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## ORGANIZATIONAL CULTURE AND WORK PERFORMANCE AMONG FILIPINO SEAFARERS OF A GREEK – OWNED MARITIME SHIPPING COMPANY

### ABSTRACT

This study presents a comprehensive analysis of the readiness for business continuity and strategic planning. Specifically, the study sought to answer (1) Improving Work Performance, (2) Enhancing Seafarers' Well-being, and seafarers' mental and physical health, (3) Strengthening Organizational Culture, (4) Optimizing Human Resource Management, and (5) Enhancing Company Competitiveness. It was hypothesized that there is no significant relationship between and among the respondents on the assessments of organizational culture and work performance of Filipino seafarers. The study employs a descriptive correlational research design in gathering information regarding the Organizational Culture and Work Performance Among Filipino Seafarers of a Greek-owned maritime shipping company. Each variable will determine the relationship between the two variables where Filipino seafarers assess organizational culture and work performance. The findings of this research reveal significant variations in the profile of the respondents where they receive equal treatment from their leaders or superiors, the value of success, efficiency, and working together to achieve their goal, and the least evident based on the strong agreement of the respondents are "Defines success with efficiency, and critical on dependable delivery, smooth scheduling, and low-cost production. The research concludes the oldest respondent is 63 years old but mostly 30 – 25 years of age. There is a significant difference in the assessment of organizational culture in terms of organizational glue, strategic emphases, and criteria success when grouped according to age; and the respondents reveal a "Very Evident" organizational cohesiveness and work performance of Filipino seafarers working for a Greek-owned maritime shipping company in terms of criteria for success. Based on the findings and conclusion of the study, the following recommendations are development programs, the performance of one's own tasks, and avoiding counterproductive. By prioritizing employee well-being, effective communication, and cultural understanding, the organization can foster a positive organizational culture that definitely influences work performance and overall productivity

**KEYWORDS:** Organizational Culture, Work Performance, Organizational glue, Strategic emphasis, Criteria success.

### INTRODUCTION

Organizational culture is a crucial attribute of Greek-owned shipping companies because it helps to develop their character and the way their company thinks, and on the other hand, it is connected to the efficiency of seafarers' work performance. The most commonly mentioned areas of priority were that 60% of seafarers cited their organization's culture as one in which they feel supported at work, and an overpowering 90% would like their company to do more to build a workplace where everyone feels valued and able to contribute and improve their work performance. In the case of a researcher, as a Chief Marine Engineer, it is important for him to encourage the junior officers and ratings in order to build a strong behavioral relationship, and it is encouraging to see that the seafarers perform well in the organization. One of the researcher's objectives is to develop recommendations on building a strong organizational culture that encourages Filipino seafarers to improve their work performance in a Greek-owned shipping company. The researcher is most interested in researching a Greek-owned maritime shipping company since it will help him in his work. Greece is one of the world's major ship registries and Greek shipping has been one of the world's most important economic foundations. According to [safety4sea.com](http://safety4sea.com) (2021), Greeks own the majority of foreign shipping businesses, and Greece seems to be the world's largest shipping nation, with a fleet of 4,901 vessels, while Greek ship owners control 19.42% of worldwide deadweight tonnage (dwt). Filipino Seafarers in the Greek-owned Maritime Shipping Company need to introduce the Greek-

owned maritime shipping company and its operations. Emphasize the company's employment of Filipino seafarers and their importance in the company's crewing strategy. Many studies have shown that organizational culture has a significant impact on work performance (Irwan et al., 2020; O'Donell, 2019). However, most studies only examine the subject partially or concentrate on safety culture while overlooking organizational culture's significance and relationship (Yang & Lirn 2017). Furthermore, the majority of research on organizational culture and work performance has been studied in the service and manufacturing businesses. As a result, the purpose of this research is to expand knowledge about organizational cultures and their potential effects on performance, as well as to introduce significant relationships, that is, to define processes between them from a marine shipping perspective. The study will aid in understanding the impact of organizational culture on the work performance of seafarers and it will assist in finding out the possible solutions for the impact of organizational culture which can increase work performance. Furthermore, the Greek-owned maritime shipping company should recognize factors that affect the work performance of Filipino seafarers in the shipping company under its organizational commitment.

In this study, it aims to assess the demographic profile and determine its relationship with organizational culture and the work performance of Filipino seafarers at a Greek-owned maritime shipping company. The study lies in its potential to provide actionable insights that can enhance the work performance, well-being, and overall success of Filipino seafarers working for a Greek-owned maritime shipping company. By identifying key factors and areas for improvement, the study can contribute to a positive work environment, employee satisfaction, and the company's competitiveness in the maritime industry.

Specifically, it pursues to answer the following questions:

1. How may the demographic profile of the Greek-owned maritime shipping company be described in terms of: age, years of seafaring experience, number of years with the principal, number of years with Greek vessels and number of promotions received in the last three years;

2. How may the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company be assessed in terms of: prevailing qualities, strategic leadership, employee supervision, organizational cohesiveness, strategic emphases and specific standards;

3. How may the work performance of Filipino seafarers working for a Greek-owned maritime shipping company be assessed in terms of: task performance, contextual performance and counterproductive work behavior;

4. Is there a significant difference between and among the respondents on the assessments of organizational culture and work performance of Filipino seafarers based on the demographic profile?

5. How may the variables of this study in terms of organizational culture and work performance plays a significant role in shaping the work performance of Filipino seafarers working for a Greek-owned maritime shipping company be assessed in terms of: strategic leadership, employee supervision and criteria of success

### LITERATURES

Organizational culture is a culture that is deeply rooted in the organization which can increase the effectiveness of achieving the organization's vision, mission, and goals. Followed by members of the organization as an organizational value system, then influencing how to work and behave so that the value system and meaning system differentiate between organizations (Burso, 2018). Although there are several conceptions and interpretations of organizational culture, the majority of them refer to a set of guiding principles and values that affect every behavior, activity, and work relationship (Carvalho

et al. 2019; Arayesh et al., 2017). Because it involves several scientific areas, defining organizational culture is a contentious issue. As a result, the concept is used interchangeably with ideas such as an organization's values and environment or the standards of conduct and shared ideals of a group of individuals.

To identify the characteristics of organizational culture, there are six dimensions include: "1) The dominant characteristics of the organization, or what the overall organization is like; 2) The leadership style and approach that permeate the organization; 3) The management of employees or the style that characterizes how employees are treated and what the working environment is like; 4) The organizational glue or bonding mechanisms that hold the organization together; 5) The strategic emphases that define what areas of emphasis drive the organization's strategy; and 6) The criteria of success that determine how victory is defined and what gets rewarded and celebrated.

According to Nordseth & Eide, (2019), The maritime shipping industry demands skilled and competent employees to handle sophisticated vessel systems and manage complex logistics. Employee supervision involves identifying training needs and providing continuous professional development to enhance employees' knowledge and skills Effective supervision fosters a learning environment that encourages career growth and ensures a capable workforce.

The study of Fjellstrom & Solberg, (2018), discussed the nature of maritime shipping often involves long voyages, isolation, and extended periods away from home. Employee supervisors play a crucial role in supporting crew welfare and ensuring their well-being during these challenging conditions Recognizing and addressing the emotional and mental well-being of crew members is essential to maintaining a motivated and engaged workforce.

Supervisors in the maritime shipping industry in reference to the research of Psarros & Skrimpas, ( 2018), management is responsible for evaluating employee performance and providing constructive feedback Performance management includes setting clear performance expectations, conducting regular evaluations, and recognizing exceptional contributions. Effective supervision fosters a performance-driven culture that encourages continuous improvement.

According to Antonsen, (2018), Supervisors in the maritime industry often face challenging situations that require quick and decisive decision-making. Effective leadership involves guiding employees through uncertain conditions and making decisions that prioritize safety, compliance, and the successful completion of maritime tasks.

International Convention for the Safety of Life at Sea (SOLAS): The SOLAS Convention is a set of international maritime safety standards established by the International Maritime Organization (IMO). It outlines safety measures for vessels, crew, and equipment to ensure the safety of ships and passengers at sea. The convention covers various aspects, including ship construction, lifesaving appliances, fire protection, and emergency procedures (IMO, n.d.).

International Convention on Standards of Training, Certification, and Watchkeeping for Seafarers (STCW): The STCW Convention establishes minimum training and certification standards for seafarers globally. It aims to ensure that seafarers possess the necessary skills and qualifications to work safely and effectively at sea. The STCW convention sets out requirements for seafarer training, certification, and watchkeeping duties (IMO, n.d.).

International Maritime Dangerous Goods (IMDG) Code: The IMDG Code provides guidelines for the safe transport of dangerous goods by sea. It classifies dangerous goods and outlines packaging, stowage, and handling requirements to prevent accidents and protect crew, passengers, and the marine environment. The code is maintained by the IMO (IMO, n.d.).

Organizational culture has been distinct as the exact gathering of values and norms that are shared by employees and groups in an organization and that regulate the way they interact with each other and with stakeholders outside the organization (Eddah, 2017). Organizational culture is therefore, beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals (Eddah, 2017).

Culture is a characteristic that is upheld by the organization and becomes a role model for the organization as a differentiator between one another (Desselle et al., 2018). Research has highlighted organizational culture's role in the selection process (Khan et al., 2018). For example, some companies tend to hire employees who match their cultural style (Barrick & Parks-Leduc 2019).

There are also cases of prospective employees who adapt their profiles to better suit the target company's culture (Roulin & Krings 2020).

Organizational culture is defined as a cognitive framework that contains attitudes, values, norms and mutual respect shared by organizational members (Kadir & Amalia, 2017). Organizational culture or corporate culture is often defined as values, symbols that are understood, which is displayed by an organization so that members of the organization feel they belong to one family and create a condition that members of the organization feel different from other organizations (Bisbey et al., 2019). Patterns of beliefs, values, and methods are learned from experiences that have been developed throughout the history of the organization, which are manifested in the material management and behavior of organizational members (Huragu & Chuma, 2019).

The concept of impelling an employee within an organization is often called Organizational Culture (OC) (Muliaty et al., 2017). Organizational culture can also be interpreted as common values, convictions, and norms affecting the way workers feel, think, and act within the work environment. Widodo (2017) argued that Organizational culture suggested the way responsibilities or tasks can be carried out by employees. It may be the core or guiding principles to which an organization worker is supposed to adhere without unreasonable opposition. The main components of Organizational Culture are behavioral patterns, beliefs, and ideologies. These components establish the institution's or organization's main tactic and its likelihood of staying in the market or ultimately going out of the market (Olawuyi, 2017). Organizational culture includes the unwritten norms, behaviors, and beliefs which ascertain the "game rules" for making decisions, structure, and control, and it focused on the organization's common cultures and heritage, combined with existing principles of leadership.

Organizational culture creates a competitive edge by defining the organization's limits or boundaries in terms of human interaction or experiences and capabilities to process information (Soomro & Shah, 2019). Similarly, researchers further emphasized that a good culture within an organization enhances the willingness of workers to achieve the organizational objectives in a specific direction (Santoso & Soehari, 2020). Employees are on a common path in a sound culture toward meeting organizational objectives, which also offers an opportunity or impetus for employees to expand and grow within the organization (Puspita et al., 2020).

Work performance is one of the focuses of research on organizations because it is a reflection of human resources in an organization which is very vital and must be monitored on an ongoing basis (Yi et al., 2020). This behavior includes how much employees contribute to and shape the organization in which they work. This proves that a person's performance is measured by the extent to which an employee behaves in an organization behaves in a manner that is beneficial to the organization (Singh & Singh, 2018), such as behaving well with customers and behaving politely to stakeholders.

Another study conducted by Mohammed & Mohsin (2020) shows the effectiveness of organizational culture and how organizational culture helps to achieve management requirements. Moreover, organizational culture also influences managerial performance and knowledge management in various organizations (Rashid et al., 2020).

The results of our research indicate a positive association between organizational culture and work performance. This finding is also consistent with those of Al-Matari & Omira's (2017) research, which was recently conducted in Saudi Arabia's public sector environment. However, the impact of each element on job performance was not found similar to the same research.

## **METHODOLOGY**

A descriptive-correlational research design is utilized in this study. The variables are described as how are they practiced by the respondents of the study. Each variable will determine the relationship between the two variables where Filipino seafarers assess organizational culture and work performance. Variables and dimensions are defined and assessed in descriptive research. The correlational part of this study establishes the relationship between organizational culture and the work performance of Filipino seafarers in a Greek-owned shipping company. Correlational research involves the collection of data that provided a description and it explores the relationship between or among variables (Sicat, 2009).

A sample from a Greek-owned shipping company will be examined, of which a total of 97 seafarers - respondents to an online questionnaire and other social media platforms will be used. The participating ships and their vessels

range in size, in terms of the number of their crew, from 20 to 22 crew and from different departments of the vessel.

The respondents of the study will be selected using a convenience sampling technique. A convenience sampling method was employed to produce the sample in that readily reachable prospective respondents were requested to participate in the research. It is a statistical technique to collect data from the seafarers-respondents who are easy to reach.

Respondents are Filipino seafarers (junior officers and ratings) who work for a Greek-owned shipping company located in Piraeus, Greece. The company has one hundred ten (110) crew who are assigned to five (5) vessels, which are MT Avra Patros, MT Lysias, MT Kouros, MT Orfeas, and MT Eviridike, which route in the US West Coast, Africa, the Middle East, South East Asia, South America, and Saudi Arabia. The respondents to the study will be 43 Filipino seafarers (junior ratings and ratings).

The researcher will adopt an instrument to assess the Organizational Culture Assessment Instrument (prevailing qualities, strategic leadership, and employee supervision). Each group has four (alternatives: Clan, Hierarchy, Adhocracy, and Market). The Organizational Culture Assessment Instrument was devised by American scholars Cameron and Quinn who define organizational culture as a set of specific organizational values, which are taken for granted, underlying assumptions not necessarily communicated verbally, as well as shared interpretations, opportunities, and memoirs of situational factors (Cameron K., Quinn R., 2015). The OCAI is presently used by over 10,000 companies worldwide (2017). This part of the questionnaire deals with information about how the employees' organizational culture in their job.

The survey questionnaires consist of two (2) sets of questionnaires for the seafarers-respondents. It contains thirty (30) items for organizational culture questionnaires (Appendix A) and fifteen (15) work performance scales (Appendix B) and answers through a Likert Scale

The validated Individual Work Performance Questionnaire scale will be used in this study and the Individual Work Performance Questionnaire by Koopmans et al., 2015 has historically gone through psychometric validation. This version of IWPPQ has been adapted to the American-English language in a further study (Koopmans et al., 2016) in which they asked American workers (N = 40) whether they thought the questionnaire actually measured individual work performance, and whether all relevant facets of individual work performance were assessed. Based on the aforementioned studies (Koopmans, Bernards, Hildebrandt, van Buuren et al., 2013; Koopmans et al., 2016),

This research will utilize the primary data by using a survey questionnaire as a data-gathering instrument to assess the culture in a Greek-owned shipping company and the work performance of Filipino seafarers. The researcher will also seek permission from the Filipino seafarers personally or by any social media platform with the communication letter requesting their participation.

## RESULTS AND DISCUSSION

This study utilizes the demographic profile of Filipino seafarers onboard a Greek-owned maritime shipping company in terms of age, years of seafaring experience, number of years with the principal, number of years with Greek vessels, and number of promotions received in the last three years.

**On Age.** The results revealed in Table 1.1 shows that the oldest respondent is 63 years old while the youngest is 24 years old. Thus, the mean age is 37.74 years. Most of the respondents (27 or 27.84%) are 30 – 25 years of age while the least respondents (3 or 3.09%) based on the age bracket are 60 – 65 years of age. The youngest age bracket of 24 – 29 years comes with the second highest number of respondents, while the older respondents came with lesser respondents.

The ages of the respondents reflect a workforce of diminishing numbers as they grow older. The respondents started at a young age group that increased at an older age until the mid-30s, and from thereon, the trend goes down until the last age bracket. This reflects the reality in the seafaring industry that manning agencies consider the age in hiring seafarers.

Table 1.1  
Profile of respondents in terms of age

Age Bracket	Frequency	Percentage
24 - 29 years	24	24.74
30 - 35 years	27	27.84
36 - 41 years	15	15.46
42 - 47 years	11	11.34
48 - 53 years	13	13.40
54 - 59 years	4	4.12
60 - 65 years	3	3.09
<b>Total</b>	<b>97</b>	<b>100.00*</b>

Mean = 37.74 years Oldest = 63 Youngest = 24

Legend: \* = The computed total percentage value is 99.99% due to rounding of decimal places. The researcher placed 100.00% for accuracy.

**On Years of Seafaring Experience.** The years bracket of this variable is five years as shown in Table 1.2. Based on the results, the average year of seafaring experience of the respondents is 9.39 years. The most experienced has spent 25 years while the least experienced seafarer has 1 year. As the respondents are grouped every five years, it is observed that most of them (33 or 34.02%) belong to the least experienced group of 1D – 5 years. Conversely, the most experienced seafarers have the least number (6 or 6.19%). Close to the least experienced respondents have been seafarers within 6 – 10 years (32.99%).

The results indicate that years of experience as seafarers become a factor of employment onboard a vessel since younger seafarers at the age of 35 years and below comprise more than half of the respondents. This reveals a scenario onboard a vessel where Filipino seafarers are highly sought after.

**On Number of Years with the Principal.** The length of service of the respondents with their principal has an interval of four years. Table 1.3 reveals that the average or mean years of service with the principal is 7.19 years based on the longest service of 25 years and the shortest with 0.5 or half a year. When grouped accordingly, most of the respondents (33 or 34.02%) have worked with the principal within 4 – 7 years while the least (3 or 3.09%) have served the principal within 16-19 years. Those who served 20 years or more have more participants compared to the preceding group or are penultimate when ranked.

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Table 1.2  
Profile of respondents in terms of years of seafaring experience

Years Bracket	Frequency	Percentage
1 - 5 years	33	34.02
6 - 10 years	32	32.99
11 - 15 years	15	15.46
16 - 20 years	11	11.34
21 - 25 years	6	6.19
<b>Total</b>	<b>97</b>	<b>100.00</b>

Mean = 9.39 years Highest = 25 Lowest = 1

**On Number of Years with the Principal.** The length of service of the respondents with their principal has an interval of four years. Table 1.3 reveals that the average or mean years of service with the principal is 7.19 years based on the longest service of 25 years and the shortest with 0.5 or half a year. When grouped accordingly, most of the respondents (33 or 34.02%) have worked with the principal within 4 – 7 years while the least (3 or 3.09%) have served the principal within 16-19 years. Those who served 20 years or more have more participants compared to the preceding group or are penultimate when ranked.

The results indicate that some seafarers stay long with a principal and even with a manning or crewing agency, just like other seafarers who jump from one agency to another. This is due to several factors that each seafarer may experience onboard a vessel. This is revealed in the study of Roulin & Krings (2020) where cases of prospective employees adapt their profiles to better suit the target company's culture.

Table 1.3  
Profile of respondents in terms of the number of years with the principal

Years Bracket	Frequency	Percentage
3 years and below	29	29.90
4 - 7 years	33	34.02
8 - 11 years	16	16.49
12 - 15 years	11	11.34
16 - 19 years	3	3.09
20 years and above	5	5.15
<b>Total</b>	<b>97</b>	<b>100.00*</b>

**Mean = 7.19 years Highest = 25 Lowest =0.5**

Legend: \* - The computed total percentage value is 99.99% due to rounding of decimal places. The researcher placed 100.00% for accuracy.

**On Number of Years in Greek Vessel.** The results in Table 1.4 show that the average years in Greek vessels spent by the respondent seafarers is 8.65 years where the highest is 25 years and the lowest is 1 year. As they are grouped in years with an interval of 5 years, most of them (35 or 36.08%) have stayed with Greek vessels for 10 – 15 years. Conversely, the least number of respondents (4 or 4.12%) have stayed with Greek vessels within 21 – 25 years either collectively or since their first employment as seafarers.

The data revealed with the given variable is an indication that younger seafarers have more options to stay with their current employment or move to another. The registered owner/s of a vessel determines the culture of the organization found within. However, Barrick & Parks-Leduc (2019) found out that some companies tend to hire employees who match their cultural style so that they can easily adjust to the new work environment.

Table 1.4  
Profile of respondents in terms of the number of years in a Greek vessel

Years Bracket	Frequency	Percentage
1 - 5 years	33	34.02
6 - 10 years	35	36.08
11 - 15 years	18	18.56
16 - 20 years	7	7.22
21 - 25 years	4	4.12
<b>Total</b>	<b>97</b>	<b>100.00</b>

**Mean = 8.65 years Highest = 25 Lowest = 1**

**On Number of Promotions in the Last Three Years.** The results revealed in Table 1.5 shows that the majority of the respondents (75 or 77.32%) have not been promoted in the last three years while only one (1.03%) was promoted twice. A total of 19 were promoted once and two did not respond.

The results only prove that promotion is not only based on the years of service or length of stay with an employer. There are other factors considered greatly considered such as qualifications, professional development, license, skills, and any other qualification suited for a certain position or designation. Hence, the promotion of seafarers considers many factors which come from the seafarer himself, co-employees, and the management.

Table 1.5  
Profile of respondents in terms of the number of promotions in the last three years

Age Bracket	Frequency	Percentage
None	75	77.32
Once	19	19.59
Twice	1	1.03
No response	2	2.06
<b>Total</b>	<b>97</b>	<b>100.00</b>

Taken as a whole, the grand mean score in Table 2 shows that the respondents “Strongly Agree” that the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company is “Very Evident” based on the grand mean score of 4.58. When referring to specific indicators, the same descriptive ratings and interpretations are revealed. The indicator “dominant characteristics” has the highest assessed mean score of 4.68 (Strongly Agree or Very Evident) while “criteria success” has the lowest mean score of 4.50 (Strongly Agree or Very Evident).

Table 2  
Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company

INDICATORS	Mean	DR	Interpretation
1. prevailing qualities	4.68	SA	Very Evident
2. strategic leadership	4.66	SA	Very Evident
3. employee supervision	4.59	SA	Very Evident
4. organizational cohesiveness	4.55	SA	Very Evident
5. Strategic priorities	4.52	SA	Very Evident
6. specific standards	4.50	SA	Very Evident
<b>GRAND MEAN</b>	<b>4.58</b>	<b>SA</b>	<b>Very Evident</b>

Scale	Mean Range	Descriptive Rating	Interpretation
5	4.21 – 5.00	Strongly Agree (SA)	Very Evident
4	3.61 – 4.20	Agree (A)	Evident
3	2.81 – 3.60	Neutral (N)	Neutral
2	1.81 – 2.80	Disagree (D)	Quite Evident
1	1.00 – 1.80	Strongly Disagree (SD)	Not Evident

**On Prevailing Qualities.** Table 2.1 shows that the respondents “Strongly Agree” that the organizational culture of Filipino seafarers is “Very Evident” (x =4.68). This is also revealed in all the specific indicators, where the highest mean score of 4.70 (Strongly Agree or Very Evident) is assessed Regulated and organized environment with prescribed protocols guiding actions.

The homogeneity of responses of the respondents is due to the fact that they are all Filipinos assessing their organizational culture as seafarers. However, other responses do not fully point out to their practices.

Table 2.1  
Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of prevailing qualities

INDICATORS	Mean	DR	Interpretation
1 Personal place like an extended family and people seem to share a lot of themselves.	4.67	SA	Very Evident
2 Dynamic and entrepreneurial where people are willing to stick their necks out and take risks.	4.66	SA	Very Evident
3 Results-driven, competitive, and goal-oriented culture where individuals strive for achievement and excellence.	4.69	SA	Very Evident
4 Controlled and structured places with formal procedures generally govern what people do.	4.70	SA	Very Evident
5 Open with opportunities for self-improvement and professional development.	4.68	SA	Very Evident
<b>OVERALL MEAN</b>	<b>4.68</b>	<b>SA</b>	<b>Very Evident</b>

**On Strategic Leadership.** The overall mean score in Table 2.2 reveals that the respondents “Strongly Agree” with the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of organizational leadership (x =4.66). The same applies to the individual indicators or items. Specifically, the first three indicators have the highest mean score (x =4.68 each) while “Leadership is encouraged to thresh out personal skills as training for future leadership onboard the vessels” was assessed with the lowest (x =4.61).

It can be inferred that the respondents are fully aware of the characteristics and traits of a leader, which they see with their leader in their work organization, specifically Greek-owned vessels.

Table 2.2  
Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of strategic leadership

INDICATORS	Mean	DR	Interpretation
1 Leadership exemplifies mentoring, facilitating or nurturing.	4.68	SA	Very Evident
2 Leadership is perceived as embodying entrepreneurship, pioneering innovation, and embracing risk-taking.	4.68	SA	Very Evident
3 Leadership exemplifies sensible, non-aggressive, and results-oriented focus.	4.63	SA	Very Evident
4 Leadership exemplifies coordinating, organizing, or smooth-running efficiency.	4.61	SA	Very Evident
5 Leadership is encouraged to thresh out personal skills as training for future leadership onboard the vessels.	4.61	SA	Very Evident
<b>OVERALL MEAN</b>	<b>4.66</b>	<b>SA</b>	<b>Very Evident</b>

**On Employee Supervision.** The results of the assessment in Table 2.3 shows that the respondents “Strongly Agree” that the management of employees is “Very Evident” in the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company (x =4.59). The specific indicators reveal the same descriptive rating where “Management style provides equal opportunities for everyone” has the highest mean score (x =4.63) while the lowest is assessed on “Management style is characterized by teamwork, consensus, and participation” (x =4.55).

With the strong agreement of the respondents on the management of employees, it can be inferred that they are satisfied with the way their leaders or superior officer lead and supervise the crew.

Table 2.3  
Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of employee supervision

INDICATORS	Mean	DR	Interpretation
1 Management style is characterized by teamwork, consensus, and participation.	4.55	SA	Very Evident
2 The management style is distinguished by daring individual risk-taking, fostering innovation, granting freedom, and celebrating uniqueness.	4.61	SA	Very Evident
3 Management style is characterized by hard-driving competitiveness high demands and achievement.	4.59	SA	Very Evident
4 The management style is marked by job security, adherence to norms, predictability, and fostering stable relationships.	4.58	SA	Very Evident
5 Management style provides equal opportunities for everyone.	4.63	SA	Very Evident
<b>OVERALL MEAN</b>	<b>4.59</b>	<b>SA</b>	<b>Very Evident</b>

**On Organizational Cohesiveness.** The overall mean score of 4.55 shows that the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company is “Very Evident” based on the strong agreement of the respondents. “Loyalty and mutual trust hold my organization together that makes a commitment to this organization high” is assessed as the most evident among the indicators since it has the highest mean score ( $x = 4.61$ ). Conversely, “Commitment to innovation and development is emphasized on being the cutting edge” is assessed with the lowest mean score of 4.49, but still “Very Evident” since the respondents “Strongly Agree” on this indicator.

As an inference, the respondents strongly agree with the indicators as they actually experience them in their workplace, and abide by the policies despite leadership is not on the hands of their fellow Filipinos. The results only reflect the number of years that they spent with the Greek vessel and principal.

Table 2.4  
Organizational culture of Filipino seafarers working for a Greek-owned Maritime Shipping Company in terms of Organizational Cohesiveness

INDICATORS	Mean	DR	Interpretation
1 The organization is bound by unwavering loyalty and deep mutual trust, resulting in a strong sense of commitment among its members.	4.61	SA	Very Evident
2 Commitment to innovation and development is emphasized on being the cutting edge.	4.49	SA	Very Evident
3 Emphasis on achievement and goal accomplishment, and common themes considered are aggressive and winning.	4.51	SA	Very Evident
4 The organization is upheld by rigorous adherence to formal rules and policies, ensuring a well-structured and efficient operation.	4.57	SA	Very Evident
5 Solidarity among the members of the organization maintains the bond for mutual interest and welfare.	4.59	SA	Very Evident
<b>OVERALL MEAN</b>	<b>4.55</b>	<b>SA</b>	<b>Very Evident</b>

**On Strategic Priorities.** The respondents “Strongly Agree” that the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company is “Very Evident” based on the overall mean score of 4.42 shown in Table 2.5. The same descriptive ratings are revealed with the specific indicators, although “Emphasis on human development with high trust, openness, and participation persist” is ahead with its mean score ( $x = 4.56$ ) compared to the lowest ( $x = 4.49$ ) that is assessed on “Emphasizes competitive actions and achievement by dominantly hitting stretch targets and winning in the competition.”

As an inference on the company’s strategic emphasis, the respondents are fully aware of their individual capacity and characteristics that affect their work performance.

Table 2.5  
Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of strategic priorities

INDICATORS	Mean	DR	Interpretation
1 Emphasis on human development with high trust, openness, and participation persists.	4.56	SA	Very Evident
2 Emphasizes on acquiring new resources, creating new challenges, trying new things, and prospecting for valued opportunities.	4.51	SA	Very Evident
3 Emphasizes competitive actions and achievement by dominantly hitting stretch targets and winning in the competition.	4.49	SA	Very Evident
4 Emphasizes permanence and stability, which are important in efficiency, control, and smooth operations.	4.55	SA	Very Evident
5 Emphasizes both individual and group performances that are essential to the organization.	4.52	SA	Very Evident
<b>OVERALL MEAN</b>	<b>4.52</b>	<b>SA</b>	<b>Very Evident</b>

**On Specific Standards.** The overall assessment of the respondents in Table 2.6 reveals a “Very Evident” organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of criteria of success ( $x = 4.50$ ). The respondents receive equal treatment from their leaders or superiors, the value of success, efficiency, and working together to achieve their goals. For the specific item, indicators Success is defined by pioneering

the most distinctive or cutting-edge item or service, establishing product leadership, and driving innovation. is the most evident ( $x = 4.53$ ) from the rest based on the equivalent mean score assessed by the respondents? Conversely, the least evident based on the strong agreement of the respondents is “Defines success with efficiency, and critical on dependable delivery, smooth scheduling, and low-cost production” due to the lowest mean score of 4.46, compared to the rest.

It can be inferred that the respondents are keen on the criteria of success based on leadership, innovation, and uniqueness. However, success has many forms.

Table 2.6  
Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of specific standards

INDICATORS	Mean	DR	Interpretation
1 Success is gauged by the cultivation of human capital, fostering strong teamwork, nurturing employee dedication, and demonstrating genuine care for individuals within the organization.	4.52	SA	Very Evident
2 Success is achieved by being at the forefront of innovation, offering the most distinctive and cutting-edge products or services, and leading the market as a product visionary and trailblazer.	4.53	SA	Very Evident
3 Success is determined by achieving market dominance and surpassing competitors, with a focus on attaining competitive market leadership as the primary goal.	4.49	SA	Very Evident
4 Defines success with efficiency, and critical on dependable delivery, smooth scheduling, and low-cost production.	4.46	SA	Very Evident
5 Defines success where everybody gains and no one is left behind.	4.48	SA	Very Evident
<b>OVERALL MEAN</b>	<b>4.50</b>	<b>SA</b>	<b>Very Evident</b>

In this study, the work performance of Filipino seafarers working for a Greek-owned maritime shipping company is measured in terms of task performance, contextual performance, and counterproductive work behavior.

**On Proficiency.** The results in Table 3.1 reveal that respondents “Strongly Agree” that they “Always” perform their work in a Greek-owned maritime shipping company as regards their task performance ( $x = 4.65$ ). On specific indicator, “I keep in mind the work results I need to achieve” is assessed with the highest mean score of 4.66 (Strongly Agree or Always) while “I plan my work so that I can finish it on time” is assessed with the lowest mean score of 4.63. The other indicators are all assessed with 4.65 each. It is observed that there is a homogeneity of assessment scores that reflects how the respondents individually perform their tasks effectively and efficiently.

As an inference, the respondents perform their tasks based on schedule, and the results are expected as outputs in order to be efficient. This is the reason why they are output driven and finish their tasks on time.

Table 3.1  
Work performance of Filipino seafarers working for a Greek-owned maritime shipping company in terms of proficiency

INDICATORS	Mean	DR	Interpretation
1 I plan my work so that I can finish it on time.	4.63	SA	Always
2 I keep in mind the work results I need to achieve.	4.66	SA	Always
3 I am capable of making prompt and effective decisions on task priorities.	4.65	SA	Always
4 I am capable of producing desired results with minimum waste of time and resources.	4.65	SA	Always
5 I manage my time well.	4.65	SA	Always
<b>OVERALL MEAN</b>	<b>4.65</b>	<b>SA</b>	<b>Always</b>

Scale	Mean Range	Descriptive Rating	Interpretation
5	4.21 – 5.00	Strongly Agree (SA)	Always
4	3.61 – 4.20	Agree (A)	Most of the Time
3	2.81 – 3.60	Neutral (N)	Sometimes

**On Adaptability.** Table 3.2 shows that the respondents “Strongly Agree” that they “Always” perform their work in a Greek-owned maritime shipping company based on contextual performance as reflected by the overall mean score of 4.56. The descriptive ratings of the individual or item indicators are the same as the overall mean score (Strongly Agree or Always). By comparing the mean scores in each indicator, the respondents “Strongly Agree” that they “Always” “Start new task on my own initiative when my old task is completed”

as reflected in the highest mean score of 4.65 while the lowest mean score of 4.51 is on the indicator "I keep my work skills up-to-date."

As an inference, Filipino seafarers are enthusiastic about performing another task once the previous one is already completed. However, they need to be updated with their skills and keep abreast with the changes and dynamics of the shipping industry.

Table 3.2  
Work performance of Filipino seafarers working for a Greek-owned maritime shipping company in terms of adaptability

INDICATORS	Mean	DR	Interpretation
1 I start new tasks on my own initiative when my old task is completed.	4.65	SA	Always
2 I take on challenging tasks when they are available.	4.56	SA	Always
3 I keep my job-related knowledge up-to-date.	4.53	SA	Always
4 I keep my work skills up-to-date.	4.51	SA	Always
5 I actively participate in meetings and/or consultations.	4.56	SA	Always
<b>OVERALL MEAN</b>	<b>4.56</b>	<b>SA</b>	<b>Always</b>

**On Sabotage.** The results in Table 3.3 shows that they "Disagree" on counterproductive work behavior ( $x = 2.35$  or seldom). This indicator is detrimental to their work or employment and in effect to their employer. On the item indicators, the respondents showed that they "Strongly Disagree" with "I focus on negative aspects of the situation instead of positive aspects" ( $x = 1.66$  or never) with the lowest mean score assessed. Conversely, "I talk to people outside the organization about negative aspects of my work" has the highest mean score of 3.44. The other indicators that they "Strongly Disagree" based on the mean scores are "I make problems at work bigger than they were" ( $x = 1.72$ ) and "I complain about minor work-related issues at work" ( $x = 1.76$ ).

As an inference, the respondents do not make a complaint, talk about a work-related problem and talk about negative issues with their superiors, but they feel more comfortable sharing the problems of the organization with the people close to them. This is a negative trait that each individual usually faces. Hence, they prefer to escape issues about their organization rather than face and deal with them.

Table 3.3  
Work performance of Filipino seafarers working for a Greek-owned maritime shipping company in terms of sabotage

INDICATORS	Mean	DR	Interpretation
1 I complain about minor work-related issues at work.	1.76	SD	Never
2 I make problems at work bigger than they were.	1.72	SD	Never
3 I focus on the negative aspects of the situation instead of the positive aspects.	1.66	SD	Never
4 I confide in colleagues about any difficulties or issues I am facing in my work.	3.15	N	Sometimes
5 I express frustrations or grievances about my work to individuals who are not part of the organization.	3.44	N	Sometimes
<b>OVERALL MEAN</b>	<b>2.35</b>	<b>D</b>	<b>Seldom</b>

The assessments of the respondents are based on the mean scores which are compared to determine whether or not a significant difference exists between the mean scores of the grouped data, with reference to their profile. The study made use of One Factor Analysis of Variance (ANOVA) to compare the means since the age of the respondents formed more than two groups. The computed F-value or F-ratio is the basis of the significance, which must be lower than .05, or the computed value of F must be higher than the tabular or critical value at the .05 significance level.

The assumption in the test of difference of mean scores of groups of respondents is the equality of means or the mean score. If they are found to be equal, there is no significant difference. If the groups compared do not have equal means, they are significantly different. Here, the hypothesis is rejected.

The analysis of variance in the comparison of mean scores in Table 4.1 is based on age. reveals that organizational glue ( $F=1.878$ ), strategic emphases ( $F=1.694$ ), and criteria success ( $F=1.744$ ) are significantly different when grouped according to the age of the respondents. Since the significance level is less than .05, the hypothesis is rejected. Hence, there is a significant difference in the assessment of organizational culture in terms of organizational glue ( $F=1.878 < p=.05$ ), strategic emphases ( $F=1.694 < p=.05$ ), and criteria success ( $F=1.744 < p=.05$ ) when grouped according to age.

Table 4.1  
Differences in assessments of organizational culture based on age.

DIMENSIONS	Computed F-value	Sig.	Decision
Prevailing qualities	.967	.530	Accept $H_0$
Strategic leadership	1.183	.280	Accept $H_0$
Employee Supervision	1.531	.074	Accept $H_0$
Organizational cohesiveness	1.878	.016	Reject $H_0$
Strategic priorities	1.694	.037	Reject $H_0$
Specific standards	1.744	.030	Reject $H_0$

Table 4.2 reveals that the assessments of all the indicators of organizational culture are significantly different when the respondents are grouped according to their years of experience as seafarers based on the computed F value which is higher than the tabular or critical value at .05 level of significance. The hypothesis is rejected because the assessments of organizational culture based on years of seafaring experience are significantly different on dominant characteristics ( $F=2.696 < p=.05$ ), organizational leadership ( $F=3.047 < p=.05$ ), management of employees ( $F=3.374 < p=.05$ ), organizational glue ( $F=3.625 < p=.05$ ), strategic emphases ( $F=3.707 < p=.05$ ) and criteria success ( $F=3.720 < p=.05$ ) when grouped according to years of seafaring experience.

The results clearly imply that the organizational culture of seafarers is greatly influenced by their years of seafaring experience. The wisdom of those who are employed longer in the seafaring industry is geared towards practicality and self-realization while those who are novices in seafaring tend to be ideal and explorative.

Table 4.2  
Differences in assessments of organizational culture based on years of seafaring experience.

DIMENSIONS	Computed F-value	Sig.	Decision
Prevailing qualities	2.696	.001	Reject $H_0$
Strategic leadership	3.047	<.001	Reject $H_0$
Employee Supervision	3.374	<.001	Reject $H_0$
Organizational cohesiveness	3.625	<.001	Reject $H_0$
Strategic priorities	3.707	<.001	Reject $H_0$
Specific standards	3.720	<.001	Reject $H_0$

Based on number of years with the principal in Table 4.3, the analysis of variance reveals that there is a significant difference in the assessments of organizational culture on management of employees ( $F=1.848 < p=.05$ ), organizational glue ( $F=1.872 < p=.05$ ), strategic emphases ( $F=1.976 < p=.05$ ) and criteria success ( $F=1.870 < p=.05$ ) since the significance of the computed F value is less than the level of significance at .05. With this, the hypothesis is rejected.

Table 4.3  
Differences in assessments of organizational culture based on the number of years with the principal.

DIMENSIONS	Computed F-value	Sig.	Decision
Prevailing qualities	1.129	.340	Accept $H_0$
Strategic leadership	1.390	.154	Accept $H_0$
Employee Supervision	1.848	.030	Reject $H_0$
Organizational cohesiveness	1.872	.027	Reject $H_0$
Strategic priorities	1.976	.018	Reject $H_0$
Specific standards	1.870	.027	Reject $H_0$

The analysis of variance or comparison of means based on the length of stay with Greek vessels in Table 4.4 reveals that the assessments are significantly different in all the indicators: dominant characteristics ( $F=2.653 < p=.05$ ), organizational leadership ( $F=2.948 < p=.05$ ), management of employees ( $F=2.767 < p=.05$ ), organizational glue ( $F=3.230 < p=.05$ ), strategic emphases ( $F=3.237 < p=.05$ ) and criteria success ( $F=3.116 < p=.05$ ). Hence, the hypothesis is rejected.

As an inference, the length of service or years spent with another culture is a potent factor that influences the assessment of such a person. Culture is not exclusive, but can be learned, borrowed, and modified. This is the reason why people adopt the culture of the place where they stay or spent much of their time in such place, or they permanently live therein. As a defense mechanism of every individual, the first thing that should be adopted and learned in a new environment is the culture of such an environment.

Table 4.4  
The difference in assessments of organizational culture based on the number of years with Greek vessels

DIMENSIONS	Computed F-value	Sig.	Decision
Prevailing qualities	2.653	.001	Reject $H_0$
Strategic leadership	2.948	<.001	Reject $H_0$
Employee Supervision	2.767	<.001	Reject $H_0$
Organizational cohesiveness	3.230	<.001	Reject $H_0$
Strategic priorities	3.237	<.001	Reject $H_0$
Specific standards	3.116	<.001	Reject $H_0$

The assessments of the respondents on their organizational culture are found to be significantly different based on the number of promotions received in the last three years. Just like the preceding table, all the indicators are significantly different because the significance of the computed F value is lower than the .05 level of significance. The hypothesis is rejected.

Table 4.5  
The difference in assessments of organizational culture based on the number of promotions received in the last three years.

DIMENSIONS	Computed F-value	Sig.	Decision
Prevailing qualities	2.696		Reject $H_0$
Strategic leadership	3.047	<.001	Reject $H_0$
Employee Supervision	3.374	<.001	Reject $H_0$
Organizational cohesiveness	3.625	<.001	Reject $H_0$
Strategic priorities	3.707	<.001	Reject $H_0$
Specific standards	3.720	<.001	Reject $H_0$

Table 4.6 shows that there is no significant difference in the assessments of the respondents on the work performance of Filipino seafarers working for a Greek-owned maritime shipping company when grouped according to age. Hence, the hypothesis is accepted.

Table 4.6  
The difference in work performance of Filipino seafarers working for a Greek-owned maritime shipping company based on age

INDICATORS	Computed F-value	Sig.	Decision
Task performance	1.174	.288	Accept $H_0$
Contextual performance	1.203	.261	Accept $H_0$
Counterproductive work behavior	1.054	.418	Accept $H_0$

The data revealed in Table 4.7 shows that there is a significant difference in the assessments of the respondents on the work performance of Filipino seafarers working for a Greek-owned maritime shipping company when grouped according to their years of experience on task performance ( $F=2.150$ ,  $p < .05$ ) since the computed F value is greater than the tabular or critical value at .05 level of significance. Thus, the hypothesis is rejected.

Table 4.7  
The difference in work performance of Filipino seafarers working for a Greek-owned maritime shipping company based on years of seafaring experience.

INDICATORS	Computed F-value	Sig.	Decision
Task performance	2.150	.010	Reject $H_0$
Contextual performance	1.592	.080	Accept $H_0$
Counterproductive work behavior	1.236	.252	Accept $H_0$

The respondents are grouped according to the number of years with the principal and the mean scores per group are compared using ANOVA. The analysis reveals that Counterproductive work behavior ( $F=1.732$ ,  $p < .05$ ) is significantly different as evidenced by the significance of F (.046) which is lower than the .05 level. The hypothesis is therefore rejected.

Table 4.8  
The difference in work performance of Filipino seafarers working for a Greek-owned maritime shipping company based on years with the principal

INDICATORS	Computed F-value	Sig.	Decision
Task performance	1.400	.149	Accept $H_0$
Contextual performance	1.015	.455	Accept $H_0$
Counterproductive work behavior	1.732	.046	Reject $H_0$

Under Table 4.9, the indicator Task performance is found to be significantly different when the assessments of the respondents are grouped based on the years with Greek vessels. The significance of the computed F value is less than .05 level ( $F=1.903$ ,  $p < .05$ ). The hypothesis is rejected.

Table 4.9  
The difference in work performance of Filipino seafarers working for a Greek-owned maritime shipping company based on years with Greek vessels

INDICATORS	Computed F-value	Sig.	Decision
Task performance	1.903	.026	Reject $H_0$
Contextual performance	1.319	.197	Accept $H_0$
Counterproductive work behavior	1.377	.164	Accept $H_0$

The assessment of the respondents in Table 4.10 on the work performance of Filipino seafarers working for a Greek-owned maritime shipping company is significantly different on the indicator Task performance ( $F=2.150$ ) when grouped according to the number of promotions received in the last three years. The significance is less than .05 (.010) ( $F=2.150$ ,  $p < .05$ ). The hypothesis is rejected.

As inferences on work performance, the assessments of respondents are affected by their profile. The independent variables that significantly affect the indicators of organizational culture and work performance of Filipino seafarers are the variables of interest that make seafarers resilient, culturally adaptive, and can perform their tasks effectively.

The test statistic determines the significant difference instead of the relationship because the assessments on organizational culture and work performance of Filipino seafarers show homogeneity of responses in the same level or scale. Hence, the significant differences found are worthwhile.

Table 4.10  
The difference in work performance of Filipino seafarers working for a Greek-owned maritime shipping company based on the number of promotions received in the last three years

INDICATORS	Computed F-value	Sig.	Decision
Task performance	2.150	.010	Reject $H_0$
Contextual performance	1.592	.080	Accept $H_0$
Counterproductive work behavior	1.236	.252	Accept $H_0$

**On strategic leadership.** The overall mean score in Table 5.1 reveals that the respondents "Strongly Agree" with the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of strategic leadership ( $x = 4.66$ ). The same applies to the individual indicators or items. Specifically, the first three indicators have the highest mean score ( $x = 4.68$  each) while "Leadership is encouraged to thresh out personal skills as training for future leadership onboard the vessels" was assessed with the lowest ( $x = 4.61$ ). It can be inferred that the respondents are fully aware of the characteristics and traits of a leader, which they see with their leader in their work organization, specifically Greek-owned vessels.

Table 5.1  
Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of strategic leadership

INDICATORS	Mean	DR	Interpretation
1 Leadership exemplifies mentoring, facilitating, or nurturing.	4.68	SA	Very Evident
2 Leadership is perceived as embodying entrepreneurship, pioneering innovation, and embracing risk-taking.	4.68	SA	Very Evident
3 Leadership exemplifies sensible, non-aggressive, and results-oriented focus.	4.68	SA	Very Evident
4 Leadership exemplifies coordinating, organizing, or smooth-running efficiency.	4.63	SA	Very Evident
5 Leadership is encouraged to thresh out personal skills as training for future leadership onboard the vessels.	4.61	SA	Very Evident
OVERALL MEAN	4.66	SA	Very Evident

**On Employee supervision.** The results of the assessment in Table 5.2 shows that the respondents "Strongly Agree" that employee supervision is "Very Evident" in the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company ( $x = 4.59$ ). The specific indicators reveal the same descriptive rating where "Management style provides equal opportunities to everyone" has the highest mean score ( $x = 4.63$ ) while the lowest is assessed on "Management style is characterized by teamwork, consensus, and participation" ( $x = 4.55$ ). With the strong agreement of the respondents on employee supervision, it can be inferred that they are satisfied with the way their leaders or superior officer lead and supervise the crew.

Table 5.2  
**Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of employee supervision**

INDICATORS	Mean	DR	Interpretation
Management style is characterized by teamwork, consensus, and participation.	4.55	SA	Very Evident
The management style is distinguished by daring individual risk-taking, fostering innovation, granting freedom, and celebrating uniqueness.	4.61	SA	Very Evident
Management style is characterized by hard-driving competitiveness high demands and achievement.	4.59	SA	Very Evident
The management style is marked by job security, adherence to norms, predictability, and fostering stable relationships.	4.58	SA	Very Evident
Management style provides equal opportunities for everyone.	4.63	SA	Very Evident
<b>OVERALL MEAN</b>	<b>4.59</b>	<b>SA</b>	<b>Very Evident</b>

**On Specific Standards.** The overall assessment of the respondents in Table 5.3 reveals a “Very Evident” organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of criteria of success ( $x = 4.50$ ). The respondents receive equal treatment from their leaders or superiors, the value of success, efficiency, and working together to achieve their goal/s. For the specific item indicators, “Defines success with having the most unique or newest item or service, product leader and innovator” is the most evident ( $x = 4.53$ ) from the rest based on the equivalent mean score assessed by the respondents. Conversely, the least evident based on the strong agreement of the respondents are “Defines success with efficiency, and critical on dependable delivery, smooth scheduling, and low-cost production” due to the lowest mean score of 4.46, compared to the rest. It can be inferred that the respondents are keen on the criteria of success based on leadership, innovation, and uniqueness. However, success has many forms.

Table 5.3  
**Organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company in terms of specific standards**

INDICATORS	Mean	DR	Interpretation
1 Success is gauged by the cultivation of human capital, fostering strong teamwork, nurturing employee dedication, and demonstrating genuine care for individuals within the organization.	4.52	SA	Very Evident
2 Success is achieved by being at the forefront of innovation, offering the most distinctive and cutting-edge products or services, and leading the market as a product visionary and trailblazer.	4.53	SA	Very Evident
3 Success is determined by achieving market dominance and surpassing competitors, with a focus on attaining competitive market leadership as the primary goal.	4.49	SA	Very Evident
4 Defines success with efficiency, and critical on dependable delivery, smooth scheduling, and low-cost production.	4.46	SA	Very Evident
5 Defines success where everybody gains and no one left behind.	4.48	SA	Very Evident
<b>OVERALL MEAN</b>	<b>4.50</b>	<b>SA</b>	<b>Very Evident</b>

## DISCUSSION

The oldest respondent is 63 years old but mostly 30 – 25 years of age. The most experienced have spent 25 years of seafaring but mostly 1 – 5 years. The longest service with the principal is 25 years and most of them worked with the principal within 4 – 7 years. The longest stay with a Greek vessel is 25 years and mostly stayed within 10 – 15 years. The majority of the respondents have not been promoted in the last three years.

The respondents “Strongly Agree” that the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company is “Very Evident.” All the indicators are likewise “Very Evident.”

The respondents “Strongly Agree” that they “Always” perform their work in a Greek-owned maritime shipping company as regards their task performance and contextual performance. The respondents “Disagree” (or seldom) on counterproductive work behavior.

There is a significant difference in the assessment of organizational culture in terms of organizational glue, strategic emphases, and criteria success when grouped according to age.

There is a significant difference in the assessment of organizational culture in terms of prevailing qualities, strategic leadership, and employee supervision, organizational cohesiveness, strategic priorities, and specific standards of success when grouped according to years of seafaring experience.

There is a significant difference in the assessment of organizational culture in terms of prevailing qualities, strategic leadership, employee supervision, organizational cohesiveness, strategic priorities, and specific standards of success based on the length of stay with Greek vessels.

There is a significant difference in the assessments of the work performance of Filipino seafarers on task performance when grouped according to their years of experience.

There is a significant difference in the assessments of the work performance of Filipino seafarers on the management of employees based on the number of years with the principal.

There is a significant difference in the assessments of the work performance of Filipino seafarers on dominant characteristics based on the years with Greek vessels.

There is a significant difference in the assessments of the work performance of Filipino seafarers on dominant characteristics when grouped according to the number of promotions received in the last three years.

The respondents reveal a “Very Evident” organizational culture and work performance of Filipino seafarers working for a Greek-owned maritime shipping company in terms of criteria for success.

The shipping or crewing companies must also look into the qualifications and review the enhancements or development programs that the seafarers have attended since promotion with Greek-owned vessels is slow. The trend for younger seafarers is to transfer to different manning or crewing agencies in search of higher compensation, contrary to those who prefer to stay longer with the company. Hence, those who stay longer with the company should also be protected.

Since the organizational culture of Filipino seafarers working for a Greek-owned maritime shipping company is very evident, it only proves that they are prioritized and highly employable. Hence, they must continue to keep themselves updated and qualified with innovative skills.

At work performance of one’s own tasks is very essential, especially for seafarers. They must avoid counterproductive measures while on schedule for work. But when it comes to employment issues, they must learn how to open up with their superiors in order to solve petty issues from the very beginning, to avoid setbacks in the future.

The variables that make the assessments of the respondents significantly different must be considered as variables of interest such as age, years of seafaring experience and length of stay with Greek vessels for organizational culture, and years of seafaring experience, length of stay with Greek vessels, years with the principal and number of promotions received in the last three years for work performance since they affect the perceptions of seafarers.

Create a work environment that supports and enhances the relationship between organizational culture and work performance among Filipino seafarers at the Greek-owned maritime shipping company. By prioritizing employee well-being, effective communication, and cultural understanding, the organization can foster a positive organizational culture that definitely influences work performance and overall productivity. Likewise, more research is recommended on the variables of this study in order to confirm or deny the findings.

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