The Mediating Effect Of Cultural Diversity On Organizational Commitment And Well-Being Of Filipino Cruise Seafarers

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Abstract
Purpose

The purpose of this study is to identify how the current setting of the workplace environment onboard, specifically hotel operations, affects the level of commitment and overall well-being of Filipino cruise seafarers towards their workmates of different nationalities.

Design/methodology/approach

This study focuses on Filipino cruise seafarers' experiences in working in a cross-cultural environment onboard. Researchers used quantitative-predictive-causal research for this study. Using the adapted and modified instrument, researchers surveyed 291 Filipino cruise seafarers working in hotel operations through online data collection procedures.

Findings

The results revealed that cruise seafarers agree that cultural diversity, organizational commitment, and well-being are essential in seafarers' living and working conditions onboard. Regarding psychographic profiles in terms of lifestyle, the study reveals a significant difference in cultural diversity and organizational commitment. Using the Pearson Correlation, the study found a high relationship between the level of organizational commitment and well-being. As the level of organizational commitment increases, the level

of well-being of respondents also tends to increase. By using SB-SEM through AMOS, it revealed that cultural diversity mediates the relationship between organizational commitment and well-being. The study only covers Filipino cruise seafarers' work and life experiences in hotel operations. The sample for this study was restricted to the other types of maritime groups. In addition, this study is strictly limited to Filipinos as the primary population for this research.

Keywords: Filipino cruise seafarers, cultural diversity, organizational commitment, well-being, structural equation modeling

Introduction

The cruise industry progresses as days and generations do. As the cruising industry grew in popularity, it began to provide tourism and hospitality services to a wide range of individuals worldwide (Lau & Yip, 2020) excellent geographical locations, diversified oriental cultures, local wildlife, rich tourism resource and exotic experiences in Asia for western travellers. Cruising in the Asian regions has considered as a potential growth in the transport and tourism industry. In this paper, we aim to provide suggestions to industrial practitioners on the development of the cruise port in Asia and identify the key elements of a regional leading cruise hub as desired by different users. Nevertheless, the majority of cruising-related studies were focused on tourism management in the North American and European regions. Relevant cruising studies on maritime transport management in the Asian region are under-researched. In doing so, we newly propose the CRUISE PORT framework by illustrating four representative countries in Asia (South Korea, Japan, Vietnam and Singapore. In addition, the Cruise Lines International Association (2021) revealed that the continuous expansion of the industry has increased the number of jobs offered in the field, drawing industry professionals worldwide.

As an effect of globalization, cultural diversity in the workplace is present, particularly in a work environment comprising employees of different nationalities. Gebauer (2020) mentioned that the differences in work ethics are a prominent issue where crew members from different cultures display a wide range of characteristics on how they perform their duties in their regular work context, finding it challenging to work on the same page.

Moreover, Wang et al. (2020) states that organizational commitment and wellbeing emerge as one of the crucial themes that any organization manages. It requires accepting diversity and fostering a climate where workers feel valued while using their abilities to further company objectives. It confirms the significance of assessing individuals' organizational commitment levels before predicting their working environment (Rameshkumar, 2020). In a broader sense, organizational commitment has evolved into a cornerstone of behavioral management with its diversified environment of seafarers during past years (Tsai & Liou, 2017).

Work engagement and work-life quality were connected with well-being (Chambel & Carvalho, 2022). It was believed that seafarers would perform better, work more efficiently, and be more committed if they were happier at work. Moreover, a study by McVeigh et al. (2019) revealed that when working in a multicultural setting, factors affecting their well-being and performance are anchored at various work levels and influenced by workplace cultural differences. This is also congruent with the study of Muslu (2022), which indicates that the difficult working conditions of cruise seafarers impact their commitment to their organization.

Furthermore, researchers aim to identify how the current workplace environment onboard, specifically hotel operations, affects Filipino cruise seafarers' commitment and overall well-being towards their workmates of different nationalities. With that, cultural diversity, organizational commitment, and well-being came to be three significant variables that the study focused on since they were fundamentals that became highly involved at present. Therefore, the study attempted to address the gap by identifying the relationship between variables, handling different cases of crew onboard ships, and specific demands leveraging barriers posed by cultural diversity.

This study benefits cruise companies' onboard workforce management by providing an in-depth description and results of primary concerns encountered by most crew onboard. This can also guide them in crafting new techniques and their workforce strategy. Furthermore, this research intends to produce a model based on the information gathered from the relationship between diversity, organizational commitment, and employees' well-being. In addition, this study comprehends proper standards and engagement in a range of everyday circumstances that can benefit individuals to work together more effectively among groups of people with various cultures.

Lastly, researchers aim to provide the Filipino cruise community with new theoretical knowledge by publishing this paper available for cruise companies to access information regarding cultural diversity in the workplace. It also serves as the basis for possible innovations that strengthen and enrich information regarding cruise seafaring. This could also be the basis on theirofossible research that they may conduct in the future.

Literature Review

Cruise and shipping industry

The cruise and shipping industry began as a means of transporting enjoyable recreation to topmthe ost passengers aboard sailing ships that visited different ports around the globe (Pallis, 2021). In today's market, the industry is known as one of the key players among worldwide businesses. To entertain, feed, and protect such a large number of people, a massive company with thousands of workers is required (Sun et al., 2017). The rise of the cruise and shipping industry has increased career opportunities in a field that attracts industry experts worldwide. Evangelia et al. (2019) expressed how the industry plays a substantial role in the economic development of a country. Professionals from all countries engage in the cruise sector to take part and serve the industry.

Over the last decades, the cruise and shipping industry has testified to relentless expansion and unavoidable globalization developments. Moreover, Atef and Al-Balushi (2017) stated that monetarily, the cruise and shipping industries have all contributed to the globalization of the tourism and hospitality industry that have embraced economies of scale and progressed division as well as the needs and wants of every tourist onboard ships. In addition, the study of Nadiia and Sergei (2016) argued that it is likewise exceptional by changes in the market, specifically the developing internationalization of cruise travelers.

Cruise industry during the pandemic period

The industry has been steadily growing for decades and is now regarded as a significant source of employment worldwide. With the emergence of COVID-19, however, Holland et al. (2021) stated that the industry has been impacted negatively as millions of passengers and employees have been affected by significant disruptions and cancellations of its operation. This is in line with the study of Petrizzo (2020) that most

cruise line companies are compelled to cease their operations and services, losing revenue and forced to request loans merely to keep afloat. As eloquently stated by Silva (2021), the rapid spread of COVID-19 has been attributed to globalization and worldwide travel trends. Since cruise ships are facilitated and confined by the presence of a considerable number of people, vessels are tagged as a potential source of infectious diseases and transmission (Quigley et al., 2021). This implies that the transmission rate onboard is relatively higher.

As studied by Liu and Chang (2020), risks and outbreaks concerning health and safety can hurt the cruise industry as they have the potential to influence passengers' perceptions of a cruise line, more specifically, the likelihood of purchasing a cruise product in the future. Containment plans were formulated amid constantly shifting conditions in response to this crisis. As Brewster et al. (2020) mentioned, preventative measures comprise a variety of strategic planning and designing, hygiene and sanitation, and surveillance and monitoring initiatives designed to increase the safety of all cruise ship passengers and crew. Cruise ships are progressively restarting their operations worldwide, adopting restrictive guidelines and with the authorization and participation of local and regional governments (Cruise Lines International Association, 2021).

Filipino seafarers

Seafaring helps Filipino seafarers' families in the Philippines, one of the key motivations that push them to work on board (Evangelista, 2021). In addition, Bendicio (2019) claimed that Filipino seafarers continue to work on board for monetary benefits and to proceed to better opportunities for themselves and their families. Furthermore, Andrew et al. (2019) mentioned that living onboard or at sea is a crucial working environment for Filipino seafarers. As a result, in the study of Isidro -Banez (2020), several Filipino seafarers are influenced by the level of support from family, and it affects their perception of their decision whether they still want to return on board or not.

Despite that, Dacwag (2018) explained that Filipinos are easy to adjust since they are open and interested in exploring other cultures and sharing their own with different nationalities on board. In addition, conflict scenarios for Filipino seafarers on board are unavoidable. Usual factors that spark conflicts could be beliefs, interests, points of view, needs, etc. (Garcia et al., 2018). Moreover, Reyes et al. (2019) most of the bases were race,

ethnicity, physical features, and communication; and these are commonly experienced in various settings such as schools, work places, social gatherings among others. If these settings are vulnerable to discriminatory situations, the researchers believe that it can also happen to seafarers who were on board a ship. Hence, the researchers investigated the extent of racial discrimination, degree of conflict, and the coping strategies of selected Filipino seafarers. Specifically, the study determined relative profiles of the respondents; the extent of racial discrimination they experienced; the degree of conflict they have encountered; the relationship between racial discrimination and degree of conflict they have experienced; the significant difference in the racial discrimination they experienced; and, the coping strategies they applied in countering the discrimination and conflicts they experienced. Using descriptive-survey as method in gathering data, the researchers employed 100 Filipino seafarers who have boarded an international vessel for at least 1 year. Convenience sampling was used in choosing the respondents who were taken in Kalaw Avenue, Manila. A researcher-made questionnaire, framed after the theories and literatures reflected in the study was used. Frequency, percentage, weighted mean, analysis of variance and Pearson product-moment correlation were also used to treat the data of the study. Finally, the study was conducted from June 2016 to October 2016. Based on the result of the study, majority of the respondents are from Luzon (34% mentioned that discrimination is due to race, ethnicity, physical appearance, and language barriers or intercommunication.

Factors influencing cultural diversity

Eriksson and Hägg (2016) defined cultural diversity as differences among people of various racial or ethnic origins with diverse cultural backgrounds that can be recognized within a society, community, or organization. These divergences constantly changing through time are considered a contentious topic in literature. In addition, Mohamed (2017) further elucidated that cultural diversity includes disparities between individuals regarding ethnicity and historical ties, socioeconomic background, personality and attitude, temperament, and nature of people within the same social system. In relation to the cruise industry, cultural diversity plays a vital role in how most cruise companies and businesses currently operate as an effect of internationalization.

Regardless of how a company supervises and manages a diverse workforce, the outcome might have been an asset or a challenge (Amakiri et al., 2021). According to Tompos and Ablonczy-Mihбlyka (2017), the emerging interest in diversity and inclusion creates substantial advantages and disadvantages for organizations. In order to help an organization achieve its strategic goals and objectives, diversity management is applied as it provides management strategies that ensure equality, respect, admiration, and involvement between its employees (Valentine & Godkin, 2017).

Organizational commitment

Organizational commitment is now one of the most common studies conducted on employees and organizations to shape the culture for which every organization strives to be renowned. Noraazian (2016) mentioned that organizational commitment alludes to sensations of connectivity and affiliation that an individual from an organization feels. Directed by qualities that straightforwardly influence seafarers, it is characterized as people's rational and emotional involvement in their work, professions, organizational units, and companions (Walden et al., 2017). In addition, Ryu and Moon (2019) observed that engaged seafarers are the organization's key asset since they are highly driven to devote their time and efforts to achieve organizational goals. Seafarers, in particular, must be offered many opportunities and interactions to feel a sense of responsibility inside the business as they integrate into a multicultural environment.

Apart from this, Herrera and De Las Heras-Rosas (2021)aspire to create a high level of performance and low levels of absenteeism and turnover. Organizational commitment is considered a key factor in achieving this objective, however, it can be conditioned by several factors, among which is the psychological contract. The literature has related the organizational commitment with the fulfillment of the psychological contract framing it as one of the explanatory variables. This work aims to investigate research trends on psychological contract and organizational commitment. For this purpose, bibliometric techniques and the software SciMAT have been used. 220 journal articles indexed in Web of Science (WoS stated that the workplace condition for seafarers may be necessary to increase their perceived work engagement as it would enhance workplace cohesion. In addition, Noraazian (2016) also indicated that this has the potential to boost organizational productivity and seafarer enthusiasm and improve a company's

capacity to meet its objective. Establishing a committed workplace culture will help the organization generate better results and help people achieve their professional and personal goals (Tsai & Liou, 2017).

Seafarers' wellbeing

According to Panganiban and Garcia (2017), being flexible, having a firm intellectual state, possessing robust physical health, and keeping an easy-to-adjust attitude must be embodied by a seafarer on board. On the other hand, being exhausted and stressed at work obstructs seafarers' performance. Moreover, due to COVID-19, workers worldwide, including cruise seafarers, are greatly affected by this health crisis (Pauksztat et al., 2020). The spread of the virus imposes new threats and changes in work conditions and causes mental distress to seafarers. Based on the study by Makhanya (2021), workers' wellness significantly impacts their surroundings, and their capabilities influence every person. As explained by Otenyo and Smith (2017), wellness previously concentrated on encouraging good health, behaviors, exercise, and proper weight management, but now, it has evolved into many factors.

It revealed that being isolated alone on board and having a lengthy period of work affects mental, physical, and social well-being. It entails the physical, emotional, spiritual, occupational, and intellectual well-being influencing employment and the onboard environment. Apart from this, McVeigh et al. (2019) indicated that different causes are connected to well-being. These involve shelter, earnings, health, environment, etc. In connection, having social relations, work-life balance, and subjective well-being have also significantly discerned all these methods.

Theoretical Background

To identify cultural differences among cruise seafarers, researchers adapted the dimension to support the study from earlier literature, such as Geert Hofstede's (1980) 6-D Model Theory of National Culture, which was mentioned by Gebauer (2020). This theory distinguishes one culture from another. Aside from that, this Cultural Dimension Theory is an internationally recognized standard for understanding cultural differences. It allows the study to identify if a Filipino cruise seafarer could work effectively with people from various cultural and geographic backgrounds. This framework will enable researchers to identify Filipino seafarers' cultural traits and

characteristics to assess and comprehend their behavior in the workplace. As a result, the organization may develop and implement management strategies that help manage a diverse workforce. This provides knowledge in cross-cultural management, primarily how diversity in culture is minimized and managed Eriksson and Hägg (2016).

Method

The researchers used quantitative-predictive-causal research since it is designed to determine whether the main variable, cultural diversity, is used to mediate or moderate one or more outcome variables, which are organizational commitment and wellbeing, as the prediction perspective is present with this complex model.

The researcher determined the sample size of at least 112 respondents using the statistical power analysis of G-power. It is a statistical treatment used to determine the sample size wherein the established effect size is 0.40, an alpha error is 0.05, and the actual power is 0.95. However, the researchers gathered 291 Filipino cruise seafarers to achieve a proper representation of the chosen population. The researchers gathered 291 Filipino cruise seafarers to properly represent the chosen population. The study's respondents are Filipino cruise seafarers who have experience working onboard. These are restricted outside other types of maritime industry segments. The study requires respondents to be 22 years old and above and have experienced a minimum of two contracts in an international shipboard or fleet since a cruise employee needs at least six to 12 months to adjust to a new work culture (Panganiban & Garcia, 2017). Researchers used the questionnaire as the main instrument for data gathering and adapted and modified different instruments from different related literatures and authors. The first part pertains to the psychographic profile of the respondents. The variable's indicators were a researcher-made for psychographic profiling. This part was measured through a check box and frequency. Moreover, the second part focuses on identifying the cultural differences among employees on board. The basis of the ideas of the said variable's indicators was adapted from the instrument of Yoo et al., (2011), indicating the 6-D Model Theory of National Culture by Geert Hofstede (1980). The third part highlights how cruise employees are committed to their organization. The indicators were adapted from the instrument of Khalili and Asmawi (2012) that identifies the measurement and antecedents of affective, continuance, and normative

commitment to the organization. The fourth part emphasizes the factors that affected seafarers' well-being during the pandemic. The indicators were adapted from the focus group discussion of Sliskovic (2020) participants who gave their reflections on the current pandemic situation in terms of the well-being dimensions. The three industry experts validated and ran the instrument in pilot testing. Below is the result of the Cronbach alpha:

Table A. Result of Reliability Analysis

Major Variables	Cronbach Alpha	Interpretation
Cultural Diversity	0.761	Acceptable
Organizational Commitment	0.801	Good
Well-Being	0.788	Acceptable

Legend: $\alpha \geq 0.9$ excellent; $0.9 > \alpha \geq 0.8$ good; $0.8 > \alpha \geq 0.7$ acceptable; $0.7 > \alpha \geq 0.6$ questionable; $0.6 > \alpha \geq 0.5$ poor; $0.5 > \alpha$ unacceptable

The instrument is divided into four parts and disseminated online through Microsoft Forms. The researchers distributed the survey questionnaire online to search for random respondents within the locale. In addition, the researchers communicated with the respondents by asking for consent letters from the personnel of different manning agencies and companies to gain voluntary participation in the study. In addition, referrals from friends, colleagues, and acquaintances until the target sample size is reached. The respondents chosen by the researchers were selected using a combination of purposive and snowball sampling.

The researchers ought to consider the intent of the research and follow the standards in performing the study by providing consent letters to respondents of this study, which outline the study's objectives and guidelines for respondents to be aware that their thoughts and comments were strictly treated with utmost care and confidentiality. Their anonymity as respondents was disclosed to anyone. As researchers distributed questionnaires online, R.A. 10173, or the Data Privacy Act of 2012, was attached, stating that all personal or sensitive information gathered and submitted through this questionnaire was solely used for this study.

It utilized frequency and percentage distribution to present seafarers' psychographic profiles in terms of lifestyle, physical activities, and devices used to communicate. Weighted mean and composite mean to identify seafarers' perceptions towards cultural diversity, organizational commitment, and well-being to calculate the average value of the data by providing

different weights to some individual values that reflect the relative importance of each number averaged. Moreover, Analysis of Variance (ANOVA) was used to compare the mean difference among variables to determine significant differences between organizational commitment, well-being, and factors influencing cultural diversity when grouped according to psychographic profile. Furthermore, the Pearson Correlation tested the significant relationship between organizational commitment and well-being, which understands the strength of the relationship between the two variables. Finally, a Covariance-based or CB-SEM using AMOS was used to assess relationships among organizational commitment and well-being and the mediating effect of factors influencing the cultural diversity of Filipino seafarers.

Results And Discussion

Table 1: Summary Of The Psychographic Profile Of The Respondents

Items	Frequency	Percentage
Lifestyle		
Hedonistic	101	34.71
Adventurous	171	58.76
Individualistic	11	3.78
Promethean	8	2.75
Total	291	100%
Physical Activities		
Aerobics	148	50.86
Strengthening	123	42.27
Flexibility	20	6.87
Total	291	100%
Devices Used to Communicate		
Smartphones	278	95.53
Tablets	9	3.09
Computing Machine	4	1.37
Total	291	100%

Table 1 presents the summary of the Psychographic profile of the respondents. It is revealed that most Filipino Cruise Seafarers are adventurous

and open to taking chances, trying new things, and seeking enjoyment through new experiences with an adventurous lifestyle ranked highest among indicators (58.76%). Furthermore, aerobic activities such as jump rope, treadmill, jogging, and other related activities gathered the most data regarding the response of Filipino cruise seafarers (50.86%). Lastly, it depicts that most seafarers on board use smartphones like iOS and Android (95.53%) when communicating with their families and friends.

Table 2 presents the table summary of the factors influencing cultural diversity, organizational commitment, and formation of Filipino cruise seafarers' well-being as the three significant variables of the study.

Regarding Factors Influencing Cultural diversity, it is revealed that most respondents agreed that all the factors influence the work culture on a cruise ship (4.00). The respondents strongly agreed that the Uncertainty Avoidance Index greatly influenced onboard culture (4.66). This suggests that seafarers on cruises consider how much ambiguity and uncertainty are tolerable. Cruise seafarers take serious consideration in managing unfamiliar conflicts that arise since these situations may potentially threaten the entire operation of every department and result in a negative outcome. Therefore, crew members abide by organizational rules and policies when facing unprecedented situations, as data reveals that they promote a high uncertainty avoidance index.

Table 2: Summary Of The Table For The Factors Influencing Cultural Diversity, Organizational Commitment, And Formation Of Filipino Cruise Seafarers' Well-Being

Sub - Variables	Weighted Mean	Interpretation	Rank
Factors influencing cultural diversity			
Power Distance Index	4.03	Agree	4
Interpersonal Connection	4.24	Agree	3
Uncertainty Avoidance Index	4.66	Strongly Agree	1
Gender Sensitivity	3.89	Agree	5
Time Bound	4.27	Agree	2
Liberty Control	3.67	Agree	6
Composite Mean	4.00	Agree	
Organizational Commitment			
Affective Commitment	4.16	Agree	1

Continuance Commitment	3.75	Agree	3
Normative Commitment	4.08	Agree	2
Composite Mean	4.00	Agree	
Filipino cruise seafarers' well-being			
Mental and Physical Well-Being	4.57	Strongly Agree	1
Social Well-Being	4.37	Agree	2
Economic Well-Being	4.15	Agree	3
Composite Mean	4.36	Agree	

Legend: 1.00 – 1.49 Strongly Disagree; 1.50 – 2.49 Disagree; 2.50 – 3.49 Moderately Agree; 3.50 – 4.49 Agree; 4.50 – 5.00 Strongly Agree

Furthermore, it can be gleaned from the table that most respondents agree that sub-variables influence crew members' commitment level at work (4.00). Results reveal that most respondents agree that affective commitment greatly influences cruise employees' commitment level (4.16), ranked highest among other sub-variables under organizational commitment. This is because crew members, regardless of their job status, believe that the company's objective aligns with their personal beliefs and interests and feel at ease within the company. Their workplace culture makes them realize they fit into the organization and are satisfied with their work. This leads to an increase in their dedication to the business.

Lastly, Filipino cruise seafarers agree on the formation of their mental and physical well-being, social well-being, and economic well-being (4.36). Consequently, it turned out that Filipino cruise seafarers strongly agreed regarding the formation of their mental and physical well-being (4.57), which ranked highest. This implies that living and working on cruise ships sustained their psychological and physical stability due to the programs and facilities that cruise ship management offers for their crew members. Working in passenger vessels like cruise ships gives them the advantage, especially in this present generation since cruise ships are becoming more modern and further improving their services for their passengers and to make that happen, they must take good care of their workforce's overall well-being since they are front liners in this industry. They are improving their crew members' well-being, resulting in the improvement of crew members' performance and motivation to work.

Table 3: Difference Between Organizational Commitment In Terms Of Continuance And Normative Commitment When Grouped According To Psychographic Profile.

Psychographic Profile	F_c	p-value	Interpretation
Continuance Commitment			
Lifestyle	3.80	0.011	Significant
Physical activities	0.74	0.478	Not significant
Devices used to communicate	0.49	0.612	Not significant
Normative Commitment			
Lifestyle	3.17	0.025	Significant
Physical Activities	0.95	0.389	Not Significant
Devices used to Communicate	0.41	4.08	Not Significant

Legend: If p-value is < 0.05, significant; If p-value is > 0.05, Not Significant

Table 3 exhibits the significant difference between organizational commitment in terms of continuance and normative commitment when grouped according to psychographic profile.

In continuance commitment, responses present no significant difference between organizational commitment and continuance commitment when grouped according to physical activities and devices used to communicate since their p-values are all greater than 0.05. Furthermore, it shows that results differ based on the post hoc test. There is a significant difference in the level of organizational commitment in terms of continuance commitment when grouped according to lifestyle (p=0.011) since its p-value is less than 0.05.

This means that cruise seafarers with hedonistic, adventurous, and Promethean lifestyles are more committed to several investments and privileges from an organization than those with individualistic lifestyles. It further implies that cruise seafarers who seek to feel satisfied, luxurious, and have an extravagant lifestyle fear losing their jobs since these might assume losses that can be financial (compensation and privileges), careers (seniority or role-related skills), or social (friendships or allies). Along with the adventurous experience, seafarers also earn lucrative pay, primarily due to the time spent working. Therefore, seafarers working on cruise ships with an established lifestyle are more likely to experience continuance commitment to compelling their grandeur.

Moreover, seafarers would prefer to stay in their position because they believe it is the best option for them to support their need and their dependents to provide the lifestyle they have. What is advantageous about working in the maritime industry is that it allows those looking for adventure to go on an exciting journey while being paid for it. The seafarers' routine includes going through various exhausting and exciting experimental scenarios yet satisfying life at sea. The more satisfied individuals are with their workplace, the more they will want to contribute to keeping it a secure and enjoyable workplace.

On the other hand, the responses indicate no significant difference between organizational commitment in terms of normative commitment when grouped according to physical activities and devices used to communicate since their p-values are all greater than 0.05. Moreover, results also show that based on the post hoc test, there is a significant difference in the level of organizational commitment in terms of normative commitment when grouped according to lifestyle (p=0.025) since its p-value is less than 0.05. This means cruise seafarers with adventurous, individualistic, and Promethean lifestyles are less committed to getting tied in the industry as a response to responsibility than those with hedonistic lifestyles. It further implies that cruise seafarers motivated by pleasure and happiness appear to have a stronger feeling of moral commitment to the organization or responsibility in their work, making them less inclined to quit. It is strongly connected to pleasure, which is also focused on providing people with what they need to be satisfied. Onboard seafarers could believe they must hold onto their jobs, which might also add to their sense of pride and satisfaction. The need for pleasure has an impact on the happiness experienced in the fulfillment of those needs.

Table 4: Difference Between Factors Influencing Cultural Diversity In Terms Of Power Distance Index, Interpersonal Connection, Uncertainty Avoidance Index, And Liberty Control When Grouped According To Psychographic Profile.

Psychographic Profile	F_c	p-value	Interpretation
Power Distance Index			
Lifestyle	3.12	0.026	Significant
Physical activities	0.33	0.716	Not significant
Devices used to communicate	1.27	0.284	Not significant
Interpersonal Connection			

Lifestyle	2.72	0.045	Significant
Physical activities	0.15	0.858	Not significant
Devices used to communicate	0.47	0.626	Not significant
Uncertainty Avoidance Index			
Lifestyle	4.95	0.002	Significant
Physical activities	8.96	0.000	Significant
Devices used to communicate	0.60	0.549	Not significant
Liberty Control			
Lifestyle	3.68	0.013	Significant
Physical activities	1.98	0.140	Not significant
Devices used to communicate	1.63	3.68	Not significant

Legend: If p-value is < 0.05, significant; If p-value is > 0.05, Not Significant

Table 4 presents the significant difference between factors influencing cultural diversity in terms of power distance index, interpersonal connection, uncertainty avoidance index, and liberty control when grouped according to psychographic profile.

Regarding the power distance index, there is no significant difference in responses between factors influencing cultural diversity when grouped according to physical activities (p=0.716) and devices used to communicate (p=0.284) since their p-values are all greater than 0.05. Furthermore, results also show that based on the post hoc test, there is a significant difference in the factor that influences cultural diversity in terms of power distance index when grouped according to lifestyle (p=0.026) since its p-value is less than 0.05.

This means that cruise seafarers with adventurous (3.97) and Promethean (3.83) lifestyles are more likely to influence the crew member's perception of inequality that exists and is accepted between high-ranking and low-ranking crew members on board compared to those with hedonistic (4.13) and individualistic (4.10) lifestyles. This is because senior sailors typically have more experience working on board. This implies that the more time they spend working on a cruise ship, the more different individuals they are exposed to, including passengers and coworkers from various nations of origin. Low-ranking members frequently learn from the experiences of their seniors, creating an impression that encourages them to try those experiences, too. This is because the exchange of knowledge and good communication between the team and the workplace are practiced on board. Furthermore, high-ranking crew members have the most significant direct

impact on the workers they line manage, giving them the best opportunity and authority to impart new information to their crew members on board.

Additionally, the behavior of cruise seafarers in terms of how elegantly they should live is also influenced by the type of working environment they are in. Cruise ships convey notions of luxury since they provide the most upscale, high-end, and exquisite comforts. As a result, crew members tailor their lifestyle, particularly in terms of how gracefully they should live according to their working environment. Since high-ranking crew members typically work on board for a more extended period and have more knowledge and experience, they have unintentionally absorbed the style of living conditions on board over time as they already have resources to live elegantly at a high cost. On the contrary, low-ranking crew members with less time and experience working on board are still in the period of adjustment and adaptation.

Regarding interpersonal connection, there is no significant difference in responses between factors influencing cultural diversity when grouped according to physical activities (p=0.858) and devices used to communicate (p=0.626) since their p-values are all greater than 0.05. Furthermore, data also shows that results differ based on the post hoc test. There is a significant difference in the factors influencing cultural diversity regarding interpersonal connection when grouped according to lifestyle (p=0.045) since its p-value is less than 0.05.

This means that cruise seafarers with hedonistic (4.32), adventurous (4.20), and individualistic (4.23) lifestyles are more likely to influence the crew member's connection to one another in their organization compared to those with Promethean (4.06) lifestyles. This is because most seafarers working on board for a long time considered drinking to enjoy, relax, and socialize with their colleagues during their free time. Since most cruise ships provide their own bar for crew members, the prevalence of consuming alcohol has been a habit for them as it allows for pleasure and enjoyment. As a result, social interaction fostered by drinking among crew members is crucial to developing positive connections among seafarers.

Additionally, establishing a good relationship with coworkers from diverse cultures enables one to learn more about other cultures and develop their cross-cultural understanding. This includes discovering a new language, enhancing one already known, discovering a unique culinary tradition, etc.

Generally, there is a chance to gain from crew members' familiarity with their home countries and native languages, which can only be attained when crew members push themselves outside their comfort zones. On the contrary, the individualistic habits of cruise seafarers aiming to satisfy their personal needs play an essential role in enhancing their overall well-being. These behaviors may be tied to physical activities like workouts and exercises at onboard gyms.

Regarding the uncertainty avoidance index, it reveals no significant difference between devices used to communicate (p=0.549) since the p-value is greater than 0.05. Furthermore, data also shows that results differ based on the post hoc test. There is a significant difference in factors that influence cultural diversity when grouped according to lifestyle (p=0.002) and physical activities (p=0.000) since their p-values are less than 0.05.

In relation to lifestyle, data reveals that cruise seafarers with hedonistic (3.76) and adventurous (3.71) lifestyles are more likely to influence the crew member's behavior in terms of responding to uncertain and unforeseen circumstances compared to those with individualistic (3.11) and Promethean (3.28) lifestyles. This implies that crew members who seek pleasure often experience a feeling of fulfillment and satisfaction when solving a problem in the workplace or accomplishing a task that is beyond their work knowledge. It is a key to innovation as gratification waiting at the end of the situation keeps crew members motivated to finish an uncertain situation.

Moreover, crew members who want new experiences are also persuaded to accomplish an unfamiliar event since they are the types who are commonly willing to take risks. This means experiencing new things outside their comfort zones and considering new experiences as learning sources.

In relation to physical activities, data also reveals that cruise seafarers inclined with aerobic (3.69) and strengthening (3.78) activities are more likely to influence the crew member's behavior in terms of responding to uncertain and unforeseen circumstances compared to flexibility (3.15) activities. This is because crew members who frequently use the onboard gym to exercise can interact with one another and build bonds, leading to improved teamwork and coordination when presented with a challenge. Additionally, a person's physical and mental health are intertwined, and

these physical activities contribute to the crew members' increased enjoyment, mental health, and general well-being while on board. Therefore, leading an active lifestyle can aid in lowering the risk of being ill, which benefits performance and leads to better results.

Regarding liberty control, there is no significant difference between factors influencing cultural diversity when grouped according to physical activities and devices used to communicate since their p-values are all greater than 0.05. There is, however, a significant difference in the level of influence in terms of liberty control when grouped according to lifestyle since its p-value is less than 0.05.

This means respondents whose lifestyles are hedonistic, adventurous, and individualistic are less restrained than those who are Promethean. Since they project to be more welcoming and open to experiencing new things in life, it does not matter if it is luxurious, but what matters to them is if it satisfies them. It is a unique experience that benefits them. At the same time, respondents whose lifestyle is Promethean tend to be more restrained since they must work a lot to sustain their luxurious lifestyle.

Table 5. Relationship Between Organizational Commitment And Wellbeing

		Organizational commitment	Wellbeing
Organizational commitment	Pearson correlation		0.586** (Significant with high relationship)
	Sig. (2-tailed) N		0.000
		291	291
Wellbeing	Pearson correlation	0.586** (Significant with high relationship)	
	Sig. (2-tailed) N	0.000	
		291	291

**Correlation is significant at the 0.01 level (2-tailed).

1 – perfect relationship; 0.80 to 0.99 very high relationship; 0.60 to 0.79 moderately high relationship; 0.40 to 0.59 high relationship; 0.20 to 0.39 moderately low relationship; 0.01 to 0.19 very low relationship; 0 – no relationship

Responses drawn in Table 5 illustrate a high relationship (.000 Sig. 2-tailed) between the level of organizational commitment and level of wellbeing (.586 Pearson Correlation) of Filipino cruise seafarers. As the level of organizational commitment increases, the level of well-being of

respondents tends to increase or vice versa. It further implies that two variables are dependent on one another.

Moreover, this further implies that cruise seafarers' physical, mental, social, and economic states are interrelated to factors that affect their sensations of connectivity and affiliation with the organization. Good management significantly increases crew members' workplace productivity, improves their morale, and enhances companies ' ability to achieve goals and objectives. This is because of proper and equal treatment of employees and the availability of necessary facilities and amenities that enhance all states mentioned, such as fitness centers and wellness programs. Additionally, having sufficient wages and salaries that enable crew members to fulfill their responsibilities and allow them to purchase and enjoy goods and services creates a sense of job satisfaction. As a result, having equal access and being provided with sufficient work resources creates a healthy and productive work environment for crew members.

Additionally, giving crew members sufficient time and space on board to interact and socialize with one another helps them build supportive relationships, which fosters a dynamic work environment. Therefore, it can be inferred that having a healthy work-life balance benefits how crew members behave at work since it enables them to express their emotions in an open way and value their coworkers' experiences with the organization and current situation. Overall, organizations imposing methods that promote effective performance benefit the emotional and mental state, creating a sense of guilt when considering other work alternatives. People who are committed to or devoted to their companies work harder and more productively, which improves their general well-being.

Table 6. Summary Of Model Indices

Model Indices	Values	Standard Values	Interpretation
Chi-square/degrees of freedom	0.000	< 5	Good fit
Goodness of fit index (GFI)	1.000	> 0.80	Good fit
Normal fit index (NFI)	1.000	> 0.90	Good fit
Comparative fit index (CFI)	1.000	> 0.90	Good fit
RMSEA	0.641	< 0.05	Poor Fit

Researchers evaluated the model based on multiple indices. These are chi-square, chi-square/df, goodness of fit index (GFI), normal fit index (NFI), and comparative fit index (CFI). The result of the model fit is shown in Table 6.
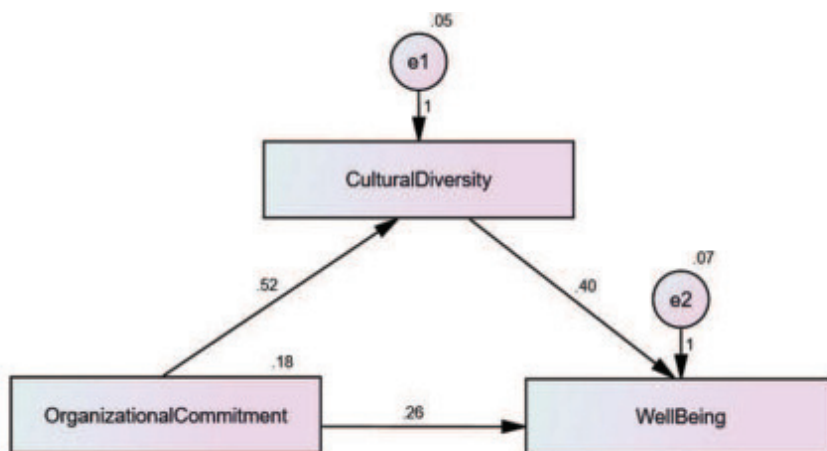
FIGURE 1. THE MEDIATING EFFECT OF CULTURAL DIVERSITY

As seen in the structural equation modeling, three significant variables were tested—cultural diversity, organizational commitment, and well-being. Those that are inside the box are measured or observed variables in this structural equation model. It was visually confirmed that there is a mediation effect since there are mediating arrows leading toward each variable, implying that it created a strong direct relationship when cultural diversity occurs. It is determined that organizational commitment has a high relationship (.52) with cultural diversity and a moderately low relationship (.26) with well-being. Moreover, cultural diversity has a high relationship (.40) with well-being.

Based on the model fit indices summary, cultural diversity mediates the relationship between organizational commitment and well-being. Researchers evaluated the model based on multiple indices and determined it fit its observed variable well. Table 6 shows that the chi-square/degree of the form (0.000) of the study has a good fit with a deviation of less than 0.05. According to Plackett (1983), researchers often used to determine if observed variations are significant or a good fit if the value $p<0.05$. Any deviations more significant than this level would be reason to reject and assume something other than chance was at play. Moreover, other indices resulted in a goodness of fit index of 1.000, normal fit index of 1.000, comparative fit index of 1.000, and RMSEA of 0.641. The high value of RMSEA resulted in a poor fit. This happened since the degree of freedom used is small. This, however, still indicates that it is a correct model but has

a high RMSEA value. This supported the results of the investigation of Kenny et al. (2015)it is important to know how well the RMSEA performs in models with small degrees of freedom (df that the RMSEA too frequently gives an inaccurate impression of a poorly fitting model when cutoff values are used to evaluate the fit of models that have been correctly stated and with a tiny degree of freedom and small sample sizes. Furthermore, RMSEA, CFI, and TLI integration is highly conditional on a set of cutoff criteria. Older studies of Browne and Cudeck (1993) implicated that an RMSEA value of <0.05 demonstrates a "close fit" and that >0.08 involves a valid model−data fit. Bentler and Bonett (1980) recommended that TLI >0.90 indicates an acceptable fit. This insinuates that upon testing, it corresponded to having an indirect mediation effect since there are mediating arrows heading in the direction of each variable, demonstrating that when cultural diversity is present, a strong direct relationship is established.

Furthermore, it depicts that as cultural diversity contributes to or plays a significant role, it further strengthens the level of relationship between organizational commitment and well-being. Therefore, this implies that those factors influencing cultural diversity, such as power distance index, interpersonal connection, uncertainty avoidance index, gender sensitivity, time-bound, and liberty control, encompass how most cruise companies and seafarers function at present as an effect of a cross-cultural work environment. In a cross-cultural situation, recognizing the specific type of culture allows cruise ship crew members to modify and adapt to suit the majority's preferences. This implies that the kind of working environment significantly impacts crew members' behavior and operational style.

Additionally, this further implies that the results of cultural diversity on board also affect seafarers' mental and physical well-being, social well-being, and economic well-being. This means that interacting, living, and working with a diverse crew on board can affect each other's well-being, which could lead to adapting other crew members' cultures applicable to them. It could affect their way of thinking (mental), physical health (physical), socialization and interactions (social), and expenditures (economic).

Moreover, it further states that Filipino cruise seafarers' quality of work on board has a high relationship to their well-being since the quality of work influences the state of their wellness in terms of their personal and

professional careers and vice versa. It also implies that if well-being is unstable, the work quality of the seafarer will also become erratic. Once work quality and well-being are taken into effect, Filipino seafarers' organizational commitment will also be compromised based on the positivity or negativity of work well-being. Finally, since the work environment of the Filipino seafarers on board is diverse due to the different rent nationalities present, this mediates the effect of cultural diversity between organizational commitment and well-being.

Table 7. Hypothesis Test Result From Amos

Hypothesis	Relationship	Estimate	S.E.	C.R.	P	Result
H1	CD ← OC	.523	.030	17.475	***	Accepted
H2	WB ← CD	.404	.072	5.613	***	Accepted
H3	WB ← OC	.265	.052	5.040	***	Accepted

When the research model in Figure 1 and the hypothesis result in Table 7 are examined, it is observed that organizational commitment has a high relationship with factors influencing cultural diversity and has a moderately low relationship with wellbeing (H1: Estimate=5.23, S.E.=0.30, C.R.= 17.475; H3: Estimate=.265, S.E.=.052,

C.R.=5.040). Therefore, hypotheses H1 and H3, "organizational commitment has a positive and significant relationship on factors influencing cultural diversity and wellbeing," were accepted. Similarly, a high relationship was found between factors influencing cultural diversity and well-being (H2: Estimate=.404, S.E.=0.72, C.R.= 5.613). Hence, hypothesis H2, "factors influencing cultural diversity has a positive and significant relationship on wellbeing," was accepted.

Implications

From the researchers' conclusions, they recommend that for the Shipboard Human Resource, researchers recommend using the result as a guide in conducting an orientation upon boarding, addressing the benefits and drawbacks of having a loose culture in the workplace. Discussing this topic reminds crew members to value the importance of engagement and commitment in the workplace and maintaining a proper work-life balance that allows crew members to enjoy their life on board while producing good results at work.

For Filipino Cruise Seafarers, researchers recommend using this study as a source of information, specifically for newly employed cruise seafarers without prior shipboard experience. This can be done by accessing and visiting online publication sites with open access to have a deeper and recent understanding of current work conditions encouraged on board as well as interpersonal behaviors of crew members, factors that need to be taken into consideration for their engagement, and the continuous improvement of their wellbeing.

Researchers recommend using this study as their basis or additional holistic and relevant information source for the Filipino Cruise Community. Since this is a timelier and updated research study about cultural diversity on board cruises, the organizational commitment of Filipino cruise seafarers, specifically in hotel operations, and the status of their wellbeing in the context of COVID-19, this will help in honing present and future generations of Filipino cruise seafarers and have a deeper grasp of what is happening and strengthens awareness about the life of being a Filipino cruise seafarer on board.

For Educational Institutions, researchers recommend using the result of the Structural Equation Model produced in this study to include in their multicultural diversity subjects as a credible and valid illustration in discussing the relationship of factors influencing cultural diversity in workplace onboard culture to the level of commitment and wellbeing of Filipino cruise seafarers. This helps cruise line operation students to be equipped with sufficient knowledge in the field.

For Future Cruise Seafarers, researchers advise using this study as a source of information to understand different types of working environments and crew member behaviors aboard cruise ships. This includes Cruise Line Operation in Hotel Services students who will soon be employed on board to be equipped with skills needed to work in various hospitality work within the expanding cruise line industry. As a result, the model developed in this study adequately explains how to evaluate varied onboard cultures and variables influencing the level of dedication and the well-being of cruise seafarers.

For Future Researchers who will conduct the same study, researchers recommend further exploring using a qualitative approach such as documentary analysis, interview, observation, and other methods in investigating this study area. They can also use variables such as utilizing

profile, job retention and satisfaction, self-efficacy, work-life balance, and other variables relevant to diversity to find additional results or outcomes. They can strive for different methods or techniques or discover new information that can add to the body of knowledge.

Conclusions

In presenting the lifestyle of respondents, researchers found that most cruise seafarers are adventurous, taking chances through new experiences. With physical activities, respondents mostly do aerobics to improve their movement when working on board. Regarding devices, most respondents use smartphones when communicating due to portability, fast internet connection, and multitasking functionality features.

In identifying the perspective of Filipino cruise seafarers on factors influencing cultural diversity on board, data reveals that all factors influence the work culture onboard, showing that the uncertainty avoidance index greatly influenced onboard culture. This suggests that workplace culture encourages a high uncertainty avoidance index with cruise seafarers adhering to the company's structured system since it allows them to reduce the risk of outside factors harming the organization's overall operation.

In the assessment of organizational commitment, data shows that all variables influence the level of commitment of crew members at work, emphasizing that affective commitment significantly affects cruise seafarers. This implies that crew members believe that the company's objectives align with their personal beliefs and interests, and they feel at ease within the company.

In determining the formation of the seafarer's well-being, data presents that all variables were in good appearance, pointing out that mental and physical well-being were greatly valued. This implies that working crews on board gives an advantage, especially in the present generation since cruise ships are becoming more open and modern— facilities and programs for crew members have highly improved.

In assessing significant differences, the study reveals a significant difference in cultural diversity under factors influencing cultural diversity except for gender sensitivity and time-bound. For the time-bound organizational commitment, there is a significant difference when grouped according to continuance and normative commitment, as well as avoidance

index under cultural diversity when grouped according to lifestyle. On the other hand, there is no significant difference in well-being when grouped to their psychographic profiles.

Out of all variables, researchers conclude that there is a high relationship between the level of organizational commitment and level of well-being, which means that as the level of organizational commitment increases, the level of well-being of respondents tends to increase as well and the other way around.

According to the result of this research, Structural Equation Modelling revealed that cultural diversity mediates the relationship between organizational commitment and well-being. Cultural diversity contributes to or plays a significant role as it further strengthens the level of association between organizational commitment and well-being.

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APPENDIX A

SURVEY QUESTIONNAIRE

Letter to the Respondent

Dear Respondent,

We are students of Bachelor of Science in International Hospitality Management specialized in Cruise Line Operations in Hotel Services from Lyceum of the Philippines—Laguna. We are currently conducting a study sought to assess casual factors influencing cultural diversity of Filipino cruise seafarers. As an effect of globalization, cultural diversity in the workplace is referred to as major differences in an individual's behavior displayed in a culture.

The result of this study shall identify challenges and opportunities experienced by Filipino seafarers towards their workmates with different nationalities. Within different cases of crew on-board ships, specific demands leverage barriers posed by cultural diversity. This study will benefit the totality of cruise companies to provide in-depth descriptions and results of primary concerns encountered by majority of crew on-board in terms of workforce management. This can also be their guide to craft new techniques and their own approached to strategize in the workforce.

As researchers, we believe that in order for the study to gain a good grasp on chosen variables, your participation, being a seafarer who is persistently working in the cruise line industry amidst challenges was chosen and fit to be one of the subjects of the said study. We want to augment that your participation will be voluntary and all efforts to protect your identity by keeping all the information confidential shall be taken into great consideration.

We have enclosed a consent form for your review. Please read the form and feel free to contact us if you have any questions about the study. If you choose to participate, please sign, initial, and date the consent information form and return it along with the completed questionnaire in the envelope. We look forward to learning about your experiences in working in the cruise industry. Your participation will be greatly appreciated.

Sincerely,
The Researchers

Informed Consent

Before agreeing to participate in this research study, it is important that you read and understand the following explanations of proposed procedures. It describes the objectives and your right to withdraw from the study at any time.

Objective of the Study: This study aims to assess casual factors influencing cultural diversity of Filipino cruise seafarers.

Confidentiality of Research Records

- In accordance with RA 10173 or the DATA PRIVACY ACT OF 2012, all personal and/or sensitive information solicited and disclosed from this questionnaire shall be only used for the study alone. Rest assured that only the researchers have access to information and responses.
- Your name will never be asked. However, if you feel free to include at least your initials, you may do so. Your responses will be recorded on a form that contains a code number created by the researcher.
- After administering the questionnaire and you found out that you want to decline to participate, the researcher will take a black marker and cross through your name and information. At the end of the study, the contact sheet will be shredded, leaving no possible way to match code numbers/ responses with you.
- Your personal/individual responses will not be given to anybody in any position.
- During the study, all data will be kept in a locked and secured filing cabinet.
- By using code numbers, in the event that results were subpoenaed, your individual responses could not be singled out.

Voluntariness & Withdrawal from Study

Your participation in this study is strictly voluntary and will not affect your current legal situation or result in adverse reactions from any court. Neither nobody will know who has or has not participated in the study.

Voluntariness & Withdrawal from Study

- I have read, understood, and AGREE to participate in this study
- I have read, understood, and DO NOT AGREE to participate in this study

PART 1: Psychographic Profile. This section contains inquiries on your psychographic profile. People have different beliefs and "self-concept" therefore, this part of the survey indicates your understanding with regard your lifestyle, physical activities, and devices used to communicate. Kindly study this list carefully and then select one best attribute that suits you. All items will be held with utmost confidentiality.

Lifestyle

- Hedonistic lifestyle (pleasure seeking individual & always wants to feel satisfied)
- Adventurous lifestyles (wants new experiences)
- Individualistic (independent and wants to always be alone)
- Promethean (luxurious, extravagant lifestyle, and risk taker)

Physical Activities

- Aerobic (housework, swimming, jump rope, running/jogging)
- Strengthening (push ups, weightlifting, wall sits)
- Flexibility (stretching, tai chi, yoga, gymnastics, dancing)

Devices used to communicate

- Smartphones (iOS and Android Phones)
- Tablets (iPad and Tabs)
- Computing Machine (PC and Laptops)

PART 2: Cultural Diversity. This section contains statements regarding different factors influencing cultural diversity wherein it assesses the level of agreement regarding the different cultural differences of employees onboard. Please answer questions carefully. This is not a test of ability. Kindly check the column that indicates your answer based on the following scale: **Strongly Agree – 5; Agree – 4; Moderately Agree – 3; Disagree – 2; Strongly Disagree – 1**.

Power Distance Index

I can say that in our workplace…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
High-ranking seafarers are open to those in lower positions when making a decision.					
High-ranking seafarers consult opinions of those in lower positions too frequently.					
High-ranking seafarers have social interaction with those in lower positions.					

I can say that in our workplace…	(5)	(4)	(3)	(2)	(1)
High-ranking seafarers trust those in lower positions when delegating important tasks.					
Low-ranking seafarers must agree with decisions of those in higher positions.					

Interpersonal Connection

I can say that in our workplace…	(5)	(4)	(3)	(2)	(1)
Individuals only pursue their goals after considering the welfare of the group.					
Group loyalty is encouraged even if individual goals suffer.					
Individuals stick with the group even through difficulties.					
Group welfare is more important than individual rewards.					
Group success is more important than individual success.					

Gender Sensitivity

I can say that in our workplace…	(5)	(4)	(3)	(2)	(1)
Problems onboard usually are solved better by men's logical analysis than by women.					
Problems onboard usually are solved better by women's intuition than by men.					
Meetings are usually run more effectively when they are chaired by a man seafarer.					
It is more important for men seafarers to have a professional career than it is for women seafarers.					
There are some jobs onboard that a man can always do better than a woman seafarer.					

Uncertainty Avoidance Index

I can say that in our workplace…	(5)	(4)	(3)	(2)	(1)
Rules and regulations are important as they inform seafarers what the organization expects from them.					
Instructions being spelled out in detail are important so that seafarers always know what they are expected to do.					
Managers expect seafarers to closely follow instructions and procedures.					
Standard operating procedures are helpful to seafarers on the job.					
Instructions for operations are important for seafarers on the job.					

Time Bound

I can say that in our workplace…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
The company takes advantage of every opportunity at the moment (Pheko et al., 2017).					
The company thoroughly assesses and considers potential consequences of their actions (Andrijauskienė & Dumčiuvienė, 2017).					
The company maintains personal steadiness and stability.					
The company introduces long-term planning.					
Giving up today's fun for success in the future.					

Liberty Control

I can say that in our workplace…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
The organization has strict social norms that limit seafarers from enjoying life and having fun (Gaweesh & Al Haid, 2018).					
Seafarers' enjoyment should be unlimited (Wu, 2006)2001.					
It is important to have a job that leaves sufficient free time (Wu, 2006)2001.					
There is ease in terms of controlling work-life balance (Walga, 2018).					
The organization has limitless leisure time (Link, 2019).					

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PART 3: Organizational Commitment. This section contains statements regarding different components of organizational commitment wherein it assesses the level of agreement regarding different onboard commitment cultures. Please answer the questions carefully. This is not a test of ability. Kindly check the column that indicates your answer based on the following scale: **Strongly Agree – 5; Agree – 4; Moderately Agree – 3; Disagree – 2; Strongly Disagree – 1**

Affective Commitment

I can say that…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
I would be very happy to spend the rest of my career with this organization.					
I enjoy discussing my organization with people outside it.					
I could easily become as attached to another organization as I am to this one.					
This organization has a great deal of personal meaning to me.					
I feel a strong sense of belonging with my organization.					

Continuance Commitment

I can say that…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
I am ready to face what might happen if I quit my job without having another one lined up.					
It would be easy for me to leave my organization right now, even if I wanted to.					
It would be inexpensive for me to leave my organization now.					
I have a lot of options to consider leaving this organization.					
I stay in this organization since other organizations may not match overall benefits I have here.					

Normative Commitment

I can say that…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
I believe that a person must always be loyal to his or her organization.					
I stay in this organization since loyalty is important and therefore, I feel a sense of moral obligation to stay.					
If I got another offer for a better job elsewhere, I would feel it is right to leave my organization.					
I was taught to believe in the value of remaining loyal to one organization.					
Things were better during days when people stayed with one organization for most of their careers.					

PART 4: Wellbeing. This section contains statements about factors that affect seafarer's wellbeing when the pandemic happened wherein it assesses the level of agreement regarding welfare of workers onboard. This is not a test of ability. Kindly check the column that indicates your answer in terms of your level of awareness based on the following scale:

Strongly Agree – 5; Agree – 4; Moderately Agree – 3; Disagree – 2; Strongly Disagree – 1

Mental And Physical Wellbeing

I am aware that during the pandemic…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
A positive mindset can help me cope with challenges onboard (FGD from participants of Sliskovic, 2020).					
I must keep my problems to myself so they will not affect my own and my colleagues' work performance (FGD from participants of Sliskovic, 2020).					
I must maintain my physical health so that I can provide good performance (FGD from participants of Sliskovic, 2020).					

I am aware that during the pandemic…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
I also give value to my colleagues' mental and physical states (FGD from participants of Sliskovic, 2020).					
Other cultural races influenced my diet so that my physical health will maintain a healthy working life environment (FGD from participants of Sliskovic, 2020).					

Social Well-Being

I am aware that during the pandemic…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
I have supportive family and friends who motivate me to work in a diverse environment (FGD from participants of Sliskovic, 2020).					
I engage myself with other people in the workplace (FGD from participants of Sliskovic, 2020).					
I have a balanced social and personal time (FGD from participants of Sliskovic, 2020).					
I am able to communicate clearly when dealing with conflicts (FGD from participants of Sliskovic, 2020).					
I expose myself to new ideas, people, and beliefs that are different from my own (FGD from participants of Sliskovic, 2020).					

Economic Well-Being

I am aware that during the pandemic…	*(5)*	*(4)*	*(3)*	*(2)*	*(1)*
My financial situation with every day coming is worth and worth (FGD from participants of Sliskovic, 2020).					
My financial status is stable and refrains me from feeling frustrated and depressed (FGD from participants of Sliskovic, 2020).					
I am sure of my job security and paying mortgage onboard (FGD from participants of Sliskovic, 2020),					
I can still have the things I want in life despite my financial situation (FGD from participants of Sliskovic, 2020).					
I am concerned that the money I have or will save will not last (FGD from participants of Sliskovic, 2020).					