different groups. Regardless of how diversity is defined, it is an important issue. If the corporate society does not address the issue by learning how to manage diversity, they will fail. Besides, they will suffer from the effects of diversity mismanagement since poorly integrated heterogeneous groups can be as damaging to the organization as overly integrated homogeneous groups. Apparently, managing diversity is an art. While although the contribution to a company strategic management picture is bright, the execution is nothing easy. Besides, unfortunately, there are also evidences that diversity can bring disadvantages to companies as well. For example, it is found that teams with diverse employees usually take longer to perform effectively. Besides, diversity also brings numerous communication problems as well as “faultiness” in informal group dynamics. At some serious cases, diversity can also be a source of conflict. That can cause issues such as reluctance to share information among workforce, employee morale deterioration problems, and higher turnover due to degradation of job satisfaction.

If handled insensitively, a diversity management program may invade employee privacy. Also, implementation of the diversity management program may be expensive in the short term. Apart from that, during the implementation process, deep seated prejudices within employees may be brought into the open, causing short-term tension. Particularly for a poorly handled program, conflicts and ill-feeling may be the end results for managers to handle.(6)

Since workplace diversity refers to the variety of differences between people in an organization, it encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more. On the other hand, it not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability and change. Diversity will increase significantly in the coming years. Successful organizations recognize the need for immediate action and are ready and willing to spend resources on managing diversity in the workplace now. An organization’s success and competitiveness depends upon its ability to embrace diversity and realize the benefits. When organizations actively assess their handling of workplace diversity issues, develop and implement diversity plans, they have multiple benefits.

* + 1. **Strategies to Promote Diversity in Workplaces**

*Individual level strategies*: Diversity training is the most prevalent individual level intervention. Minorities can be trained to adapt to norms and goals of the dominant culture and might target minorities. Majority can also be trained to adapt to the changing workforce. Some studies show that individuals have more favorable attitudes toward diversity initiatives when their work groups are more demographically diverse (9).

Diversity training can work to ensure diversity provided that the personnel is volunteer. Kokemuller suggests that, to make diversity work, companies typically need to offer some diversity training and proactively manage the workplace to promote tolerance and acceptance of differences. Cultural awareness and sensitivity training are the two common general components in a diversity training program (10).

The importance of education is also pointed out by, who said management tools in a diverse workforce should be used to educate everyone about diversity and its issues, including laws and regulations (11).

Shen emphasized that one of the preconditions of a successful diversity training is the effective integration of diverse group members. This requires high quality diversity awareness training. Awareness training builds a common understanding of the value of diversity, assisting in building social cohesion so that it improves individual and organizational outcomes (12). Rynas and Rosen (13) stated that diversity training is important besides positive top management beliefs about diversity, high strategic priority of diversity relative to other competing objectives, presence of a diversity manager and existance of a large number of other diversity supportive policies, and for the success of diversity training, top management support is very important (13).

According to the findings of them, after a diversity training program, while 75% of respondents state trainees leave diversity training with positive diversity attitudes, only 9% believed trainees enter with favorable attitudes. Similarly, 68% believed that employees are skeptical prior to training, whereas only 7% reported skepticism after training. Importantly, these were Human Resources managers’ estimates rather than actual measures of attitude change. Training success was also correlated with managerial mandatory attendance and rewards for increasing diversity, long-term evaluation of training results and defining diversity broadly. Despite these positive perceptions, this same study found that only one-third of organizations viewed diversity management training efforts as having lasting change. Others have been unable to document the advantages of diversity training (13).

Despite their benefits, training programs have some drawbacks. One reason training may have limited impact is that most training programs reinforce norms, values and perspectives of the dominant organizational culture; the focus is on helping members of the non-dominant group to adapt to the majority (14). Another reason is that the training, itself, may not incorporate what we know about transfer of training. The training context maybe different enough from the ongoing work context, so as to make it difficult for trainees to exhibit behaviors similar to those learned in training (15). A third reason may relate to insufficient skill levels of diversity trainers. Regardless of whether a person tended to be a high or low prejudiced person, her research suggests that cognitive change is most likely to occur in training situations when social desirability demands are low.

The effects of college recruitment programs is striking. According to Dobbin and Kaley (16), five years after a company implements a college recruitment program targeting female employees, the share of white women, black women, Hispanic women and Asian-American women in its management rises by about 10 % on average.

Mentoring is another strategy targeting change at the individual level. Here a successful senior mentor is matched with a more junior woman or minority, with the objective of enabling under-represented demographic groups to move through ‘glass ceilings’ – the traditional, invisible barriers to advancement (17; 18).

Engaging managers in mentoring may chip away their biases. While white men tend to find mentors on their own, women and minorities more often need help from formal programs. These programs make companies significantly more diverse and boost the representation of minorities.

Wood (19) notes that behavioral influence strategies are more effective in changing attitudes when they involve participation in public acts that are designed to alter the social definition of an object. These influence strategies can be more effective in shifting relevant privately held attitudes by focusing on changing the meaning and definition of an object instead of focusing on only changing attitudes toward an object. For example, using ‘affinity group celebrations’ as an example of an object, having Hispanic–American employees design activities for an Asian–American affinity month (20), rather than simply exposing them to announcements about the importance of affinity activities or cultural facts, illustrates one method that could be used to change definitions.

*Group level strategies:* Engagement with other people helps a lot to individuals because experiences show that people have a strong tendency to correct dissonance by changing either the belief or the behaviour. It is called cognitive dissonance in psychology (when someone's beliefs and behaviourare out of sync, that person experiences it and have a tendecy to correct dissonance changing either the belief or the behaviour.) When managers actively help boost diversity in their companies, something similar happens: they begin to think of themselves as diversity champions (16).

Forming identity-based networking groups, which are formal or informal associations of employees with common group identities can be useful in promoting diversity. These separate affinity groups provide opportunities to connect socially and professionally to one another and enable members to make contacts that expand the range, strength and configuration of their social networks and reduce their isolation (9).

There is evidence showing that contact between groups can lessen bias. Business practices that generate this kind of contact across groups get good results. Self-managed teams are one of the ways of providing this. These teams allow people in different roles and functions to work together on projects as equals. Working side-by-side breks down streotypes which leads to a more equitable hiring and promotion. There is evidence that the percentage of women in management rose by 3 % in five years in the firms that created their self-managed work teams. (16) Cross-training**,** rotating trainess through departments, is another way to increase contact. It not only helps people to try various jobs and deepen their understanding of the whole organization but also has a positive impact on diversity because it exposes both the department heads and trainees to a wider variety of people. Self managed teams for core operations and cross training are already available in many organizations in the US and they are proved to be useful. They have had more positive effects than mandatory diversity training, performance evaluations, job testing and grievance procedures, which are supposed to promote diversity (16).

*Organizational level strategies:* Involvement of top management is important in the success of organizational level diversity strategy. A strategy targeting organizational change for diversity should focus on organizational culture change to create a work environment that nurtures teamwork, participation and cohesiveness – characteristics of a ‘collective’ (versus individualistic) organizational culture. when a critical mass of senior executives were involved in supporting diversity efforts such as mentoring, or recruitment of minorities for top jobs, organizational diversity and upward mobility efforts were easier and more effective (18). On the other hand, it is seen that companies get better results when they ease up on the control tactics. It’s more effective to engage managers in solving the problem, to expose them to people from different groups by increasing their on-the-job contact with female and minority workers, and to encourage social accountability for change (16). Another tactic to promote diversity is social accountability. People are responsible for the decisions they give and the possibility/obligation of discussing their decisions with peers forces them to give fair decisions. In this sense, transparency is a way to provide diversity. When people know they might have to explain their decisions, they are less likely to act on bias. For example, if a company posts each unit's average performance rating and pay rise by gender, unfairness regarding promotion and pay rise may be prevented. Another way to promote social accountability is diversity task forces which are made up of department heads and members of underrepresented groups. They look at the diversity numbers both for the whole company or the smaller units and come up with solutions to prevent any problems they encounter. Accountability theory suggest that having a task force member in a department will cause managers in it to ask themselves, "Will this look right?" when making hiring a promotion decisions (16). Task forces, which are cheap to form, both promote accountability and engage members who might have previously been cool to diversity projects and increase contact among women, minorities and men who participate. Organizational change takes time and requires good leadership. The business case for diversity suggests that a diverse workforce and a supportive culture can bring about increased creativity. A diverse workforce, then, becomes a source of competitive advantage for firms that strive to achieve a high level of innovation (7).

* 1. **Gender Discrimination Problem**

The *discrimination* is defined as “unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex” (Oxford Dictionary). Most people could have not been affected from discrimination because of his/her race, ethnicity or colour. But there is no one who has a wife, a mother, a sister or a daughter and who have not been involved in woman discrimination. The discrimination of women in the world is still a very huge problem; even many strong efforts are spent to secure the woman rights throughout the world.

The United Nations Women's Treaty, which was implemented a few decades ago, was supposed to give women right to take part in their nations political and public life, but that hasn't changed much (21). Beyond the equality of woman, in many countries, women are still unable to vote or even wear what they want. In most parts of Asia, ex- Soviet Union territories, Latin America, Africa and Central and Eastern Europe woman trafficking is still a heart-breaking problem.

Women Discrimination is more serious in the societies which have paternal type families. However there is not a big difference in the societies which have a maternal type family background. We should consider the effects of the religions which have strong tenets based on male suppression.

Throughout history, women haven't received the same rights that men have; they couldn't vote or work outside of the home, were scorned and treated with little or no respect. Women were supposed to remain behind the men and were expected to be supportive without voicing an opinion of their own. Starting from the beginning of the 20th century, the women's rights movements have started and gradually improved.

One of the most famous women's organizations that has been leading the fight for women's rights since it was established in 1966 is the National Organization For Women, or NOW. NOW has been a major source of protection for woman on every subject important to women from workplace equality, to reproductive rights. NOW is a strong organization that will never give up the fight for the rights of all women.

There are groups that help women in many countries, and these groups aimed at helping women in the workplace. The group Equality Now is an organization that helps women who suffer in foreign countries. They help to protect woman from the horrors that are often endured by women in other less civilized countries.

The United Nations Women's Watch is another organization that pledges to eliminate inequality amongst women in foreign countries (21).

The status of the women changes in different countries depending upon economic, social and cultural development level. Instead of giving too many details on woman discrimination from different countries, it sounds reasonable to provide a resume including assessments from an OECD Institute study namely SIGI (Social Institute Gender Index (SIGI) which is internationally recognized expert on this issue. The figures in this study covers 160 countries covering developed, developing and under developed countries.

The major information and evaluations from SIGI (Social Institute Gender Index) Report are introduced in the following paragraphs.

Discriminatory social institutions have a negative domino effect on the empowerment pathways of women and girls. The social institutions covered by the SIGI fall under five dimensions, spanning major socio-economic areas that affect the life course of a girl and woman: discriminatory family code, restricted physical integrity,some bias, restricted resources and assets, and restricted civil liberties. These dimensions look at the gaps between women and men in terms of rights and opportunities as reflected in legislation, practices and attitudes.

Discriminatory social institutions are formal and informal laws, social norms and practices that restrict or exclude women and consequently curtail their access to rights, justice, resources and empowerment opportunities.

At a time when the international community is sharply focused on developing a robust new global framework that will deliver inclusive growth and equitable development based on human rights, the SIGI offers five key messages;

Social institutions can be a source of positive social transformation and empowerment. Social institutions evolve and reflect a society’s priorities. Eliminating discrimination in social institutions requires long-term political commitments and investments combined with community-wide action and dialogue, involving men and boys as partners in the campaign for equality.

Discriminatory social institutions have a domino effect on a woman’s whole life cycle. There is a strong association between discriminatory social institutions and key development outcomes, such as education, employment and empowerment. Discrimination against the girl child, such as early marriage, limits her education, increases her chances of adolescent pregnancy, and restricts her decision-making authority within the family and her ability to make informed choices about her income or her family’s well-being. Future development goals, targets and interventions must take into account how discriminatory social institutions interlock and overlap throughout a woman’s life and thus compound women’s and girls’ inability to break the cycle of inequality.

Gender-neutral laws and policies are not enough to guarantee equality. Constitutional and other legal protections do not suffice to protect women’s rights and empowerment opportunities due to discrimination in social institutions. Securing women’s access to justice requires gender-responsive laws, policies and programmes which take into account the structural barriers to equality. Such approaches should be in line with the principles and recommendations set out in the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and the Beijing Platform for Action.

Data on gender equality has improved, but greater investments are needed to bridge the gaps. The 2014 edition of the SIGI offers a detailed panorama of social institutions in 160 countries, using the most up-to-date information and data. Yet important gaps remain: notably data is missing on women’s unpaid care work, access to resources, and decision-making authority over land and assets, as well as on women’s and men’s attitudes toward these issues. On-going international and national efforts to fill these gaps and harmonise statistical standards are promising; scaling up these efforts will be critical in the post-2015 agenda.

Gender equality needs the united voices and actions of a cross-section of actors. Public infrastructure, institutional mechanisms (including justice systems) and support structures often fail women and girls due to low prioritisation on political agendas and in public budgets.

Keeping gender equality issues on the policy radar requires stratekoplogic co-ordinated alliances and actions between a cross-section of actors, including women’s rights movements, the media, and men and boys, in collaboration with decision makers and the private sector.

* + 1. **Gender Discrimination and Woman Seafarers**

The women workers at sea are still too rare in the world. The percentage of woman seafarers is estimated only 2 % in the world by ITF (The International Transport Workers' Federation). Female seafarers work generally in the cruise and ferries sector The women are confronting prejudice but becoming valuable members of ships' crew.

ITF (2017) reports that women are deployed among the worst paid and least protected of jobs at sea. Women also tend to be younger, and fewer than their male crew mates. Their low number means that women can be subject to discrimination and harassment. The maritime unions are alert to these dangers and strive to protect the interests of women members – who now number about 23,000 worldwide.

Women can face discrimination even getting into seafaring work. In some countries, for example, maritime education and training institutions are not allowed to recruit women to nautical courses. Women tend to enrol on navigation rather than engineering courses. Even once trained, they may have to face prejudice from ship owners who won't employ women.

Once employed, women seafarers may also face lower pay even though they are doing work equivalent to that of male colleagues. Women may also be denied the facilities or equipment available to male workers, which are a form of discrimination (22).

The highest employment rate for woman seafarers is in the United Kingdom; 7 percent of the officers and 21 per cent of the ratings are female. Deck and engine UK ratings in 2013 had a similar split to deck and engine UK officers. Men accounted for 99 per cent of deck ratings and nearly 100 per cent of engine ratings. The catering/other category of UK ratings had the highest proportion of women at 36 per cent (23).

Bullying and harassment are problems for male and female seafarers alike. Such unacceptable behaviour may come from colleagues or managers, and are known causes of ill health. Although these are issues for many workers, they can be problems if you are employed at sea, where you are isolated from family and friends and other sources of support.

The estimated officer shortage for 2020 is 92,000 (2.1%) and 147,500 (18.3%) in 2025. (24) It is clear that there will be a strong effort to increase the number of the cadets and seafaring officer in the next decade. It is expected that the number of the female seafaring officers will increase, but we are not sure about the increase in the percentage of the females in the merchant fleet.

Most people could have not been affected from gender discrimination They can be aware of the discrimination problem when a female from their family meets it. The discrimination of women in the world is still a very huge problem; even many strong efforts are spent to secure the woman rights throughout the world.

Many international instruments exist to prevent woman discrimination such as Universal Declaration of Human Rights (1948); International Covenant on Economic, Social and Cultural Rights (1966), (ICESCR); Convention on the Elimination of All Forms of Discrimination against Women (1979) (CEDAW). But these arrangements are not sufficient to ensure women rights.

In summary, starting from the beginning of the 20th century, the woman rights movements have started and gradually improved. In particular some women’s right organizations have been established such as National Organization for Women (NOW) in different parts of the world. These organizations could not stop the discrimination but at least reduced the violation of women rights.

The status of the women changes in different countries depending upon economic, social and cultural development level. OECD Institute study named SIGI (Social Institute Gender Index (SIGI) is the best source to make a resume of the women’s right status. It includes the situation of 160 countries covering developed, developing and under developed countries. The findings are;

- Social institutions can be a source of positive social transformation and empowerment.

- Discriminatory social institutions have a domino effect on a woman’s whole life cycle.

- Constitutional and other legal protections do not suffice to protect women’s rights and empowerment opportunities due to discrimination in social institutions.

- Data on gender equality has improved, but greater investments are needed to bridge the gap

- Gender equality needs the united voices and actions of a cross-section of actors. Public infrastructure, institutional mechanisms (including justice systems) and support structures often fail women and girls due to low prioritisation on political agendas and in public budgets.

The women workers at sea are still too rare in the world. The percentage of woman seafarers is estimated only 2 % in the world by ITF. Female seafarers work generally in the cruise and ferries sector. The women are confronting prejudice and but becoming valuable members of ships' crew. The estimated officer shortage for 2020 is 92,000 (2.1%) and 147,500 (18.3%) in 2025. It is likely expected that the number of the female seafaring officer will increase, but we are not sure about the increase of percentage of the females in the merchant fleet. (25)

**References**

1. Clarke, D.H., Iles, P. Climate for Diversity and its Effects on Career and Organizational Attitutes and Perceptions, Personal Review, Vol. 29, No 3, 2000, pp. 324-345 MCB University Press, https://www.deepdyve.com/lp/emerald-publishing/climate-for-diversity-and-its-effects-on-career-and-organisational-H0qyv6aPvh
2. <https://www.ilearnlot.com/difference-advantages-disadvantages-diversity-management/>
3. Brazzel, M. (2003) Historical and Theoretical Rules of Diversity Management hapter II in Deborah L. Plummer, Handbook of Diversity Management: Beyond Awareness to Competency Based Learning (Ed.), Lanham, MD: University Press of America, Inc., 2003, pp. 51-93http://michaelbrazzel.com/wp-content/uploads/2011/09/Hist-TheoRootsofDiversityMngmnt.pdf
4. Choi, S., Rainey, H.G., Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance <https://onlinelibrary.wiley.com/doi/pdf/10.1111/j.1540-6210.2009.02115.x>
5. <https://futureofworking.com/11-advantages-and-disadvantages-of-diversity-in-the-workplace/>
6. Das, N. Difference of Advantages and Disadvantages of Diversity Management, 2017, <https://www.ilearnlot.com/difference-advantages-disadvantages-diversity-management/>
7. Erlbeck, G. 2009, Diversity Management in German Based Business Organizations, Berlin http://www.diversity-institute.eu/wp-content/uploads/pdf/Thesis\_Erlbeck\_DivMan.pdf
8. An Introduction to Workforce Diversity Management <https://www.mbaknol.com/human-resource-management/an-introduction-to-workforce-diversity-management/>
9. Kosseck, E.E., Lobel, S., Brown J. (2006) Human resource strategies to manage workforce diversity examining ‘The Business Case’, SAGE Publishing, pp. 53-74 Available from: <https://www.researchgate.net/publication/275714534_Human_resource_strategies_to_manage_workforce_diversity_Examining_the_business_case> [accessed Mar 04 2018].
10. Kokemuller, N. (2017). What is diversity and how does it impact work? http://smallbusiness.chron.com/diversity-impact-work-15985.html
11. Green, K., Lopez M., Wysocki, A., Kepner, K, Farnsworth D., Clark J.L. (2015). Diversity in the workplace: benefits, challenges and the required managerial tools. Food and Resource Economics Departmant, UF/IFAS Extention, University of Florida. [http://edis.ifas.ufl.edu/hr022 Access date 22.02.2018](http://edis.ifas.ufl.edu/hr022%20Access%20date%2022.02.2018)
12. Shen, J., Chanda, A., D'Netto, B., Monga, M.. (2009). Managing diversity through human resource management: An international perspective and conceptual framework. The International Journal of Human Resource Management, 20(2): 235–51
13. Rynes, S. and B. Rosen, (1995), 'A field survey of factors affecting the adoption and perceived success of diversity training', Personnel Psychology, 48(2): 247-270.
14. Tung, R. (1993) Managing cross‐national and intra‐national diversity. Human Resource Management. 32. 461 - 477. 993 by John Wiley & Sons, Inc.USA.
15. Ford, J. K., & Fisher, S. (1996). The role of training in a changing workplace and workforce: new perspectives and approaches. In E. E. Kossek, & S. A. Lobel (Eds.), Managing diversity: Human resource strategies for transforming the workplace (pp. 164–193). Oxford: Blackwell.
16. Dobbin, F.& Kalev, A. (2016) Why diversity programs fail? July-August Issue.Harvard Business Review, Harvard Business Publishing, Boston, MA, USA, 2016
17. Ragins, B.R. (1997) Diversified mentoring relationships in organizations: a power perspective. The Academy of Management Review, Vol. 22, No. 2 (Apr., 1997), pp. 482-521
18. Thomas, D. and Gabarro, J. (1999). Breaking through: the making of minority executives incorporate America. Boston, MA: Harvard Business School Press.
19. Wood, W. (2000). Attitude change: persuasion and social influence. Annual Review of Psychology,51 pp. 539–70.
20. Jackson, A. (2002). Competitive practices in diversity. http://www.shrm.org/diversity/hottopics/compprac.asp
21. Rainbo org, (2016). Discrimination of Women Throughout the World (<http://www.rainbo.org/discrimination-of-women-throughout-the-world/>
22. ITF, (2017). Woman Seafarers, <http://www.itfseafarers.org/ITI-women-seafarers.cfm>
23. Department for Transportation - UK, (2014) . Seafarer Statistics, 2013, Statistical Release[https://www.gov.uk/government/uploads/system/uploads/attachment\_data/file/ 275606/seafarer-statistics-2013.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/275606/seafarer-statistics-2013.pdf)
24. BIMCO/ISF, (2016). Manpower Report, The global supply and demand for seafarers in 2015
25. Demirel, E., Albayrak, T. (2018) Facts, Figures and Considerations for Gender Discrimination

**CIRCLE THE CORRECT ANSWER**

1. Diversity is synonymous for …..

a. ethnicity b. variety c. functionality d. identity

2. Primary diffferences among people are ….

a. changeable b. less visible c. less sustainable d. in-born

3. One of the advantages of diversity in the workplace is ……

a. cultural gap b. localization c. increased creativity d. common backgrounds

4. Unless ………… is achieved, workplace diversity can be a problem.

a. increased cost of training b. lack of speech freedom c. disrespect d. effective communication

5. Workforce diversity management ..…

a. can lead to unnecessary tension.

b. intends to maintain a positive workplace environment.

c. helps only majority groups are represented in meetings.

d. prevents communication in the workplace.

6. If handled insensitively, a diversity management program can …

a. harm employee privacy b. increase competition

c. decrease productivity d. support collaboration

7. United Nations Women’s Treaty was supposed to give women the right to ...

a. take part in their nation’s political and public life

b. wear what they want

c. get rid of male suppression

d. vote and to be elected for the parliment of their country

8. Women discrimination is more serious in societies with ...

a. diverse workforce b. over population

c. paternal type families d. less schools

9. Diversity Management is a…

a. relatively new concept which was developed in mid-1980s.

b. is not a must for most companies.

c. prevents free communication in the workplace.

d. causes unnecessary discussions

10. The status of women changes in different countries depending on ..

a. the wealth of the country

b. economic, social and cultural development level

c. the training men are given at work

d. the religion of the country

KEY: 1.b 2. d 3.c 4.d 5.b 6. a 7.a 8.c 9.a 10. b