

A Farewell at Sea to Extra-Role Behaviors

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Abstract. This case takes a glance into the luxurious world of yachting from the perspective of Captain Bernie. Captain Bernie is ecstatic to start the last season of his yachting career before his long overdue retirement. The crew joining Captain Bernie are a group of keen youngsters who have previously demonstrated their willingness and ability to go above and beyond to ensure a successful yachting season. However, as the first charter is underway, the Captain begins to encounter troublesome behavior displayed by each crew member. The Captain is taken aback by his observations, primarily because the observations are vastly different from his previous observations. At a loss as to how to proceed forward, the Captain strives to find viable adjustments to his captaincy behavior in order to turn the season around positively.

Keywords: yachting crew, in-role, extra-role, leadership, employee engagement, gen z.

1. Introduction

Captain Bernie sat at the yacht's wheel and stared out at the Mediterranean Sea. The sea was calming and allowed him to step away from reality for a moment. He closed his eyes and reflected upon his career at sea. The Captain was able to specifically reflect upon the final years of his career with upmost respect for his crew members. The noted crew members had been more than willing to go above and beyond their primary duties. Thus, hand picking the crew for his last season required little to no thought process.

Startled back into reality, the Captain opened his eyes and looked at his watch. He noted that he had about half an hour before the crew would begin to arrive. Noting his untouched newspaper, he picked it up quickly and began to thumb through it. His attention was caught by an article in the business section. Specifically, it presented statistics of shifting generational perspectives pertaining to younger employee's willingness to engage in extra role behaviors. Ironically, the Captain recalled that these were all areas which stood out as being superior when he reflected upon his hand-picked crew.

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Much to his further surprise many organizations were reporting that younger generations entering the work force displayed signs of a declining work ethic that may be linked to the overuse of technology in some instances. Many of the leaders in the surveyed organizations reported that they were at a loss as to how to increase younger generations work ethic and drive. Furthermore, when leaders approached the younger employees many of them lacked the self-awareness needed to self-adjust their performance independently. Thankful that he was not going to encounter such a conundrum, Captain Bernie folded the paper and set it aside. As he sat his newspaper down, he took the remaining few minutes before the crew arrived to reflect upon his experience with each crew member.

Emerald was the chief stew (steward) with high standards and a desire to help others. The Captain recalls several instances where Emerald stepped in and helped with breakfast and lunch services to ensure no guest had to wait for their meal. He additionally recalls instances where Emerald skipped her breaks to help the deck crew put away the heavy inflatable slide. The Captain had a slight chuckle when he recalled other charters where the crew had left one deckhand alone to put out and pick up the slide... and the ordeal was comical at best. He considered himself lucky to work with the chief stew who stepped away from her interior duties to help the exterior crew.

Andrew was named the second stew. In the past, Andrew displayed effective communication that directly impacted the entire crew. The Captain can recall Andrew taking a leadership role when the guests wanted to go on an excursion. Andrew always ensured the exterior crew was well equipped with everything the guests may need, such as towels, drinks, and plenty of sunscreen. The excursions were one of the Captain's favorite times on the yacht. This was the time in which he was able to witness all the crew members' activity engaging with one another and stepping outside from their duties to ensure a successful outing. Specifically, this was a time Sam always stood out to the Captain. Sam was constantly delegating tasks to the exterior crew while helping Andrew transport the excursion necessities. Sam was always willing to jump into any role and get hands-on with the other members of the crew.

Tyler had always been a hard worker, and much of his hard work was apparent on occasions when the shine blinded guests on the outdoor yacht railing. The Captain always told Tyler that he ought to be careful. The sunshine could easily cause him to hit the dock. He duly took great care. Tyler additionally shared a passion for helping his fellow exterior crew members. Often, Tyler had broken off from resting after his evening responsibilities of washing and drying the yacht's exterior to help a fellow crew member prepare the inflatable water slide. The Captain could not contain his smile when reflecting upon the four crew members, but he could not forget Tiffany.

Tiffany had several years of yachting experience and was always willing and ready to share her knowledge. Tiffany was knowledgeable in all exterior positions. She was always able to prioritize tasks per their importance, which