

BALANCE OF POWER AND DISCIPLINE ON BOARD – COMPONENT OF SAFETY IN NAVIGATION

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The article deals with the basic principles and details of the relations of captain's power and administration on a ship from one side and the discipline of crewmembers the other side. This factor becomes more noteworthy when the ship's crew is international. A different approach to discipline and subordination in various countries reveals itself in a small team and limited space, what the ship and the ship's crew are in fact. However what a multinational crew of the ship is, there is one goal: to keep order and normal operation. It means that there must be balance and feedback in subordination.

Keywords: ship's crew, captain's authority, discipline, mentality, subordination.

Introduction. Exploring in detail the «human factor» on a ship, we need one of the main components to consider the power of the administration (master) and discipline among the crew members on board as they play a special significance when compared, for example, with conventional onshore business. The coexistence of such phenomena as the power and discipline must be balanced so that neither of the parties did not provide the dictates of another, or do not suppress it with its presence.

The purpose of the article. The purpose of this paper is an attempt to focus the attention of ship crews and shipping companies to the desired parity and mutual understanding between the ship's captain, officers and ratings of the vessel, as the definition of moral boundaries between these groups of crew, when performing their duties on board.

Discipline. What is a discipline on which it is based, as there is power and what it is, the crew members, depending on the mentality and rarely think about it, but the company that manages vessels and people, and organizing shipping, without focusing on these factors and understanding sources of discipline and authority, just not enough to manage. Principles and methods of discipline on the ship are different. Discipline reflects the real controversy in the team. Discipline is any property of the social and productive activities, it is the state of social control and a very three-dimensional concept.

If the onshore plant discipline can be classified by types of social norms, such as economical, political, financial, labor, technology and other types, then the ship as a production unit of the company it can be controlled as the production. And in this sense we can emphasize three types of disciplines:

1) the performance discipline – execution by each member of the crew of his duties. The peculiarity of this kind of discipline is that the slave does not provide rights and, moreover, did not want him to have them and showed some activity;

2) an active discipline – the use of rights in the performance of duties. This kind of discipline is preferred, as an employee exhibits in his conduct the activity, i.e. Actively use their rights;

3) self-discipline – is the fulfillment of an employee of his duties and the execution of their rights on the basis of self-government. It also includes a display of worker activity more than required by law or duty.

The aim of the relations is a management discipline education is not performing discipline and not even an active discipline, but self-discipline! Discipline on board - an indicator of the level of organization, of moral health of the crew. In connection with this company is looking for ways to improve the level of discipline, for example, in the following ways:

- convergence of various methods of the concepts of «discipline» and «order»;

- improving the efficiency of control over the execution of their duties for each crew member;

- shifting the emphasis in management from the discipline of coercion inherent in the command style of management, to the promotion and persuasion, interest in the outcome of labor motivation;

- shifting the emphasis from performance discipline to the self-discipline;

- to determine the effectiveness of managerial influence on the discipline of its level, i.e. By the final result, with constant monitoring of discipline;

- consideration misconduct as not only a failure to perform its duties, but the excess of the rights, causing damage to the rights of others;

Disciplinary relationship – it is a secondary form of relationship, which is present in every crew, as it is - the ratio over the duties and rights.

The content of disciplinary relations are the rights and obligations of the parties hereto, their responsibility. The content of the educational relationship includes the right and duty to bring the administration of the employee, using, in particular, the method of persuasion. The purpose of these relationships is to increase the level of education, the formation of personality, instilling necessary skills and abilities, forming the world, improving the physical development of man.

Authoritative side – the administration of the vessel (captain) – endowed with the following rights: enforcement, encouragement and belief in relation to the second side – the employee. At the same time, any member of the crew shall have the right feedback in relation to the captain, the general meeting, etc.

Here we must pay attention to the balance of power (command) and discipline (obedience). The decisive role here is the mentality of the commander and subordinate. Blind obedience to the master is also a negative factor in the interaction of factors: the power and discipline. There are plenty of examples.

Think of the famous shipwreck in 1986 near Novorossiysk (Russia), as a result of a collision of m / v «Peter Vasev» and «Admiral Nakhimov», the last of them sank with huge loss of human life.

In this case, the mates of the m / v «Peter Vasev» were on the «Bridge» and correctly and realistically assess the real situation, however, have not been able to overcome disciplinary barriers and directly express the captain of his wrong-doing, but acted indirectly with hints. That is, they were not prepared adequately for their

disciplinary principles, were stronger than common sense. As a result, there was a collision of 2 ships. Authoritarianism, in this case, led to fatal role.

Influence of mentality. «The west is west, east is east, and together they do not come together», said Rudyard Kipling. However, in the ship's crew, they did come together, and come together for a long time and for a common aim.

For the eastern culture characterized by authoritarianism, strict subordination, teamwork, emphasis on personal relationships, communication and context vague concept of time. In turn, western culture is characterized by democracy, individualism, business relationships, purely verbal communication and a clear time frame.

In the culture of the eastern countries, as we know, the authoritarian system of government prevails almost everywhere. The formation and growth of these countries came under authoritarian regimes in which most Asian countries were integrated into the market economy and economic reforms.

Another feature of the asian mentality – a strict hierarchical subordination to superiors. In western corporations you can call your boss by name, and after working hours with him to miss a mug of beer. You can even make friends families. In asian countries, the master will never put himself on the level of subordinates, and superiors tight relationship with them impossible. Bosses communicate with the same bosses, subordinates – with those who are at approximately the same stage with them in social status. That's why they say that the very rich do not have many friends. The chief can't drop his status to a subordinate status as an equal.

Collectivity – one of the main features of the asian mentality. If people in western culture is an individual – and the individual qualities are most important for him, for asian people cannot imagine himself apart from the team. Teamwork – the fundamental quality and as a consequence – the highest productivity of the organization for asians. From the chain of command and collectivity comes another positive quality – obedience to the law (discipline).

Hence, not surprisingly, that many european shipping companies are on board a crew of sailors from asian countries: philippines, china, indonesia, etc.

The power of the captain. Administration (captain), in turn, uses its power to the vessel, pursuing the same aims. Let's consider several types of power:

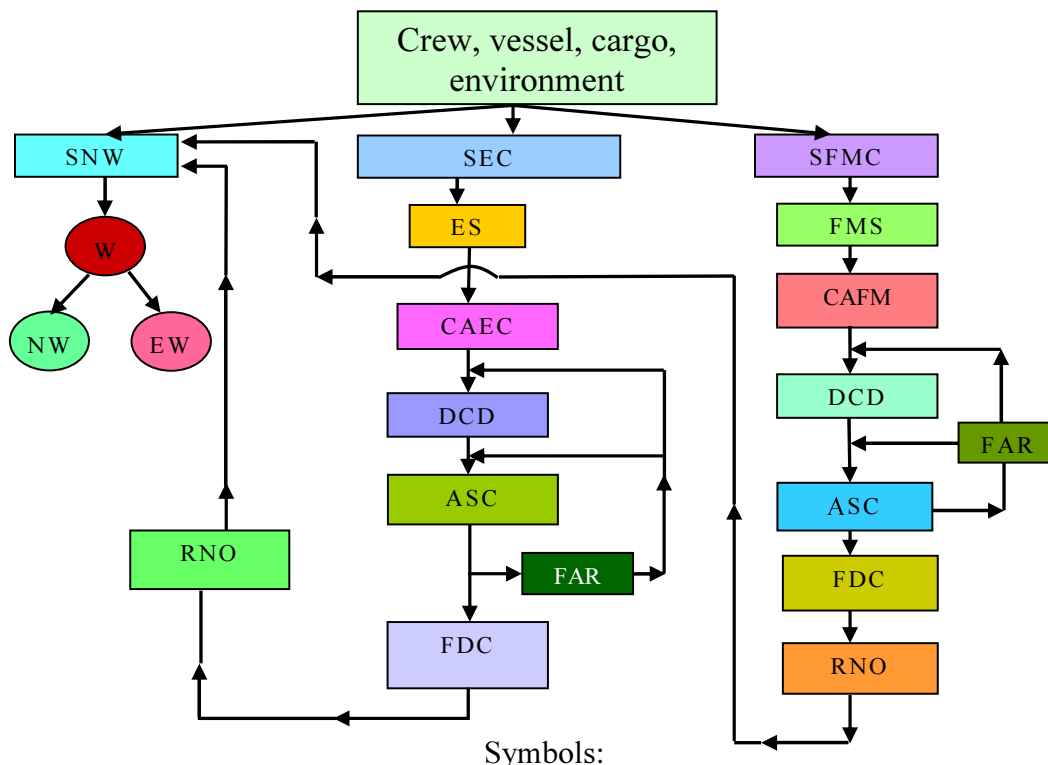
A. Power based on the law. Often it is called the traditional authority. A person obeys such a power, confident and agrees that the leader has the right to make decisions, give orders, to command subordinates. Legitimate power is based on a hierarchical structure of the organization in which people are placed on the steps of the organization.

It is believed that the culture of the west millennium strengthened the power of the authorities. And because the subordination of man to man, occupying a certain position is taken for granted as the normal order of society's existence. Gradually, the society was born corresponding tradition.

B. Power based on enforcement. The strength of this kind of power is the fear that has the power inspires the captain. This fear is based on the credentials of

the owner of the following authorities: termination of the contract, disembark of the vessel. Negative emotion that occurs only at the thought of the possible penalties, also contributes to the effectiveness of this method. As pointed out by many experts, it is fear - the reason that causes a person to accept the influence of other authorities.

Ways to call to intensify the fear of the leaders are very common. It is believed that the use of managers at various levels of this method to cause fear, as a humiliation, forcing subordinates to work more fully and effectively. Enforcement, though, and calls an external obedience, often accompanied by feelings of stiffness, anxiety, alienation, the desire for revenge, dissatisfaction with work, the desire to deliberately deceive.



- Symbols:
- SNW – Ship’s normal work;
 - SEC – ship in emergency condition;
 - SFMC – ship in force major condition;
 - W – waste ; NW – natural waste; EW – energetic waste;
 - ES – emergency situation; FAR – for additional refinement;
 - CAEC – captain’s analysis of emergency case;
 - DCD – development of collegial decision by the «brain» storm;
 - ASC – analysis of solutions to the captain;
 - FDC – final decision the captain;
 - RNO – return to the normal operation of the vessel;

C. Power based on rewards or encouragement. The employee performs his duties in this case because he believes in the opportunity to meet their needs through promotion. This influence is based on positive emotions associated with obtaining a reward. The disadvantage of this type of power is the limited funds that the company may allocate for the promotion;

D. The reference power. This rule is based on the influence of example. This kind of power is based on the strength of the personal qualities and abilities of the leader. Followers of such leaders feel the need to belong to his group, respect for this group. One can cite the typical characteristics of such a person:

- ability to speak, to persuade;
- confident and dignified demeanor;
- the ability to instill a sense of admiration for his personality;
- possession of an imposing appearance;
- possession of an independent character.

E. Power through persuasion. The most effective way to influence. Conviction – it is the most efficient transfer of his opinions, decisions.

All the forms of power can be grouped in another way. These types of power, as power based on coercion, on remuneration, on conviction, be included in the maintenance of legitimate authority. At the same time every kind of power can exist in isolation. For example, one of the crew, even without having a legitimate authority through persuasion can influence the behavior of the entire organization, and some of the sailors may simply frighten his colleagues in the team and get some power.

The uniqueness of the power of capital is that in his hands are concentrated almost all functions. His power is manifested in the fact that from it depends largely on the post, salary, promotion of the corporate hierarchy, access to social benefits subordinates. In certain cases, and subordinates have power over the executive, since these depend largely on his knowledge, informal contacts in the community and others.

In fact, the need to meet the requirements of specific groups is the basis for the powerful influence of one person to another: it is the primary – physiological needs and the needs of a higher order - in self-esteem, of being involved in self-realization fellowship, and so on.

The essence of the use of authority in the management of human resources of the sea is the unity of the crew and the manager (the captain and chief engineer).

Thus, it may be noted that the command of the vessel shall:

- coordinate in such a way as to achieve an appropriate balance between its authority and responsibility of team members;
- implement corrective management actions, when there is an imbalance;
- together with the power and unity of command captain is also responsible for everything that happens on the ship, and if there are any accidents, is responsible for this punishment. Here are some examples of accidents:

1. m/v «Exxon Valdez». 1989. US flag VLCC. Major Pollution in US waters. Master jailed, prosecuted.

2. m/v «Union». 1995. Hong Kong flag bulk carrier. Ran aground off Japan.

3. British Master arrested and subsequently fined.

4. m/v «Al Hadhi». 1996. Panamanian flag bulk carrier. Sank off India. Pakistani master arrested and detained in India for 10 months.

5. m/v «Erica». 1999. Maltese flag tanker. Vessel broke up and caused serious pollution off France. Indian master charged and detained in France for 3 months.

6. m/v «Tampa». 2001. Norwegian flag container/Ro-Ro vessel. Entered Australian waters illegally with over 400 rescued refugees who were genuinely at risk of perishing at sea. Vessel boarded by Australian forces and master threatened with criminal prosecution by Australian authorities. Vessel permitted to proceed after significant delay.

7. m/v «Virgo». 2001. Cyprus flag tanker. Allegedly involved in collision off US coast. Russian master, 2nd Officer and watch AB, held in Canada on US manslaughter extradition request for over 18 months.

8. m/v «Prestige». 2002. Bahamas flag tanker. Vessel broke up and caused serious pollution off Spain and France. Master arrested and jailed in high security prison for 4 months and then released but still detained in Spain. Decision pending.

9. m/v «Dutch Aquamarine». 2003. Dutch flag chemical tanker. Collision in English Channel. Dutch 2nd Officer charged with manslaughter, found guilty and jailed by British court.

With ships. In all these examples of maritime accidents captain was not directly responsible for the incident, but was punished. This fact, in some way justifies the actions and demands of the captain.

As the recommendations in the conservation of the crew team and collegial management style vessel can propose an algorithm for the captain and the actions of decision-making in an emergency.

Conclusions. In conclusion we can say that the current power structure is based not on muscle strength, wealth and violence, but the culture and intellect of man, on the balance of power and discipline. The spread of a new economy based on knowledge, provides a new stage in relations between people including the discipline and subordination, as well as the publication of local shipping companies documents, such as the charter, rules of the internal labor regulations, collective agreements, etc.

Prospects for further research. In the context of this article, factors such as captain's and officers authority and discipline of the crew can be attributed to the psychophysical qualities of the members of the crew. In this sense, there is a certain field for further research and debate. The study of the mentality and culture of the neighboring national education, tolerance to it can bring great benefits in relationship to the crew and as a consequence, the final result, that is the normal functioning of the vessel and the safety of navigation.

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Гуров А.А., Леонов В.Е. БАЛАНС ВЛАСТИ И ДИСЦИПЛИНЫ НА СУДНЕ – СОСТАВЛЯЮЩАЯ БЕЗОПАСНОСТИ МОРЕПЛАВАНИЯ

В статье рассмотрены основные принципы и детали соотношения власти капитана и администрации на морском судне с одной стороны и дисциплины членов экипажа с другой стороны. Этот фактор тем более обращает на себя внимание, чем более интернациональным становится экипаж судна, что в последние годы наблюдается в международном судоходстве. Различный подход к дисциплине и субординации в различных странах очень ярко проявляется именно в небольшом коллективе и ограниченном пространстве, каким, собственно, и является судно и судовой экипаж. Однако, каким бы многонациональным не был судовой экипаж, цель одна – сохранять на судне порядок и нормальное функционирование. И в этом смысле должен быть установлен баланс влияния командира на подчиненного, а также обратная связь.

Ключевые слова: судовой экипаж, власть капитана, дисциплина, менталитет, субординация.

Гуров А.А., Леонов В.Є. БАЛАНС ВЛАДИ І ДИСЦИПЛІНИ НА СУДНІ – СКЛАДОВА БЕЗПЕКИ МОРЕПЛАВАННЯ

У статті розглянуті основні принципи та деталі співвідношення влади капітана й адміністрації на морському судні з одного боку і дисципліни з екіпажу з іншого боку. Цей фактор тим більше звертає на себе увагу, чим більш інтернаціональним стає екіпаж судна, що в останні роки спостерігається в міжнародному судноплаванні. Різний підхід до дисципліни і субординації в різних країнах дуже яскраво проявляється саме в невеликому колективі і обмеженому просторі, яким, власне, і є судно і судовий екіпаж. Однак, яким би не був багатонаціональним судовий екіпаж, мета одна – зберігати на судні порядок і нормальне функціонування. І в цьому сенсі має бути встановлений баланс впливу командира на підлеглого, а також зворотній зв'язок.

Ключові слова: судовий екіпаж, влада капітана, дисципліна, менталітет, субординація.