## Index

Absenteeism, 1 Absorptive capacity, 240, 244 Academic exchange, 176 Academy of International Businesses (AIB), 172-173 Accelerated internationalization, 168 Adaptation processes, 61 Adaptive Learning Systems, 145 Adoption of HRIS behavior, 81 Advanced countries HRM in, 130-136 human capital index, 134 population, GDP and mean monthly income, 131 Affirmative Action (AA), 39 Age effect, 211 Age-barrier retirement, 208 Ageing/aging, 1 biological, 202 demographic, 202 individual, 203 population, 202, 204-207 workforce, 210 Agile, 96 digital worker, 100 organizations, 94 training strategy, 144 workforce, 91, 98, 101 Agility, 93 "Aging from the bottom", 205 Agreeableness, 259 Agriculture, 227 Alliance portfolio configuration, 168 Analysing problems, 75 Analytic Hierarchical Process (AHP), 79 Analytics, 97 Andragogy, 187 Anglo-Western concept, 2

Anorexia, 25 Anti-discrimination laws, 30 App-based applications, 97 Appearance, 28-29 and emotional labour, 27-28 gender and attractiveness, 28-29 and recruitment, 26-27 Appearance-based discrimination in workplace, 2, 24-26 future research directions, 29 solutions and recommendations, 29 - 30Applicant ranking, 79 Artificial Intelligence (AI), 90, 97, 229 Asia-Pacific markets, 177 ASICS, 98 Aspiring professional in IB, 169–170 Attractiveness, 28-29 Australian Institute of Health and Welfare (AIHW), 188 Authentic followers, 188, 191–192 Authentic leaders, 190-192 Authentic leadership, 190, 192–193 Authentic relations, 185-186 Autocratic leadership, 242 Automation, 95, 137, 176, 221, 227, 229, 231, 234-235 Autonomous Ship Technology Symposium, 228 Autonomous ships, 278 seafarers in, 227-229

Baby boom generation, 210 Baby Boomers, 210 Backbone of contemporary HRM function (*see* Human Resources Information Systems (HRIS)) "Backroom" function, 142 Behavioral outcomes, 266 Behaviour-based conflict, 58 Bespoke trainings, 148, 150 Best practice approach, 122 Biases, 26 Big Data, 80, 90, 93, 95, 97, 175 era, 73 **BIMCO**, 230 Biological aging, 202 Birth control techniques, 205 Bitcoin, 184 Boosting investment in training and development initiatives, 149-150 Booz Allen Hamilton, 150 Border crossers, 60 Border guard members, 60 Boundaries, 60 Boundaryless career model, 13–14, 19 **BRICS**, 177 Bureau of Labor Statistics. 261 Business (see also International business (IB)) basis of conflicts (imbalance) in roles in, 56-58 changes in roles of individual in, 54-56 education, 163 models design, 167 processes, 76 Cacophobia, 25 Career (see also Employees), 9-12 boundaryless career model, 13-14, 19 customized career model, 17-19 dual ladder career model, 16-17, 19

dynamics, 10

management, 9

maps, 18

inter-organizational career model,

portfolio career model, 15-16, 19

protean career model, 12–13, 19

14-15.19

self-management, 12

approach, 81 Changes in social structure, 55 ChatBots, 97 Choice biography, 204 Chronological age, 203, 209 Cloud computing, 78, 96, 100 Coaching leadership, 242 Codified knowledge, 227 Cohort effect, 211 Collaborative culture, 101 Communication, 240 Compensation theory, 60 Competence, 233 related to culture. 175–176 and skills of interest, 174-175 Competition, 248 Competitive business environment, 73 Competitive strategies, design and operationalisation of, 165 - 166Complementary pattern, 244 Compliance, 259 Comprehension, 245 Compulsory retirement, 6, 202, 204, 208-209 Conflict theory, 60 Contemporary failings of ethics, training, and wellbeing, 184-185 collapsing wellbeing, 187–188 critical review method, 188 discussion, 192-194 failing leadership development, 186-187 future research directions, 194 growth in poor ethics, 185–186 literature, 189-192 Contemporary organizations, 183 Contextual conditions, 61 Contextualization, 38, 43 diversity management, 40-43 Contribution theory, 60 Corporate Universities (CUs), 150 'Couples with double careers', 55

Center of Gravity Defuzzification

Covid-19 process, 65 Creativity, 46 Crew management, 224-225 Critical review method, 188 Cross-border knowledge transfer, 6 in Malaysia, 243, 245, 247 Cultural intelligence, 175–176, 178 Culture, 46, 61 competences related to, 175-176 Curriculum internationalisation, 172 - 173Customer Capital, 121 Customized career model, 17-19 Data, 143 Data Science, 99 Decision Support Systems (DSS), 75-79, 80-81, 83 Decision-making processes, 3, 74, 76, 164 Decreased performance, 1 Degree of internationalisation of teaching staff, 173 DeLone and McLean model, 82 Demand market, 225–226 Demographic aging, 202 analysis, 213 transition theory, 205-206 Developing countries HRM in, 130-136 human capital index, 134 population, GDP and mean monthly income, 131 Diffusion of diversity management, 38 - 40Digital era, 90, 92–93, 96–98 Digital HR, 90, 96-97, 101-102 Digital learning tools, 92 Digital revolution, 91 Digital technologies, 3, 60, 89-90, 92, 100-101

Digital transformation, 3–4, 89–92, 167–168 discussion, 100–101

growth of digitalization and employee resistance, 92-96 HR role, 95-99 limitations and future research implications, 101-103 Digitalization, 7, 90–95, 97, 100–102, 227-228, 230-231 Disability, 38, 46 Discrimination in workplace, 23-25 appearance, gender and attractiveness, 28-29 appearance and emotional labour, 27 - 28appearance and recruitment, 26 - 27appearance-based, 25-26 Diversity, 42 dimension, 45 Diversity management, 37–38 contextualization, 40-43 emergence and diffusion, 38-40 evidence from Turkish context, 43-46 Division of labor, 222 Dominant political ideologies, 42 Drivers, 116 Dual ladder career model, 16-17, 19 Dynamic capabilities focus, 166 Dyson, 132

e-Recruiting system, 79 Economic dynamics, 44 Economist Intelligent Unit, The, 93 Economy, 245 Education, 138, 177, 261–262 Educators of IB administration, 172 Effective leadership styles, 242–243 Effectiveness, 243–244 Effectiveness cross-border knowledge transfer, 247 Electronic Chart Display and Information System (ECDIS), 227 Electronic HRM (e-HRM) (see also Human resource management (HRM)), 3, 73-75, 78-79, 82-83 strategic value of, 80-81 Emotional dissonance, 28 Emotional labour, appearance and, 27 - 28Emotional social support, 65 Empathy, 259 Employees (see also Career), 1 employee-friendly institutions, 63 relations, 90, 247 resistance, 92-95 selection model. 79 training, 143, 147, 150-151 wellbeing, 184 Employers, 1 expectations on IB manager, 170 - 172Enron. 188 Entrepreneurial capacity, 168 Equal Employment Opportunity (EEO), 25, 39 Equal Employment Opportunity Act (1964), 27 Ethics. 5 contemporary failings of, 174184-185 erosion of, 185 growth in poor, 174–176185–186 Ethnicity, 38 Evolution of school and programmes, 177 - 178Executive Information Systems (EIS), 75-76, 78 Experience, 38 Expert Systems (ESs), 75, 78 Extensive job training in Japanese firms, 242 Extraversion, 259

Facebook, 118 Faculty's internationalisation objectives, 172 Families. 65 with double careers, 55 Family life basis of conflicts (imbalance) in roles in, 56-58 changes in roles of individual in, 54-56 Family-work conflict, 3, 58 Fertility decline, 205 Firm-specific Personnel Concept, 119-120 Firms (see also Business), 108, 114, 120, 168 Focused seafarers, 233 Fordism in production, 229 Fordist production process, 222–223 Fourth Industrial Revolution, 91, 173, 220, 229 Future of seafarer, 229-230

Gains, 61 Gender, 38, 46, 62, 261 discrimination, 28 General Social Survey Data, 259 Generation effect (see Cohort effect) Generation X, 95-96, 210 Generation Y, 210-211 Generation Z, 210-211 Generations at work, 202, 210-212 GlaxoSmithKline, 132 Global entrepreneur, training, 168-169 Global Financial Crisis (GFC), 184 Global MBA, 177 Global-minded business professional and manager from IB and management theory to IB training, 164-169 stakeholders in IB professional development, 169-173 evolution of IB manager formation process, 173-178 GlobalMet, 230 Good looking, 2, 25-27

Google, 66, 118, 228 Gross domestic product (GDP), 4, 130 - 134Haier, 132 Halo effect, 26 Hay Group, 145 Health workers, 65 Heutagogy, 187, 194 Historical context of diversity management, 41 Horn effect, 26 Human behavior, 101 Human capital, 120-122, 134, 142-144, 147, 150, 152–153 index. 134 Human Development Report (HDR), 136 Human process approaches, 120-122 interventions, 122 Human resource (HR), 129–130 competencies, 165 decision-making process, 79 managers of shipping companies, 220 policies and practices, 108 practices, 258 primacy, 82 role in digital transformation, 95–99 trainings, 130, 136 Human Resource Development (HRD), 130, 142 Fund Agency, 137 T&D, 144 Human Resources Information Systems (HRIS), 3, 74, 77–78 Agency, 128 literature survey findings, 78-83 methodology, 78 role of HRIS professionals, 76 Human Resources Management (HRM), 3, 6, 73–74, 77–78, 83, 108, 129, 142, 164, 184–185, 202, 220, 222

in advanced, developing and less-developed countries, 130-136 approaches to address contemporary challenges of knowledge work, 119-124 attraction strategies, 114 challenges in KIMs, 111-118 and development, 4 on IB manager, 170, 172 key responsibilities in KIFs, 111 KIFs and KWs, 109-110 practices, 143, 152, 262, 266 research on, 266-267 responsibilities in Industrial Revolution 4.0, 136 retirement from perspective of, 207-210 for shipping, 222–233 solutions and recommendations, 137 - 138studies, 1 training bottlenecks in, 144-148 for volunteers. 262–266

IBM, 132 **IKEA**, 132 Inability to customize trainings to address critical workplace issues, 145-147 to design training programs in cognizance with external environment, 144-145 Individuals, 65 aging, 203 Industrial Revolution, 229 Industrial Revolution 4.0, 133, 135 HRM responsibilities in, 136 Industry 4.0, 6, 53, 137–138, 220–222, 224, 229-230 Information Systems (IS), 75-76 **DSS**, 77 **MIS.** 76 MSS, 76

Information Technology (IT), 3, 74, 137 Innovation, 168 Institutional structures, 40 Institutionalization of life course, 203 Instrumental social support, 65 "Integrated e-HRM", 82 Intellectual capital, 121 Intensive job training in Japanese firms, 246 Inter-organizational career model, 14-15, 19 International business (IB), 5, 163 education, 164 and management theory to IB training, 164-169 manager formation process evolution, 173-178 stakeholders in IB professional development, 169-173 studies of training needs in different industries. 171 theories and implications, 165 trends in IB education, 174 International institutional relations. 173 International Labour Organization (ILO), 226 International Maritime Organization (IMO), 222 International Safety Management Code (ISM Code), 226-227 International Shipping Federation (ISF), 225, 230 Interpersonal skills, 143 Intertanko, 230 Invisible assets, 150 "IT primacy", 82

Japanese business affiliates in Malaysia, 243 Japanese firms, 242, 246 organizational culture, 245 Japanese management, 241, 243, 246 characteristics, 242 leadership style, 242, 246–247 Japanese organizational culture, 6, 241, 245–247 Job (see also Career) analysis, 230 characteristics, 11 devotion. 11 order sustainability, 11 training, 6, 145, 242, 246 Knowledge, 244 knowledge-based DSS for HRM, 79 knowledge-intensive firms, 4 management, 117 Knowledge intensive firms (KIFs), 109 - 110challenges in, 111-118 HRM attraction strategies, 114 key responsibilities of HRM, 111 Knowledge intensive organizations, 109, 111, 116, 118, 123 Knowledge transfer, 240-243 key findings, 245-248 limitations, 248-249 recommendations and future research directions, 249 Knowledge work, 119-124 Knowledge workers (KWs), 4, 109 - 110attracting KW's attention to organization, 111-113 HRM attraction strategies, 114 motivating and satisfying, 117–119 retaining within organization, 113-117

Labor market, 92–93, 207–208, 211 Lack of commitment to training investment on continual basis, 147–148 Laissez-Faire leadership, 242 Language, 38 Leadership effectiveness, 188 styles, 242

Leadership development failing, 186-187 program, 184 Learning, 247 and development, 144, 150, 152, 264 initiatives, 150-151 intent, 6, 243, 245-247 Legal protection, 45–46 Less-developed countries HRM in, 130-136 human capital index, 134 population, GDP and mean monthly income, 131 "Lifecycle of volunteers", 262 Literature, 189-192 Location perspective in IB, 167 Look East Policy, 241 Lookism, 26 Losses, 61

Malaysia cross-border knowledge transfer in, 243, 245, 247 Japanese business affiliates in, 243 Management factors, 262 Management Information Systems (MIS), 75-76 Management Services Agency, 137 Management Support Systems (MSS), 76 Mandatory retirement, 209-210, 212-214 Manufacturing, 227 Maritime 4.0, 229-230 Maritime sector, 220–222, 225–226, 231, 234 seafarers in, 227-229 Maritime transport, 220 future research directions, 234 HRM for shipping, 222-233 human resources managers of shipping companies, 220-221 management of crew, 221

maritime legal regulations and amendments stakeholder, 2.2.7 solutions and recommendations, 233-234 Maritime Unmanned Navigation through Intelligence in Networks (MUNIN) project, 228 Market potential, 167 Mastery of foreign languages, 176 Meaningfulness of job, 118 Media, 25 Mental health at sub-clinical and clinical level. 188 Microsoft, 66, 118, 132 Ministry of Manpower (MOM), 137 Mobile management strategy, 98 Mode of entry, 244 Modern symmetrical family, 56 "Modern Workplace" program, 98 Mortality decline, 202, 205 Multicultural contact, 176 Multidimensional processes, 61 Multinational enterprise theory (MNE theory), 5, 164, 179

Netflix, 66 New IB human capital, 178 New product creation, 75 NI, 230 Niche focus strategies, 168 Non-profit organizations, 258, 262–265, 267 "Non-usage" e-HRM, 82 Normative control, 114

Occupational status, 11 OilCo's Digital Learning, 98–99 Old-age dependency ratio (OADR), 202, 206 On-the-job implementation, 147, 151, 161 Ongoing harmonization process, 61 Operations Support Systems, 76 Oracle, 75 Organization(s), 66, 78, 91, 107-108 attracting KW's attention to, 111-113 capital, 120-122 characteristics, 11 ensuring supportive HRM practices, 152 recommended solutions with expected benefits, 152 retaining KW within organization, 113 - 117Organizational Citizenship Behavior (OCB), 142 Organizational climate, 151, 234 Organizational culture, 240, 242 employee involvement and human relations, 242 intensive and extensive job training in Japanese firms, 242 Japanese firms' organizational culture, 245 leadership style, 242 Organizational support effect, 264 Overflow theory, 60 Paid employees, 258, 263 Panasonic, 132 Participative leadership, 242 Pedagogical challenges of IB administration, 172 - 173perspectives and tools in IB, 176 Performance appraisal, 3, 73, 77–78,

81 Performance-driven human infrastructure, 153 Period effect, 211 Personal characteristics, 24, 59 Physical appearance, 25 Political economy approach, 207–208 Political Economy of Aging (PEA), 6, 202, 213 retirement from perspective of, 207–210 Political economy of old age (see Political Economy of Aging (PEA)) Poor ethics, 192 growth in, 185-186 Population aging, 202 structural background, 204-207 Portfolio career model, 15-16, 19 Positive organizational behavior, 186 Potential support ratio (PSR), 202, 206 Practical relevance absence for training interventions delivered, 145 Preciseness, 97 Pricewaterhousecoopers, 150 "Principle of care", 259 Problem-solving, 243 Professional development programs, 189 Program efficacy for leadership development, 184 Programable machines, 229 Promotion-progress, 11 Protean career model, 12-13, 19 Psycho-gerontological research, 209 Psychological contract, 123-124 Race, 38, 261

Randomized control trials, 187 Rational perspective theory, 59 Recruitment, 263 appearance and, 26-27 seafarers', 226 Religion, 38, 260 Research on HR management and volunteering, 266-267 Resistance, 95 Retirement, 202, 204 compulsory, 6, 202, 204, 208-209 future research directions, 212-213 from perspective of HRM, 207-210 from perspective of PEA, 207-210 solutions and recommendations, 212 transition to, 204-207 Rewarding, 258, 262, 264–265 Robotics, 53, 224, 227, 229

Role conflict, 56, 61, 65 Rolls-Royce, 228 Safety, 233-234 SAP, 75 Scattering effect, 56 Science, technology and innovation (STI), 4, 130, 133 performance, 133 Science Direct, 78 Seafarers future of, 229-230 global supply, 225-226 legal regulations and amendments for. 226-227 in maritime sector and autonomous ships, 227-229 qualifications of, 231-233 recruitment. 226 stakeholders in recruitment and selection processes of, 224 Seafaring, 231 Second Industrial Revolution, 222 Self-interest, 260 Service sector employees, 65 Sexual orientation, 24, 38-39, 42, 45 - 47Sexual minorities, 45 Ship Masters, 222 Ship mishap factors, 220 Ship organization, 222-225, 229 Shipping, 221 companies, 220 HRM for, 222–233 Shore Control Center (SCC), 228 Siemen, 132 Silent knowledge, 233 Singapore High Technology Association, 132 Skills of interest, 174-175 Small and Medium Enterprises (SMEs), 143 Smile Mask syndrome, 28 Social class, 61

media tools, 229 role theory, 55 roles, 11, 55, 65 status, 38, 54, 208, 214 support, 63-64 Social work, volunteering as, 258 Socio-cultural dynamics, 38, 40-41 Socioeconomic status (SES), 208, 212 Sociology, 207, 231, 258 Software as a Service (SaaS), 74 SOLAS Convention, 227 Solidarity, 259-260 Sony, 132 Specialization, 16, 222 Speed, 245 Spending, 186 Spousal support, 63 Stakeholders in IB professional development, 169-173 in recruitment and selection processes of seafarers, 224 Standards of Training, Certification and Watchkeeping for Seafarers (STCW), 226 Strain-based conflict, 57 Strategic value of e-HRM, 80-81 Structural Equation Modeling, 80-81 STWC Manila 2010, 6 Supporting decision making, 75 Symbiosis International (Deemed University) (SIU), 4 Tacit knowledge, 241 Talent management, 75, 80-81, 93, 96-97

Taylorist production process, 222–223 Technological development, 220 in communications, 169 Third Industrial Revolution, 222, 223 Third-party ship management, 224 Time-based conflict, 57 "Time-off from work", 145 Time-spaced learning, 151 Traditional organizational career, 9 Training content validity and practicality, 148 - 149effectiveness, 143 evaluation, 151 global entrepreneur, 148 intervention, 143-145, 147, 151, 152 Training and development, 5, 93, 108, 141-142, 189 background, 143-144 function, 5 future research directions, 152 solutions and recommendations, 148-152 training bottlenecks in HRM, 144-148 Training transfer, 151 missing link to promote on-the-job implementation, 147 practice promotion at workplace, 151 - 152Transaction Processing Systems (TPS), 75 Transactional leadership, 242 Transformational leadership, 242 Transition to retirement, 204-207 Transitory geographical approaches, 176-177 Transportation business, 233 Turkish context of diversity management, 43-46

Unilever's Digital Recruitment Process, 99 United Nations Development Programme (UNDP), 136 University's internationalisation objectives, 172 US-based management approach, 38 Usefulness, 245

Value proposition differentiation, 168 Value-based career, 12 Value-driven career, 12 Value-driven management, 262 Visualizing complex subjects, 75 Voluntary retirement, 212-213 Volunteering, 258 agreeableness, 259 education, 261-262 empathy, 259 extraversion, 259 gender, 261 management factors, 262 race, 261 religion, 260-261 research on, 266-267 self-interest, 260 solidarity, 259-260 Volunteers, 258 HR management for, 262-266

Web of Science, 78 Wellbeing collapsing, 187-188 nature of, 192 workplace, 193 Work society, 203 Work-family boundary theory, 60 - 61Work-family conflict, 3, 56-58 Work-family life balance, 53-54 basis of conflicts (imbalance) in roles in business and family life, 56-58 causes and consequences of work-family conflict (imbalance), 61-63 changes in roles of individual in business and family life, 54-56 dimensions of work and family life conflicts, 58-59 measurement to establishment, 63 - 65recommendations, 65-67 theories related to work and family life conflict, 59-61

Work–family life conflict, 54, 56, 64–65 Workday, 75 Workforce, 90 aging, 210 diversity, 37 Work–life balance practices, 66 Workplace discrimination in, 24–29 training transfer practice promotion at, 151–152 wellbeing, 193

Yahoo, 66