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**Retaining talents in the maritime sector by creating a work-family balance logic:
implications from the way women managers navigate between work and family**

Abstract

Purpose

This paper contributes to the social pillar of sustainable supply chain management. It does so by investigating how women managers in the maritime sector handle work-family conflict, thereby acting as institutional entrepreneurs to create a work-family balance logic. The maritime sector is a male-dominated supply chain management environment, which suffers from a talent gap of a lack of women executives. One reason for this problem is work-family balance issues that deter women from staying in the workforce.

Study design/methodology/approach:

We interviewed 35 women working as port managers in different developing countries. We analyzed their strategies in coping with the conflict between family and work to create a work-family balance logic.

Findings

We found four different types of strategies to handle work-family conflicts. Responses showed that women executives in this sector can be institutional entrepreneurs. Based on our findings, we were able to confirm and contribute to the existing model on a sustainable supply chain logic. We also provided recommendations for these women as institutional entrepreneurs and for policymakers to retain women's talents in supply chain management.

Originality/value

We interviewed women executives in one of the most male-dominated sectors. We studied their ability to cope with work-family conflicts and identified four ways to create a work-family balance logic. These findings enabled us to show the contribution and limits of women executives as institutional entrepreneurs for work family balance logics in male-dominated sectors.

Research limitations/implications

Our research focuses on a specific supply chain management sector, which is the maritime sector. It also relies exclusively on interview data.

Practical implications

We propose recommendations to develop a work-family balance logic and retain talented women in a supply chain industry based on monitoring equality and supporting their need for a work-family balance, both in the short and long term.

Keywords: Sustainable Supply Chain, Maritime, Women, Talent, Work-family Balance Logic, Institutional Entrepreneurs

INTRODUCTION

Sustainable supply chain management has often been described from an environmental perspective with the development of extensive literature on green supply chain management, reduction of waste, and optimization of greenhouse gas emissions. In contrast, the sustainable supply chain management literature is only slowly increasing its focus on the social pillar (Carter et al., 2019; Fritz & Silva, 2018). Among socially sustainable supply chain management, one topic has recently emerged as central to society: gender diversity (Ruel et al., 2020). Moreover, specifically, Yawar and Seuring (2017, p. 625) affirmed that “gender equality refers to the equal treatment of women and transgender, catering to their special needs and assigning equal rights at the workplace.”

Gender diversity is a major challenge for companies, especially in so-called male-dominated industries (Francoeur et al., 2008; Prescott & Bogg, 2011), which include supply chain management (SCM) (Germain et al., 2012; Zinn et al., 2018; Ruel et al., 2020). This well-documented need for gender diversity is not only an ethical issue, but also an economic one. Numerous studies from institutions (ILO, 2019; World Bank, 2011), consulting firms (Catalyst, 2013; McKinsey, 2020) and scholars (Dwyer et al., 2003; Marinova et al., 2016; Hoogendoorn et al., 2013) show financial, managerial, ecological, and social benefits to gender diversity in management. ILO (2019) reports, however, that globally nearly half of the companies they surveyed had less than 30% of entry-level management positions held by women. In more than 60% of the companies, women represented less than 30% of senior managers and top executives. SCM has suffered from even lower rates (McKinsey, 2020, Ruel et al., 2020). In particular, some SCM domains, such as the maritime industry, suffer from the worst gender inequalities (Holmes 2009; Kitada & Langacker, 2016).

At international level, the Sustainable Development Goals (SGD) established by the United Nations in 2015 (UNO, 2017) intend to tackle sustainable development constraints,

including gender inequalities, with number five (SDG5) aimed at tackling gender inequalities under the title: "Achieve gender equality and empower all women and girls." However, beyond acknowledgment of the problem, what is now at stake is understanding the mechanisms of decision making that lead women managers to pursue their career or to leave it, as well as understanding how they manage agency in male-dominated fields (World Bank, 2011) like the maritime supply chain. Women are often seen as care takers (Ruel et al. 2020); they face the stereotype of family care takers in work family conflicts (Radcliffe & Cassell, 2015), and they undergo institutional pressure to place family before their career (Vo et al., 2021).

Inspired by the model of Silva and Nunes (2021) for the development of an institutional logic for sustainable purchasing and supply management, we argue that an institutional logic of work-family balance is needed to promote gender equity in the supply chain environment and thereby retain women's talents. According to the model, we can create an institutional logic of work-family balance by relying on institutional entrepreneurs, structural changes, or a combination of both mechanisms. Many structural changes have been initiated through different policies (e.g. SDG 5 of the UN), but the trajectory of institutional entrepreneurship has not received adequate attention. Accordingly, the objective of our article is to examine how, in a male-dominated field - the maritime supply chain - women managers handle work-family conflict to generate a work-family balance logic.

We interviewed 35 women managers, who work in the maritime sector in different African developing countries. These participants experience significant complexity between family and work logics, since these cultures still consider that women should allocate more of their time to home and childcare (World Bank, 2011, p. 220) and the maritime sector is traditionally male dominated (Bellefontaine, 2014). Our results shed light on how women in a male-dominated work environment navigate between work and family and how, as

institutional entrepreneurs, they could drive the emergence of a more sustainable work-family balance logic. Based on our results, we contribute to the literature by empirically confirming and enriching the sustainable logic model of Silva & Nunes (2021). We provide recommendations to create a new work-family balance logic that helps to retain women's talent in supply chain management domains such as the maritime sector. We therefore contribute to the development of socially-sustainable supply chain management, an important preoccupation that remains unattended.

LITERATURE REVIEW

The maritime sector as a male-dominated supply chain environment

While the industries of the future will certainly be driven by technology, data, optimization and collaboration, the main lever of change and progress is the growing social innovation of women entering the workforce in record numbers (World Bank, 2011). However, not all sectors are set to benefit from this mounting wave of human talent (McKinsey, 2020). Indeed, while certain professions such as law and medicine (Silbey, 2016) have successfully attracted, retained, and developed a growing number of talented and highly-trained women, the supply chain environment, including the transportation, logistics, and infrastructure sectors, is among the worst in terms of gender equity in career evolution (McKinsey, 2020). When there is an equal number of men and women at entry level in the sector, women account for only 40% of managers, 28% of senior managers, and 15% of C-Suite executives. This leaky pipeline phenomenon (Lavissière et al., 2019) is confirmed by recent longitudinal research on the career evolution for supply chain management graduate students (Ruel & Jaegler, 2021), whose opportunities to reach a top management position are four times more influenced by gender than by work experience abroad.

The port and maritime sectors are a symbol of this phenomenon. The sector is known to be a male-dominated industry and suffers from the same difficulty to attract, retain, and

foster women's careers as other similar sectors. Silbey (2016), for example, states that 40% of women in engineering schools do not continue into industry, although in countries such as Great Britain, there is a lack of qualified maritime engineers (Mackenzie, 2015). According to the BIMCO/ICS (2021), the maritime sector is one of the sectors in which women are the most under-represented: they are only 2% of the 1.2 million seafarers employed worldwide. Moreover, the distribution of these women within the industry highlights wider inequalities: 94% of women are employed on passenger ships with 68% on ferries and 26% on cruise ships where they often hold care positions. Only 6% of women seafarers work on cargo vessels (ILO, 2003). In addition, in the maritime sector, women are especially underrepresented in leadership roles (Ortega et al., 2015; Vo et al., 2018; Ngao & Mwangi, 2013; Barreiro-Gen et al. 2021), and when they reach top management in companies in the sector they are often managers for support functions such as human resources, accounting, communications, etc. rather than operational functions.

Retaining women's talent in the maritime sector through work-family balance

In male-dominated sectors, including SCM, the literature emphasizes the fact that women show equal job performance as men (Ruel & Jaegler, 2021; Struthers & Strachan, 2019); at worst, they perform the same as their male counterparts (Ruel & Fritz, 2021; Dang et al., 2014) and in some specific cases they perform better (Ruel & Fritz, 2021; Ma et al., 2021, Ngao & Mwangi, 2013). However, Nix and Stiffler (2016) explain that women are often less recognized than men for their accomplishments. Such gender inequalities are due to social norms on the types of positions that are perceived as appropriate for each gender (England, 2005; Kovács & Tatham, 2009; Struthers & Strachan, 2019), and the bias created by this perception. This bias in male-dominated sectors, especially the maritime sector (Bosanquet & Hagerty, 2021), leads to a paradox in the supply chain industry highlighted by

Zinn et al. (2018): on the one hand, there is a lack of qualified workers and, on the other, women trained to work in the field leave it.

In order to handle this paradox, there are three main barriers to gender equality at the management level of supply chain field that need to be addressed (Nix & Stiffler, 2016). First of all, there is an unconscious bias in SCM. This bias can be found in inequality of salaries, repeated slights at work, gendered distribution of tasks, and general perceptions of gender roles. Institutions (IMO, WB, ILO), consulting firms (McKinsey, 2020; Grant Thornton, 2021), and scholars (Ruel & Jaegler, 2021; Maertens & Swinnen, 2012, Ma et al., 2021) are investigating this path to provide ways of improvement and changes in the supply chain management mentality and regulation (Kormych, 2020).

Second, Nix and Stiffler (2016) highlight the need for women to participate in formal and informal business networks. Business networks are leveraging factors in carriers (Volpe & Murphy, 2011) and women are too often left outside of these *old boys' clubs* (Tansey, 2015; Dang & Vo, 2014, Kyalo et al., 2013). In the maritime sector, IMO policy has entered into a phase of the promotion of women networking and mentoring with specific attention to WISTA, the Women's International Shipping and Trade Association (Orsel, 2015; Tansey 2015; MacNeil & Ghosh, 2017).

Third, work-life balance is probably the most major issue. While in developed countries men tend to spend more time with family duties (World Bank, 2011), women also spend more time on childcare and housework. In other words, despite improvements, women in all countries are still more highly-burdened by childcare and housework than men. Moreover, families are more diverse, and single women with children face specific challenges in work-life balance, especially in male-dominated sectors like the maritime industry (Vo et al., 2021). In addition, work-life balance is a major concern because it is affected by unconscious bias and the stereotype that a woman is a mother and/or wife before being a

manager. Having a family may also constrain business networking, since this type of activity often happens outside working hours and in critical moments for families with children (Maloni et al. 2019).

Institutional logic of work-family balance

Work-family balance for women in the maritime sector should become an institutional logic

States and international organizations, such as the International Maritime Organization (IMO) in the maritime sector, have been implementing policies to promote gender equality and to retain women's talent in the maritime sector. These policies, often under SDG 5, have initiated a movement toward more equity (Dragomir, 2018); for instance, port authorities who are often led by public sector-imposed quotas in several countries. IMO developed a policy in three phases going from an *institutional phase*, from 1988 to 1996, then a *generating awareness phase* from 1997 to 2004, and has now reached a *developing network and training phase* since 2004. Training programs and conferences are sponsored by IMO in order to create a pool of talented women in the maritime and port management sector (Aggrey, 2000; Tansey, 2015; Lares, 2017; Kitada & Tansey, 2018).

Despite these efforts, gender inequality remains a difficult issue in the maritime sector, as stated above. It can be argued that more needs to be done regarding the issue of work-family balance for women. Bhirugnath-Bhookhun and Kitada (2017) focused on work-family balance in the maritime sector. They found that many women in the sector live work-led lives rather than work-life balanced lives. Moreover, the authors show that work-led lives are not perceived as successful by those women. In that sense, work-family balance should become an institutional logic to contribute to creating work-family balance, just like the logic of sustainability that can contribute to sustainability in supply chain management as argued by many scholars (Silva & Figueiredo, 2017; Silva & Nunes, 2021).

Silva and Nunes (2021) propose a model of a sustainable purchasing and supply chain management logic integrating changes in practices. This model provides inspiration for the development of a work-family balance logic. It shows the replacement, in organizations in a given supply chain or industry, from weak and ineffective mechanisms for change toward strong and effective mechanisms for internalizing the logic of sustainability. The framework of their model is based on Silva & Figueiredo's (2017) dimensions of institutional logic of sustainability: institutional entrepreneurship, structure overlap, event sequencing, and the practice of sustainability. More specifically, the model shows how to turn sustainability into practice and internalize it as a logic through strong institutional entrepreneurship and adequate structure overlap. Three trajectories are presented to reach a sustainable logic: the first trajectory is driven by institutional entrepreneurs to build up the structure of a logic of sustainability; the second sees the change in structure first with institutional entrepreneurs being implementers of change and not leaders, and the third is based on co-evolution of both mechanisms of change.

Current state of institutional logic of work-family balance in the maritime sector

The literature review provided us with elements on the four dimensions of an institutional logic of work-family balance. Adapting from Silva & Nunes (2021), these elements are summarized in Table 1. This table shows the current state of event sequencing, institutional entrepreneurship, structure overlap and practice. Event sequencing appears in the literature as increasing in terms of exposure and some pressure to recognize work-family balance issues, but there is still unconscious bias leading to imbalance and difficulties for women managers in the maritime sector. Institutional entrepreneurship is only studied from the network perspective, which seems to be positive to help in moving toward a work-family balance logic. There is a gap here in the literature of women managers in the maritime sector as institutional entrepreneurs. Structure overlap is the richest field of research, whose results

show a positive evolution toward a work-family balance logic, so far with few results. Finally, practice shows mostly theoretical results toward the pragmatic and active management of change.

Insert Table 1 about here

Institutional entrepreneurship for the work-family balance logic

Institutional entrepreneurship is one possible trajectory for the institutional logic of work-family balance, as per the model of Silva and Nunes (2021). Institutional entrepreneurs are individuals who break the normative patterns of behavior, thereby developing strategies to change existing institutions (Garud et al., 2007). Institutional entrepreneurship requires actors to displace existing practices, introduce new ones, and then ensure that they become widely adopted and taken for granted by other actors in the field. In doing so, they mobilize resources, justify the rationales of their actions, and rely on relations with other actors (Hardy and Maguire, 2008). Resources include the use of finance and knowledge, political and material resources. Rationales are reasons for institutional entrepreneurs to engage in making institutional change. Relations mean developing a relationship with other actors to bring about change. In addition, institutional entrepreneurs are self-reflective (Beckert, 1999) in the sense that they are aware of their action toward institutions and they are conscious of overlapping structures of institutions in conflicts (Silva & Nunes, 2021), such as work and family logics. Events in their lives influence their cognitive and emotional make up, which in turn influence the rationale of future institutions (Kisfalvi & Maguire, 2011).

Fields in crisis or emerging fields are inclined to experience the emergence of institutional entrepreneurs (Dorado & Ventresca, 2013). The maritime supply chain is such a field with a talent crisis and an emerging need for sustainable logic and women's empowerment. The current state of literature shows that the trajectory for change led by an

adequate structure overlap (as per the model of Silva and Nunes, 2021) is reaching its limits, therefore it is timely to research the trajectory led by institutional entrepreneurs.

Research question

Based on the above theoretical insights, we argue that the maritime industry, part of the global supply chain, is an especially male-dominated field in which there is a growing female talent gap. This talent gap constitutes a paradox: a growing number of women are trained to become managers in this industry, and yet a large part of this talent pool chooses either to avoid entering the maritime industry after their studies or to leave it. Work-family conflict is a major driver of this paradox and needs to be addressed by the creation of a work-family balance logic.

Therefore, in order to identify potential solutions to this issue, we ask: *How do women in the maritime sector, a male-dominated environment, handle work-family conflict to eventually create a work-family balance logic?* More specifically we look at how women managers, as institutional entrepreneurs, lead to the creation of a work-family balance logic.

RESEARCH METHODS

We studied 35 women managers who had taken part in the port management training sponsored by the International Maritime Organization (IMO) at the Port Institute of Education and Research, IPER, which is an elite and leading establishment for training port managers. These women are from different countries in Africa, countries which, to varying degrees, are still in an early stage of developing equal rights for women in society and at the workplace (Klugman et al., 2014, p. 6, 24). They work in the maritime sector, which is a traditionally male-dominated field and where women face many obstacles to occupy a managerial position. (Bellefontaine, 2014). The participants in our study are diverse in terms of family

characteristics. This background provided us with a promising foundation for investigation of an individual's response to the coexistence of family and work logics.

We follow the constructivist paradigm in this research, which aims to reveal constructed realities based on contextualized and re-situated findings (Lincoln et al. 2011). In doing so, our study offers our participants some room to speak for themselves and, as such, address their specific everyday life experiences of work-family conflict. We capture person-centric stories of how women managers cope with the friction between work and family to create an institutional logic of work-family balance, rather than provide rigorous statistical analysis but without “flesh and bone” subjects.

Data collection

Our data come from a larger project, of which the objective is to investigate the experience of African women related to work-family balance. We conducted the interviews following Archer's protocol to understand participants' internal conversation and their experience of conflicting work and family logics (Archer, 2003). At the beginning of the interview, we asked the participant to introduce herself and give us information about her family including marital status and number of dependents. We also asked for permission to use the interview data for the purpose of academic publication. We then asked questions related to the participants' reflexivity when they face a conflict between work and family norms. This part covered four questions about the participants' priorities regarding work and family, how they surveyed their situation, and made judgements about desirable and feasible courses of action to handle work-family conflict, and the actual action(s) that they undertook.

The choice of focusing on participants' reflexivity is supported by the argument that individual reflexivity is important in understanding individual behavior in the context of institutional logics. Friedland and Alford's (1991) paper, which is foundational for the institutional logics perspective, argued for a cognitive understanding of logics that are

‘available to organizations and individuals to elaborate’ (Friedland & Alford, 1991: 248). Elaborating on their work, Thornton et al. (2012) emphasized that reflexivity is ‘part of any process by which institutional logics are reproduced or transformed’ (Thornton et al., 2012: 102). It helps individual actors to merge their sense of self with the demands of the place or role they occupy in an institutional order, thereby enabling them to experience and behave in institutionally appropriate ways (Voronov and Yorks, 2015). Importantly, focusing on study participants’ reflexivity is part of the constructivist paradigm (Lincoln et al. 2011).

The interviews took place by telephone or face-to-face, during 2018-2020. They were conducted in French or in English, according to the participant’s preference, as the women who took part in the study were considered fluent in one of these two languages by the IMO. Participants were chosen because of their positions as managers. The semi-structured interviews lasted an average of 45 minutes. Our interview guide was structured according to Archer’s recommendations (2003): while the interview guide served as a backbone for the interviews, we did not strictly rely on the questions in the guide, but also on the researchers’ probing questions that allowed them to gather more details about the participants’ stories. All interviews were then transcribed.

Data analysis

We analyzed the data using Braun and Clarke's (2013) phases of thematic analysis. All authors participated in the analysis, listening to interviews and examining their transcripts, and discussed emerging themes together. In line with the constructivist paradigm, we coded the verbatim by following an inductive approach (Denicolo et al., 2016). This means that the initial coding of the interview data was open and emphasized understanding the participants’ experiences without engaging too much with existing literature and theories. Similar codes and text segments were then collated in order to identify repeated patterns of meaning across the data. As we moved on in our data analysis, we started looking for parallels between the

verbatim and the academic literature to identify theoretical cues woven into the raw data. Specifically, the strategies used by institutional entrepreneurs, including resources, rationales, and relations (Hardy and Maguire, 2008), were helpful in organizing our theoretical categories. We found a new theoretical code emerging from our data, which was future identity. It indicates who the women wanted to become in the future. We relied on NVivo software to organize our iterative analysis and assess the theoretical relevance of emerging analytical themes systematically.

Validity checks

Besides collective coding, which helped us to verify the validity of our results, we rechecked all the categories and subcategories against the original transcriptions (Strauss and Corbin, 1998). During the data analysis, we kept a log, in which we noted our discussion and reflection on the coding themes and their relationship. We also noted the progress of the analysis to keep track of all modifications to make sure that we stay true to the original interview transcriptions (Richards, 2015).

FINDINGS

We divide our findings into two main sections. We first depict the experience of our participants about the male-dominated environment where they work. We then discuss the four different types of response to the friction between work and family logics in the context of that environment. The individual reflexivity that corresponds to these behavioral responses are also presented. We used pseudonyms when using verbatim to illustrate the participants' story and experience.

Working in a male-dominated environment: experience of women managers

All participants in our study mentioned that the maritime sector is a male-dominated work environment. They have to work harder than their male colleagues and overcome

barriers against women at work. Camilla recounts her story: “There’s preferential treatment toward males, even though they are not as productive. But the mere fact that I am female, I should be like a secretary instead of being in the position that I have... Being the only female in the department is very hard.” Hissa shares a similar experience: “You have to do better than the men. And this is a reality. We must not hide it. Many men have been promoted long before me. But I can tell you that many don't work as hard as I do. And I had to do more, I had to work more, I had to give more hours, I had to turn in more files, I had to show that I was more up to the promotion that I wanted.”

The male-dominated culture permeates from work to home. Our study participants also have to accept that men want to have more power in the family compared to women, thinking of themselves as the breadwinner and decision-maker. In the words of our interviewees: “In our culture, men want to have the dominance. They want to be the one calling the shots” (Inaya). “... My husband, he doesn't like housework and he really doesn't help me with it. So he thinks his role is to make money. Yes, so, he doesn't really do anything at home. It's our custom” (Fanta). The women also shared that they are expected to stay at home, taking care of children and the household chores of the family. Jane said: “I have to take care of all problems of the house. When I delivered my baby, I was alone. When my father died, my husband wasn't there. When my mother died, he wasn't there either.” Their household responsibility in the family is not at all trivial: “in Africa we do have a lot of social demand. When your cousin is getting married, you have to participate in this and that and everything. When there's a funeral in the family. Women have higher social pressure. Because if you look at all those examples of events that I've talked about, it's still the women taking a greater role for cooking, for organizing” (Memory).

In such a situation, the women managers face a dilemma to handle work-family conflict. They have to choose between having a career and being a good mother. Camilla

remembers the time when her son was very small: “I am a single mom. And when I had my son, he would not take a bottle and my immediate supervisor was very hard in terms of giving me time to go to breastfeed him, notwithstanding my home is a stone's throw away from the port. He just makes it difficult every step of the way, for me to get time to do it.” Hissa acknowledges that it is very difficult to balance between work and family: “So the challenges are that you want to be a good mother, you want to be present with your children. But at the same time, you have to earn a living in order to give your children a good education. You have to perform well at work.”

Handling work-family conflict

In the context of a male-dominated work environment, the female managers in our study employ different strategies to respond to the conflict between work and family logics. In doing so, they contribute to creating work-family balance logics at a higher level. Our analysis revealed four different types of response: *creating a work-family balance logic by compartmentalizing around work and family*, *creating a work-family balance logic by having a career but family comes first if needed*, *creating a work-family balance logic by having a family but career comes first if needed*, *creating a work-family balance logic by compromising between work and family*. These responses are constituted by the action undertaken by the women to create a work-family balance logic, their rationale for their action, the relation that they establish with their work and family, the resources that they mobilize, and their future identity. Resources, rationales, and relations are the intervention strategies of institutional entrepreneurs to create institutional change, which have been discussed in the literature. Future identity is a new theoretical concept that emerges from our data. Table 2 summarizes these findings from our thematic analysis.

Insert Table 2 about here

Creating a work-family balance logic by compartmentalizing around work and family (compartmentalizer). Women in this category separated work and family logics in space and time, so that the influence of their male-dominated work environment does not reach the family sphere, thereby creating a work-family balance logic. They saw themselves as having multiple and separate roles. For example, Veronique, a divorced mother of two living with another partner, has to follow a degree program to make progress in her career in addition to working and caring for her children. She chooses to study outside the house: “I had to stay at a friend’s restaurant. I got a little table, so I could study for at least two hours after work from 4.30 to 6.30 before going home.” We also see that Bahiya allocates separate time for her work and her family: “There is a time for everything, a time to eat, to enjoy oneself, to sleep, to work, to spend time with your family. When I am at home, I am at home, I do not work. I rarely bring work home.” The women who responded to the work-family conflict in this way saw the role of employee and mother as distinct and organized their life in a way that allowed these roles to remain separate.

Underlying the action of compartmentalizing work and family is a particular rationale. It can be defined as “I follow institutional logics about both work and family.” For example, Bahiya expressed the two elements as a dichotomy, “on the one hand I have a strong ambition in my work. I want to evolve. I want to move up in the hierarchy. On the other hand, I still have another priority, which is my son, who is three years old.” Therefore, these women also develop the relation with work and family in a way that switching between work and family becomes a part of life. Adelia explained this clearly, “as the women that we are, sometimes you are the house owner, you are the wife, and you are the daughter. You have to give some attention to your parents as well, to your friends. We have to manage the time in order to give attention and to give the sense of priority to all of these things.” These women determine that

working is beneficial for the whole family. Bihaya exemplified this judgment in the conversation with her husband that she recounted, “I told him that if you work alone, it is very onerous for you [...] You have to consider that it [working] is for us and for our children and for you, et cetera. [...] it’s for our projects, for the education of our children. [...] So if you work, if I work, we will be better armed to prepare our children.”

Compartmentalizing work and family roles in the goal of creating a work-family balance logic is a strategy supported by lessons that these women have learned in their various attempts to handle work-family conflict. Their experience told them that multitasking was a better option than focusing completely on work. Bahiya, for example, decided to take a training opportunity abroad when her son was only six months old. He caught chickenpox while she was gone and was covered with pustules when she came back. She cites this event as having highly affected her and an event that would influence her future choices to leave her children for work, “In fact, with this experience that I keep in mind, I would not necessarily want to [go for training abroad again].”

These actions, rationales, relations, and resources come together to serve the future identity of these women, who want to have a successful career to inspire the family. For example, Fanta has three children, and she saw her future identity as being a good example as a striver in her career to inspire her family: “If I don't work, what kind of example am I going to set for the children? The children have to know that Mom, in spite of everything she does, she also works. So they have to have a model of life... If you don't work you can't inspire them. If I'm lazy, I'll have lazy kids, so you have to set an example.”

Creating a work-family balance logic by having a career but family comes first if needed (devotee to family with a career). Women in this category set family as their priority when faced with work-family conflict. For them, a work-family balance logic means whatever happens at work does not influence their concern for their family. Efia talked of the sacrifices

she made at work for her family, “It is not easy because I have three children and sometimes I can’t make appointments, work sessions or training sessions because I have to take care of my children.” Alba, a married woman with an unemployed husband, is ready to put her job to one side to move abroad if he has a work opportunity. She states, “of course we are married, and it is very important. Because our future is not only mine... I know that coming to [*a country*] is a good opportunity for him, so it will also be for me.” At the same time, they try to comfort themselves for not focusing on their career. Jane exemplified this point of view: “[...] I believe that success in the family is the most important thing.” Whenever there is a work-family conflict due to different logics, they clearly make a choice to put family first.

Underlying the strategy of creating a work-family balance logic by putting family first is the rationale to follow and not to question institutional logics about family. Diana describes it in the following way, “It was not because my husband imposed some obligation on me because I felt, ah, I had, I had to give more attention to my family, for the relationship.” Women who have this rationale determine that the relation with work and family privileges family over work, the latter being incompatible with their primary obligation to care for others. Alba described this situation, “Even so it’s hard because I know that I cannot be selfish. [...] I have to also think for my family.”

The choice to put family first is comforted by the lessons learned by these women while they handle work-family conflict. They feel satisfied with their choice because progressing in a career does not make them happy. Yeleen, for example, accepted to slow down her career. She stated, “I know that it was the price I had to pay to not have a career when I was very young and it was the right decision and I don’t regret it. Otherwise it would be like I wanted to be childless.” Some women incorporated feedback from unsatisfactory past experiences into their choice to prioritize their family. Bintou describes this lesson, “My relationship with my former boyfriend deteriorated and I think that my former position

monopolized me too much because I was even working weekends to do things well, so it took a lot of time.” This situation led Bintou to opt to follow family norms better.

These women’s action, rationale, relation, and resources are all motivated by their future identity, which determines that they are happy when they focus on their family. They want to become a person who is happy in a family. Jane explained, “Success in your career but failure in the family I, I do not want it. I’d rather have a very successful family and just a career that would give you satisfaction... For me, money is not everything.” Bintou shared the same idea: “My old job gave me power. But I still took a new one, because I could spend time with my family. Power is not the only thing in life. At some point you have to think about yourself.”

Creating a work-family balance logic by having a family but career comes first if needed (devotee to work with a family). The women in this category create the work-family balance logic as having to make sacrifices in their family life for their career. For example, Jahia, a married woman with two young children, accepted a three-year scholarship abroad. She explained her response to the news that she had received the scholarship, “I didn’t spend time thinking about it and decided right away that I would leave. Because I knew when I came back I would have a value-added for my career, [...] my children and my husband would understand that I didn’t go to have fun, but to accomplish something dear to me.” These women make their career a clear priority when a conflict between work and family arises. They often let someone else take care of their family. Kim expresses handling work-family conflict by finding trusted childcare, “So I just do the work and work hard and if I could leave my son with her. And you know she's just like a second mom sort of.”

The rationales of their action can be defined by “I prioritize work and ignore others’ judgment about how I follow institutional logics about family.” Inaya explained the tension that women feel from competing norms to be present to raise children and to progress at

work. She expressed this in the following way, “But even if all of you [her sisters] would be raising my kids I’m okay with that. I don’t want to give up on anything that I’ve dreamt for and I’ve worked for, ‘cause I’ll also end up resenting my kids. They made me not make my dreams come true.” The women in this category have a strong relation with work to the extent that they work hard to progress and are confident that they will accomplish their goals. The example of Fatou is impressive. She had an uncle, a father figure, who opposed her working in the maritime industry. This resulted in an estrangement from her uncle that lasted several years. She said, “I had to be strong to confront this person and say no.” Despite the estrangement, Fatou was able to show her uncle that she made the right choice by demonstrating the economic gains that it allowed her. She expressed her satisfaction with her choice, “I took responsibility for my choice until I proved to him where I am. He had bad notions about my work. He did not really know what we did, what it means to do what we want to do. When you do something you do not love, you cannot be assertive. It’s better to do something that you choose with your heart.”

These women have the confidence to create a work-family balance logic by putting work first thanks to their previous experience. They know that with help from their family and hard work, it is possible for them to have a career. Keyah expressed it in this way, “It is true that there are family constraints when we have to make some decisions, but you have to see that in the long run, it is beneficial for both parties, so it is all that that I take into account.” These women also maintain that their work is beneficial for the whole family. Fatou expressed this in her statement, “I work for my children. I work so that the children can have a stable life, that they do not have major worries, and that I am able to provide for their needs.” From their experience, the knowledge was that their choices did not have a negative impact on their families. In fact, they can be a source of harmony, as Veronique explained concerning her choice to let her teenage daughter live with her ex-husband abroad to have

time to focus on her work: “Now when you look at it, at, at first if you ask me I would say you don’t go but now I’m happy, I’m happy I know she, she’s happy too, so.”

The future identity of these women is supported by their action, rationale, relation, and resources mentioned above. They want to become a person with a mission in life of having a successful career. Elena remembered the time when she had to break up with her boyfriend to pursue her career and thought: “I told myself, ‘If I didn't make the choices I made, I would have been married at 25 years old, I would be having I don't know how many kids, and maybe I would be miserable’”. Fatou chose to work because of a similar reason: “I think about the women whose husbands do not let them work. After a few years, you'll get tired of it because it's not always easy to stay at home, blocked within four walls, doing the housework, taking care of the children. It is important that you can blossom in what you love. You have to achieve something that comes from you, and that you are proud of.”

Creating work-family balance logic by compromising between work and family (compromiser). The last type of action that women chose when faced with conflicts between work and family is to “find the middle point between doing my job well and taking good care of my family.” Women who used this type of strategy create a work-family balance logic by considering work and family life as intertwined roles. They adapt to the influence of the male-dominated work environment on family by finding a middle ground and balancing the expectations of both work and family logics. Rokia expressed it as a quest for balance, “I balance. I try to find a balance because it is not easy.” Women who use this response did not see work and family as separate over space and time, but rather as two priorities to be given equal attention over space and time. Valerie, married with an infant daughter, says that she looked for balance in her business travels, “Every time was like, ‘Okay I was away last week, I cannot be away this week again,’ and also at times you have to think about that. Like now, when I have to be away for two weeks then I have to make the decision to go.” They get help

from family and outside to maintain that balance between work and family. Esi explains that this help allows her to travel for work, “I travel often, I have my son who is there and my younger sister who lives with me. When I am not there she takes care of him.” In comparison to the other types of responses, these women do not see the roles of mother, wife, or partner and maritime professional as separate. They instead see them as integrated and equally important for their wellbeing.

Underlying this type of response to work-family conflict is the rationale that can be defined as “I follow institutional logics about both work and family.” Rokia described this attitude, “I have two priorities that are in line together. The success of my children and my success at work.” The women in this category determine that they can find the right equilibrium in their relation with work and family. It is feasible to successfully juggle between work and family. Valerie explained that she sees work and family logics as complimentary. She said, “And at least if you have a different environment, like go to work, you know, you meet with different people, you interact the network with different people you know. And then you can go back home, and then it is usually such a different setting, the families and homes, I think it is a good balance.”

The women, who compromise between work and family, learn from their experience that balancing between work and family is the best solution for them and it is feasible. Esi explains that her nanny helped her find this balance when her son was an infant, “When my son was young I always had a nanny that took care of him when I was not there, when I was at work, but I myself was also present [...]” They learn the lesson that this solution is the best one and it is feasible. Laiken expresses the thought that she adapts to the work environment despite being a single working mother in the following words, “We manage, since 2009, we have managed. Me, alone with my two girls.” Rokia also says her actions give her confidence,

“I’m still in the same domain. I’m in a state organization which has a different way of working. But I’m adapting. I have more time.”

The future identity of these women is to become a person that has a successful career and a happy family. Their action, rationale, relation, and resources all support this goal. Rokia said: “I have two priorities that I align. The success of my children and my success at work... I want my kids to get an education. I want my kids to do more than I have to do. To go to top schools, why not Harvard or Oxford. I also want to advance in my career. That's my dream.” Panya explained: “In the maritime world, a woman is not only a woman, she is a mother. It’s my first role to give life, to transmit love. I want to advance in my professional career but I want to continue to be a mother because that's what I am in the first place.”

DISCUSSION AND MANAGERIAL IMPLICATIONS

Our work investigated the way women in the maritime sector, a male-dominated environment, handle work-family conflict to eventually create a work-family balance logic. Our study participants could be categorized in four distinct categories of work-family balance logic creators as summarized in Fig. 1.

Insert Figure 1 about here

Our research can be seen as providing some answers to the call by Silva & Nunes (2021) on the creation of a sustainable logic through practice within the specific sector of supply chain management, as well as the call by Zinn et al. (2018) on women’s management of work-life balance in supply chain management. Hence, our contribution is twofold: an empirical contribution to the trajectories for internalizing a logic of the sustainable supply chain management model of Silva & Nunes (2021) and a contribution to women’s empowerment in the maritime sector through the managerial implications of this model.

Empirical contribution to the trajectory of the institutional entrepreneur as the key mechanism of creating a new institutional logic

Based on the sustainable supply chain management literature and institutional theory, Silva & Nunes (2021) proposed a model of the emergence of an institutional logic of sustainability. This model is based on the role and involvement of institutional entrepreneurs and structure overlap. The literature on the maritime supply chain provides insights on structure overlap and our research focuses on women managers as institutional entrepreneurs. We confirm and enrich the model of Silva and Nunes (2021) by revealing in detail how institutional entrepreneurs walk through their trajectory to create a new logic.

Our sample of women executives represents institutional entrepreneurs since they are self-reflective, they are conscious of the overlapping structure of the work-family imbalance logic, and they mobilize their resources to make a change of logic practical. In addition, in the male-dominated field of the maritime supply chain, women executives who are not institutional entrepreneurs are often leaving the sector or focusing exclusively on their family life. These institutional entrepreneurs create a work-family balance logic by addressing the conflict between work logic and family logic. When one logic is more constraining to an individual there is an imbalance between work and family logics, and when there is approximately the same level of perceived or lived constraint there is a balance. This balance can exist at a low or a high level of constraint. This constitutes a matrix, and on this matrix we were able to position the four groups of institutional entrepreneurs (see Figure 2) to show how they navigate between work and family and create a work-family balance logic.

Insert Figure 2 about here

Devotees of family with a career create a balance. But when there is a conflict between work and family, they give a lower constraint to the work logic and place a higher priority on

their family logic, which creates a family-oriented balance. Devotees to work with a family react the opposite way and create a work-oriented balance. Compartmentalizers separate as much as possible the time and space of the two logics and find a balance to avoid conflicts. Compromisers experience high constraints with both logics but they look for ways to create synergies that will satisfy the high levels of constraints both in family and work logics; they find a balance at a high level of conflict.

Figure 2 shows a static matrix at one point of time, while creating a work-family balance logic is a dynamic process. The literature shows that institutional entrepreneurs are influenced by events from the past as well as their future identity (Kisfalvi & Maguire, 2011). It is possible that some women prioritize family at one point in their life because they already invested in their career, while other women prioritize work because investing in their career will provide them with the financial resources to help them with their family in the future. Based on the elements of Table 2 and the Figure 2 static matrix, Figure 3 shows how the four categories of institutional entrepreneurs we identified create the work-family balance logic matrix in a dynamic way. This perspective not only provides insights into the way women executives envision and rationalize the work-family balance logic but also how they plan to implement a new logic of balance in practice. We also positioned ‘leaky pipeline’ women and the dynamics leading them to leave their career and choose a family-only path.

Insert Figure 3 about here

Compartmentalizers consider work to be beneficial to family and, based on their experience, consider multitasking to be a good way to balance work and family. In addition, they consider their future identity as an inspiration for the family. They try to always be balanced and tend to manage higher levels of conflicts. Compromisers are looking for a balancing point between doing well in their job and taking good care of their family. They do

not lower the expectations and constraints of both logics but try to adjust the balance to reach a successful career and a happy family. They evolve in their search for a balance in testing on managing more one logic and adjusting in terms of managing the other more when needed. Devotees to work with a family consider that their mission is to succeed in their career, sometimes to help their family. They temporarily sacrifice family for work and they manage this by lowering the constraints on family logic. They actually bring a different rationale to family logic and free themselves from other people's judgement on family logic. Devotees to family with a career have the opposite trajectory: they often worked hard to reach their position and sometimes postponed having a family to prioritize work in the first place; at a later stage, they prioritize family over work and see their future identity as family oriented; they keep their managerial position but do not wish to climb the corporate ladder at the cost of their family. The Leaky Pipeline group is supposed to be a group of managers who pushed the family first logic to a different perspective, quitting the work logic and not contributing to creating a work-family balance logic.

Managerial recommendations

Silva & Nunes (2021) identify three trajectories to enact a sustainable logic in practice. Adapting their model to the specific area of the work-family balance logic, we integrated what the literature tells us on the overlapping structure in the maritime field and our sample of women institutional entrepreneurs in that same field. We came up with the following model.

Insert Figure 4 about here

In this model we position our groups of institutional entrepreneurs. Compromisers integrate a logic of work-family balance but need to diffuse that logic to men at work and at home. Compartmentalizers invest a lot personally to reach a balance and if they can benefit from a more adequate structure they can be more active in the internalization of the logic.

Devotees to work with a family and devotees to family with a career are institutional entrepreneurs who adapt to the imbalance of the logic in order to create their own logic, but this rationale is more difficult to share and therefore it is not yet a strong mechanism for change. These last two groups need more support from family and work structural changes.

From our empirical contribution to the model of Silva & Nunes (2021), the first recommendation is to combine actions to help institutional entrepreneurs and, with these, to change the overlapping structure. The literature shows that the maritime work environment, despite policies at international, national, and corporate level, is still biased and unable to provide a strong and effective mechanism for internalizing the work-family balance logic on its own. On the other hand, our empirical study shows that there are institutional entrepreneurs who are instilling change, but they need more external support to make change happen. The maritime sector is a male-dominated sector and there is a lot of unconscious bias. Success in creating a work-family balance logic requires not only mobilization of resources, but also the construction of rationales for institutional change and the forging of new inter-actor relations to bring about collective action and a shared meaning. In this specific field, males are dominant and they privilege a rationale in which women also have an unconscious bias against women. Some women in our sample were the first ever women to work in their position. They made an opening and enabled other women to follow them and acted as the lead climber. Helping these women to be a role model for others is important to diffuse the rationale of the new logic and make their institutional entrepreneur's contribution strong. Providing visibility to these women is what institutions such as IMO and NGOs such as Wista are providing, but the top management of the private sector should also become a promoter of these women executives; this would bring change in practice and would be profitable for their company. Women could also have dedicated time to network together and for mentorship. This is, again, an investment for their career and, therefore, for future profitability.

The second recommendation is based on our sample of women managers. The literature often provides recommendations for managers of women, because the maritime sector is a male-dominated field. Our sample brings to light the fact that there are also women who are managers, and recommendations can be addressed to them directly. This is a rationale to empower them. The corollary recommendation is to address middle management, because there are only a few top managers who are women. Talented women should share best practices and support each other. In terms of management this means, first, solidarity to have more women in management positions, then adjusting the organization to fit better with their specific needs and, finally, negotiating the time and space for women managers to share on the rationale and for actions to be more efficient in this male-dominated environment. Of course, male managers who are willing to support this change in organization because they understood that the inadequate structure is based on prejudice and is not efficient would be a crucial support and should be identified and convinced.

The third recommendation is based on the ambivalence of the work-family conflict that is shown by our results. Analysis of the four groups tells us that some women consider their job to be a means to bring in money and therefore a way to afford help to take care of their family. Investing in a career therefore means investing in family in the long term. In that sense, study grants are important for these women, as well as good salaries. The salary of a woman executive is therefore less an incentive than an investment in her career and ability to bring about change. Hence, salary imbalance could be more efficient if it were in favor of women. In the same way, family can bring support to take care of daily issues and therefore support career developments when needed. That means that organizations that are willing to support the career development of their talented women should also support their family.

CONCLUSION

Our study started with the premise that the sustainable supply chain management

literature is dominated by studies on the environmental pillar, while the social pillar should be investigated further. Among the social aspects, retaining women's talents in the sector is certainly the most important topic. Studies have called for further research in this field and especially concerning the work-family balance that appears to be one of the three major constraints for female career development. Creating a work-family balance logic through institutional entrepreneurs is an appropriate response to this call.

We focused on one of the most male-dominated sectors in the supply chain industry: the port and maritime sector. We interviewed 35 women managers in this sector from different developing countries to examine how they cope with work-family conflicts and eventually create a work-family balance logic as institutional entrepreneurs.

Based on our empirical findings, we confirmed and enriched the existing theoretical model of Silva & Nunes (2021) on the emergence of an institutional logic of sustainability. We provided new insights about the trajectory of institutional entrepreneurship to create the work-family balance logic. Our results help us to provide recommendations to women managers who are institutional entrepreneurs, to promote gender equality through a work-family balance logic, and, as such, to retain women's talents in the maritime sector. Our work enhances the current discussion about women's empowerment in the SCM literature and, more generally, the sustainable supply chain management literature.

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Table 1: Framework for sustainable work-family balance institutional logic

Dimension	Macro element	Micro element	Literature
Event Sequencing	Awareness	Increasing exposure to relevant issues of work family balance	Nix and Stiffler (2016); England (2005); Kovács & Tatham (2009); Struthers & Strachan (2019); Bosanquet & Hagerty (2021)
	Pressure	Increasing pressure, but still important unconscious bias both on family and work logics	
Institutional entrepreneurship	Institutional entrepreneurs		
	Working groups	Proven relevance of women networks	Volpe & Murphy (2011); Nix and Stiffler (2016); Tansey (2015)
Structure overlap	Individual Agency of Women Managers	Leaky pipeline effect	Silbey (2016); Ruel et al. (2020); Lavissiere et al. (2019)
	Women Managers Recruitment	Supply chain management and maritime sectors are male-dominated fields with large gender differences of treatment	McKinsey (2020); Grant Thornton (2021); Ruel & Jaegler (2021)
	Organization of HR Policy	Despite quotas, women are left outside positions of power	Tansey (2015); Dang & Vo (2014), Kyalo et al. (2013)
	External influence of institutions	Regulative and normative policies are put in place but with few or slow results so far	Orsel (2015); Tansey (2015); MacNeil & Ghosh (2017); World Bank (2011); Kormych (2020)
Practice of sustainability	Learning	Routine	Silva & Figueiredo (2017); Ngao & Mwangi (2013)
	Performance monitoring	Learning Loops	Silvestre (2015)
	Performance improvement	Necessity and efficiency of training	Tansey (2015)

Table 2: Summary of findings

	Creating work-family balance logic by compartmentalizing around work and family	Creating work-family balance logic by having a career but family comes first if needed	Creating work-family balance logic by having a family but career comes first if needed	Creating work-family balance logic by compromising between work and family
Action to create work-family balance logics	I organize time and space around my roles with others' help	I choose family over work and make myself happy with my choice	I sacrifice my family life for my career	I find the middle point between doing my job well and taking good care of my family
Rationale of action to create work-family balance logics	I follow institutional logics about both work and family	I follow and do not question institutional logics about family	I follow institutional logics about work and ignore others' judgement about how I follow institutional logics about family	I follow institutional logics about both work and family
Relation with work and family to create work-family balance logics	Working is part of life and beneficial for the whole family	I have to choose family over work because the latter is incompatible with my primary obligation to care for others	My career is my life's goal and I am confident that I will succeed	It is feasible to successfully juggle between work and family
Resource to create work-family balance logics: Lessons from previous experience of handling work-family conflict	Multitasking is a better option than choosing work over family and it is feasible	Progressing in my career does not make me happy	Help and hard work make it possible for women with a family to have a career	Balancing between work and family is the best solution for me and it is feasible.
Future identity	A person having a successful career to inspire the family	A person having a happy family	A person with the mission in life of having a successful career	A person having a successful career and a happy family

Figure 1: four categories of managing overlapping work and family logics and women leaving the pipeline

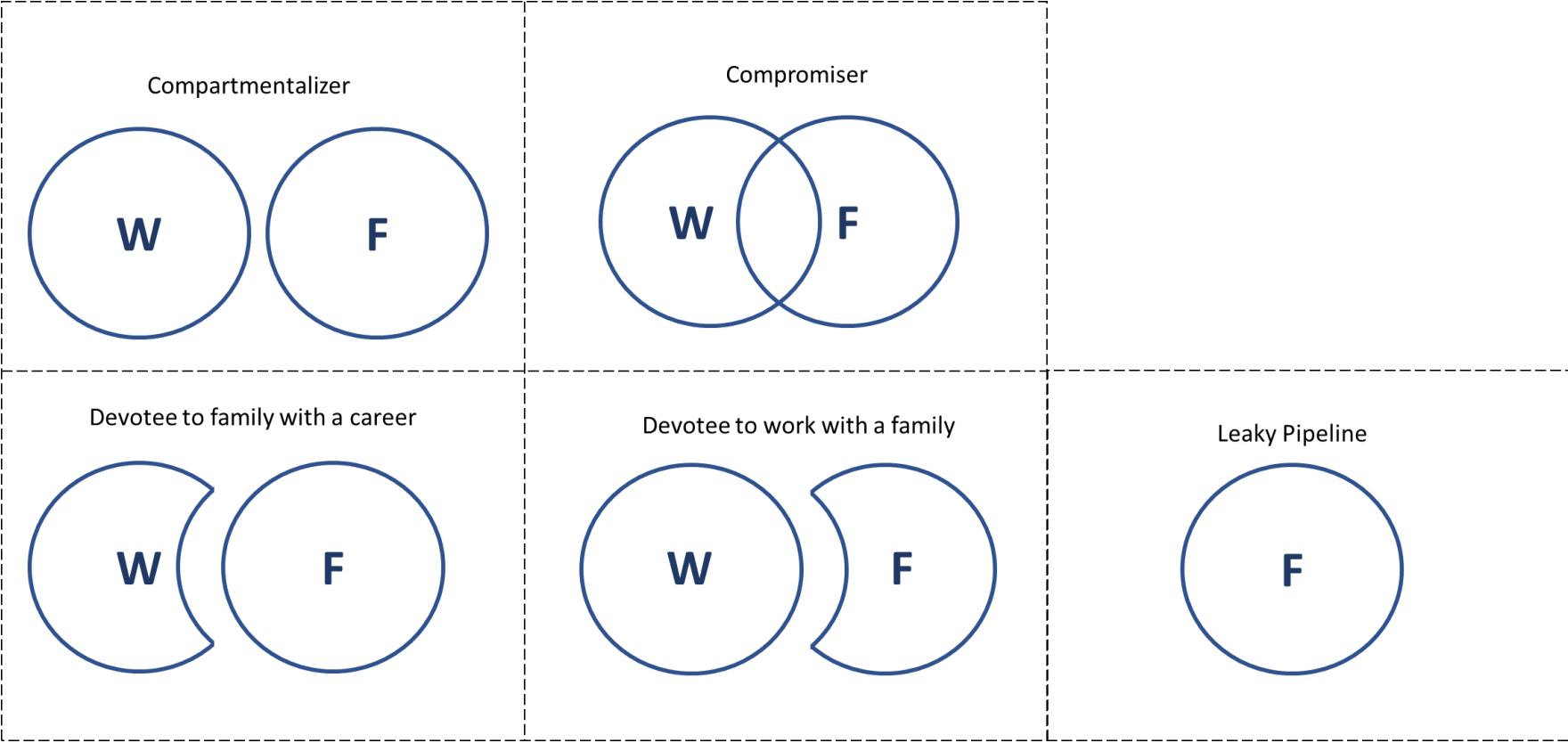


Figure 2: Work Family Conflict matrix

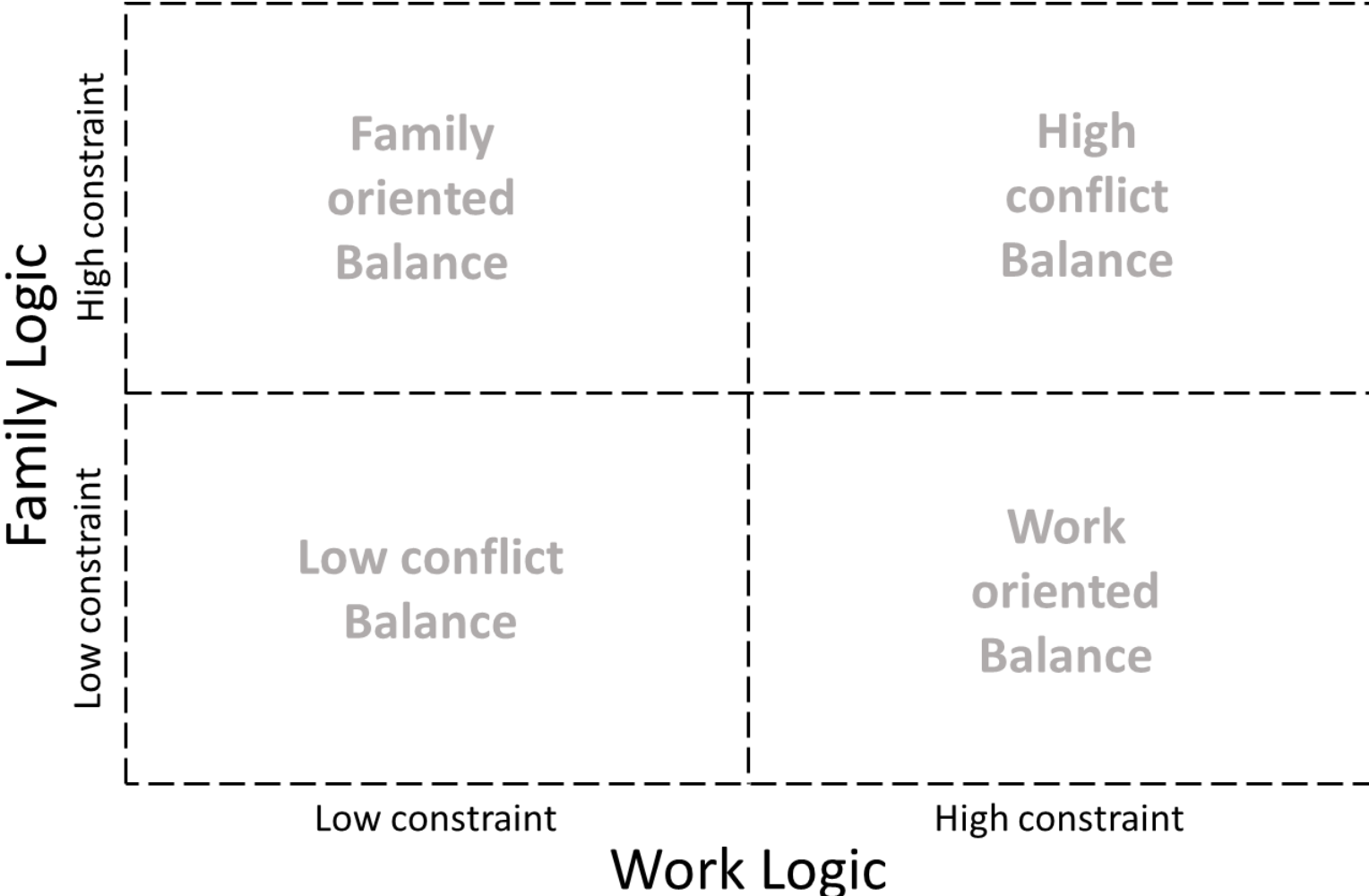
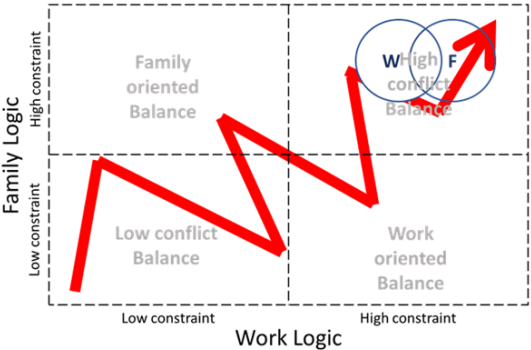
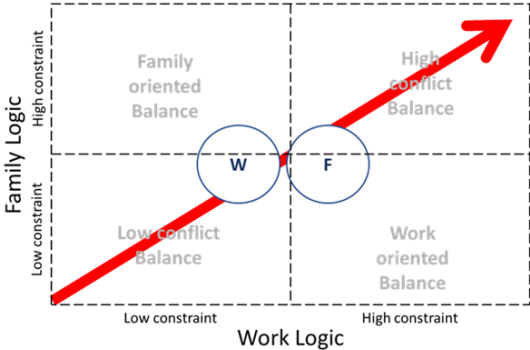


Figure 3: Work Family logic balance dynamics



**Institutional Entrepreneur's dynamic :
trajectory for a work family life balance**

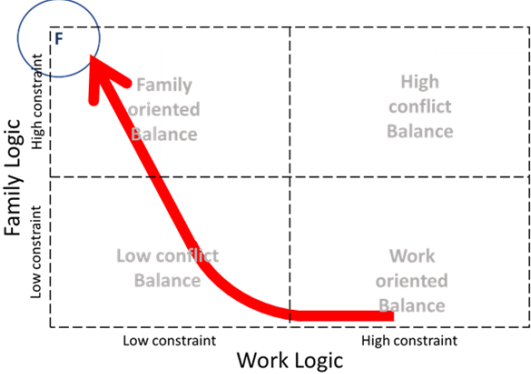
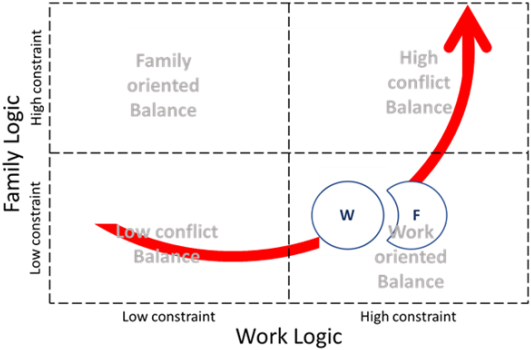
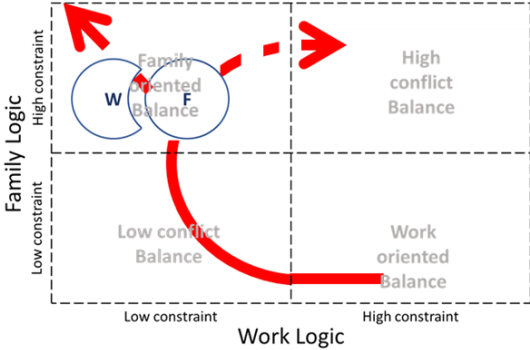


Figure 4: trajectories internalizing logic of work-family balance in the maritime sector (adapted from Silva & Nunes, 2021)

