

# Inclusiveness in the Dutch Maritime Sector

Dr. Sofya Isaakyan  
Associate Professor in Organizational Behavior  
Rotterdam School of Management, Erasmus University



# Our Focus



## Inclusion in general

- Inclusive culture
- Perceptions of inequality
- Perceived inclusion



## Employee voice

- Voice and silence
- Psychological safety
- Perceived impact

# Our Goal

- Identify key factors and areas in leadership and employee inclusion, voice, and psychological safety that need to be further improved in organizations within the maritime sector as part of the Human Capital strategy
- Provide useful insights and recommendations to leaders and employees of organizations within the maritime sector based on data
- Provide useful insights and recommendations to HR teams in organizations within the maritime sector on how to strengthen the current and future training programs
- Develop specific intervention programs that can be used to strengthen the current and future training programs for the maritime sector (Optional)

# Study Approach

- We take **scientific and systematic approaches** in our research in order to provide accurate and rich understandings of **the current standpoint** of the organization, as well as **useful managerial recommendations**

I. Conduct separate surveys for employees and managers

II. Match survey responses and conduct systematic analyses of data

III. Identify key factors and areas that need to be further improved

IV. Provide useful managerial insights and recommendations based on data

# Procedures

## Pre-Survey

Target population:  
managers (N = 300)  
and their employees

Identify target  
organizations within  
Nederland Maritiem  
Land

Finalize survey  
questionnaires

Advertise to  
managers and  
employees

## Launch

Send out  
separate surveys  
to managers and their  
employees across 3  
time points

Will take approx.  
10-12 mins to complete  
each survey

Monitor progress and  
send out reminders

## Analyze

Statistical and  
scientific analyses  
of survey data

Good response rate  
(around 80%) from  
both managers and  
their employees are  
critical for accurate  
and reliable analyses

## Report

Identify key factors and  
areas for development  
in leadership and  
employee inclusion and  
psychological safety

Provide useful insights  
and recommendations  
to leaders and  
employees

Provide useful insights  
and recommendations  
to HR team on how to  
strengthen the current  
and future training  
programs

# Key Measures

## Managers

- Manager ratings of their employees voice
- Challenges when managing voice
- Psychological well-being and safety
- Leadership behaviors
- Leadership confidence
- Team and manager performance (objective measures)

## Employees

- Perceived inclusion
- Psychological well-being and safety
- Perceived impact
- Team context
- Employee ratings of their manager reactions to voice
- Employee ratings of their manager innovation performance and general effectiveness

# Confidentiality

## 1. Responses will be kept strictly confidential and anonymized

All survey responses will be kept strictly confidential to the research team and will not be shared with anyone else. All responses will be completely anonymized to prevent any identification of specific individuals' responses.

## 2. Participation will be completely voluntary

Survey participation will be made completely voluntary. Only those employees and leaders who consent to participate will be able to take the surveys.

## 3. Reports will be anonymized and made only on aggregated levels

Survey results will be reported on aggregated levels with strict anonymity. The organizations names will not be mentioned at all and will be kept strictly confidential in any case.

# Support Important for Success

- Having an internal champion of the project in each organization
- Recruitment of participants
- Response rate management



# Thank you!

[isaakyan@rsm.nl](mailto:isaakyan@rsm.nl)

Burgemeester Oudlaan 50  
3062 PA Rotterdam  
The Netherlands

+31 10 408 2222  
[info@rsm.nl](mailto:info@rsm.nl)

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