

## A QUALITATIVE ANALYSIS OF HUMAN RESOURCES PRACTICES IN YACHT HARBORS AND MARINAS IN TÜRKİYE\*

### TÜRKİYE'DEKİ YAT LİMANI VE MARİNALARDAKİ İNSAN KAYNAKLARI UYGULAMALARININ NİTEL BİR ANALİZİ

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#### ABSTRACT

The study aims to analyze Human Resources Management (HRM) practices, especially Human Resources (HR) planning methods and to develop suggestions for yacht harbors and marinas in Türkiye. The study population comprises 41 yacht harbors and marinas on the Mediterranean, Aegean, and Marmara coasts. Semi-structured interviews are conducted with the HR managers of the companies. The content analysis method is used, the questions in the interview form are collected under three main themes, and the answers received from the participants are converted into data sets under the same themes. Although there is no HR department, the findings reveal that HR practices are carried out with a modern understanding in most yacht harbors and marinas. HR information systems are used in HR planning, recruitment, selection, performance evaluation, compensation, training, and development. Due to the difficulties in recruiting technical personnel in some companies, there are problems in employing eligible candidates at the right place and time. Since employees with higher education in the sector contribute more, they are primarily preferred in recruitment. As a result, with the HR specialists, significant improvements can be made in HRM, especially the efficiency of HR planning in yacht harbors and marinas.

**Keywords:** Marina, Yacht Harbor, Human Resources Management (HRM), Human Resource (HR) Planning.

**JEL Classification Codes:** M12, L83, J21, J24, O15.

#### ÖZ


Bu çalışmanın amacı; Türkiye'deki yat limanlarında ve marinalarda başta İnsan Kaynakları (İK) planlamaları olmak üzere İnsan Kaynakları Yönetimi (İKY) uygulamalarını analiz etmek ve iyileştirmeye dönük öneriler geliştirmektir. Araştırma evreninde Türkiye'nin Akdeniz, Ege ve Marmara Denizi kıyılarındaki 41 yat limanları ve marinalar bulunmaktadır. Araştırma kapsamında işletmelerin İK konusunda yetkili yöneticileriyle yarı yapılandırılmış görüşme gerçekleştirilmiştir. Araştırmada içerik analizi yöntemi kullanılmış, görüşme formundaki sorular üç ana tema altında toplanmış ve katılımcılardan alınan cevaplar aynı temalar altında veri setlerine dönüştürülmüştür. Bulgular, İK/personel departmanı olmasa da Türkiye'deki yat limanları ve marinaların çoğunluğunda İK uygulamalarının modern bir anlayışla gerçekleştirildiğini, bu kapsamda İK planlaması, personel tedariki, seçimi, performans değerlendirme, ücretlendirme, eğitim ve geliştirme dâhil önemli konularda İK bilgi sistemlerinin kullandığını ortaya koymuştur. Bazı yat limanı ve marinalarda teknik personel alımında karşılaşılan zorluklar nedeniyle, uygun adayların doğru yer ve zamanda istihdam edilmesinde sorunlar yaşandığı tespit edilmiştir. Sektöre ilişkin yükseköğrenim görmüş çalışanların işletmelere daha fazla katkı sağladıkları, bu nedenle işe alımlarda öncelikle tercih edildikleri görülmüştür. Araştırma neticesinde, Türkiye'deki yat limanları ve marinalarda; istihdam edilecek İK uzmanlarının katkılarıyla, başta İK planlamalarının verimliliği olmak üzere İKY ve açısından önemli iyileştirmeler yapılabileceği sonucuna varılmıştır.

**Anahtar Kelimeler:** Marina, Yat Limanı, İnsan Kaynakları Yönetimi (İKY), İnsan Kaynakları (İK) Planlaması.

**JEL Sınıflandırma Kodları:** M12, L83, J21, J24, O15.

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## GENİŞLETİLMİŞ ÖZET

### Amaç ve Kapsam:

Türkiye’de yat limanı ve marina işletmeciliğine duyulan ilgi ve yapılan yatırımlar önemli ölçüde artmıştır. Yaklaşık 50 yıl öncesine kadar deniz kıyılarında gerçek anlamda bir yat limanı bulunmayan Türkiye’de, 2018 sonunda çoğu uluslararası standartları karşılayabilecek seviyede Ataköy Marina, Setur Antalya Marina vb. 41’i yetkilendirilmiş toplam 83 adet yat limanı ve marina hizmet vermeye başlamıştır. Nicelik ve nitelik bağlamında hızla gelişen söz konusu tesislerde, çalışanların bilimsel esaslara uygun olarak istihdam edilmesinin sektörün ve ülke turizminin gelişimine olumlu yönde katkı sağlayacağı değerlendirilmektedir. Bu çalışmada; Türkiye’de kamu ve özel sektör destekleriyle geliştirilen yat limanları ve marinalarda, başta İnsan Kaynakları (İK) planlamaları olmak üzere, İnsan Kaynakları Yönetimi (İKY) uygulamalarını analiz etmek, bu kapsamda mevcut çalışanların sektöre ilişkin bilgi birikimlerini, deneyim durumunu ve mesleki eğitim geçmişlerini incelemek ve iyileştirmeye dönük öneriler geliştirmek amaçlanmaktadır.

### Yöntem:

Araştırma evreninde Akdeniz, Ege ve Marmara Denizi kıyılarında faaliyet gösteren Kültür ve Turizm Bakanlığı tarafından çeşitli belgelerle yetkilendirilmiş 41 yat limanı ve marina bulunmaktadır. Karadeniz bölgesinde turizm işletmesi veya deniz turizm tesisi olarak resmî belgeli herhangi bir yat limanı bulunmadığından, bu bölge çalışma kapsamı dışındadır. Araştırma kapsamında örnekleme oluşturan marina ve yat limanlarının yöneticileriyle mülakat yapılmasına karar verilmiştir. Bu amaçla katılımcılara ilişkin soruların yanında, işletmelerdeki İKY uygulamalarını ve İK planlamasını değerlendirmeye imkân verebilecek toplam 14 sorudan oluşan yarı yapılandırılmış görüşmeden yararlanılmıştır. Söz konusu toplam 41 işletmeden 23’ünü temsil eden yöneticiler ile görüşmeler yapılmıştır. Araştırmada içerik analizi yöntemi kullanılmış; görüşme formundaki sorular 3 ana tema şeklinde gruplandırılmış ve katılımcılardan alınan cevaplar aynı temalar altında veri setlerine dönüştürülmüştür. İçerik analizi yöntemiyle oluşturulan söz konusu ana temalar; “işletmelerin teşkilat yapısı ve İK ihtiyaçlarının planlanması”, “mevcut personelin eğitim ve gelişim durumlarına göre istihdam edilmesi” ve “çalışanların performans değerlendirme ve ödüllendirme süreçleri ile personel performansının işletme performansına katkısı” şeklinde belirlenmiştir. Verilerin toplandığı işletmelerin teşkilat yapılarında İKY departmanı bulunmadığından İKY faaliyetlerinin “Ön Büro” adlı birimler tarafından yürütülmesi ve işletmelerin İK uygulamalarına ilişkin bilgileri paylaşmaktan kaçınmaları araştırmanın başlıca kısıtlarını oluşturmaktadır.

### Bulgular:

İçerik analizindeki birinci tema ile ilgili olarak; 23 yat limanı ve marında standart bir teşkilat yapısının olmadığı ve yaklaşık üçte birinde yüksek öğrenim görmüş İK uzmanı bulunmadığı, 18 tesiste İK Bilgi Sistemi yazılımlarının kullanıldığı, 6 işletme hariç yat limanı ve marinaların İK planlama faaliyetlerine yönelik master planlarının bulunduğu ve güncellendiği, personel tedariki ve seçiminin genelde aylık, 6 aylık ve yıllık dönemler şeklinde yapıldığı, ancak 6 işletmede tedarik ve seçim işlemlerinin plansız olarak ihtiyaç ortaya çıkınca gerçekleştirildiği, işe alımlarda yaş, cinsiyet vb. ayırım yapılmadığı, özellikle yönetim kademesinde görevlendirilecek personelin ilgili alanda ön lisans/lisans eğitimi almış adaylar arasından seçilmeye çalışıldığı, bakım ve onarım hizmetleri için yoğun sezonlarda farklı sektörlerden deneyimli geçici personel istihdam edildiği, yetkin personel temininde zorluk çekilen özellikle denizden tekne karşılama, limanda bakım hizmeti vb. teknik alanlarda görevlendirilecek personelde ise mesleki deneyim arandığı tespit edilmiştir. İçerik analizindeki ikinci tema ile ilgili olarak; orta ve üst yönetim kademelerinde -3 işletme hariç- iç kaynaktan seçilen deneyimli personelin görevlendirildiği, özellikle liman ve deniz bölümlerinde hizmet veren çalışanlara ağırlıklı olarak teknik eğitimler verildiği, işe yeni başlayanlara görev öncesi verilen eğitimlerle sektörel oryantasyonlarının sağlandığı, daha fazla nitelik ve deneyim gerektiren kadrolardaki personelin elde tutulması için 10 işletmede çalışanlar arasında başarı odaklı terfi sisteminin uygulandığı, çalışanlar için iş zenginleştirme ve personel güçlendirme uygulamaları yürütülerek gerektiğinde bölümler arası personel transferinin yapılabildiği öğrenilmiştir. İçerik analizinde kullanılan son tema ile ilgili olarak; 23 işletmeden 14’ünde İKY literatüründe geçerli performans değerlendirme tekniklerinin İK Bilgi Sistemi yazılımlarıyla birlikte kullanıldığı, 5 işletmede performans değerlendirmesinin sadece amir kanaati/değerlendirmesi şeklinde yapıldığı, 4 yat limanı/marında ise herhangi bir performans değerlendirme işleminin yapılmadığı belirlenmiştir. Performansı yetersiz bulunan personele 12 işletmede eğitim planlandığı tespit edilmiştir. 18 işletmede personel devir hızının her sene yıllık olarak hesaplandığı ve sonraki planlamalarda kullanıldığı belirlenmiştir. İlgili alanlarda ön lisans veya lisans eğitimi alanlara yönelik eğitimler verilmesi için girişimde bulunulması, İngiltere, ABD, Kanada, İspanya, Fransa ve İtalya’da olduğu şekilde ilgili bölümlerin ve programların açılması, üniversitelerde tanıtım faaliyetleri düzenlenerek yat limanı ve marinalardaki iş olanakları hakkında öğrencilerin bilgilendirilmesi vb. faaliyetlerin faydalı olacağı değerlendirilmektedir.

### Sonuç ve Tartışma:

Araştırma sonucunda; İK/personel departmanı olmasa da veri toplanan yat limanları ve marinaların çoğunluğunda mevcut çalışanlarla İK talep tahmini, arz tespiti, arz ve talebe göre plan geliştirme çalışmalarının yürütüldüğü anlaşılmıştır. Öncelikle İKY ve İK planlamalarına ilişkin profesyonel yaklaşımların geliştirilebilmesi için yat limanı ve marinalarda yükseköğrenim görmüş İK uzmanlarının istihdam edilmesinin uygun olacağı değerlendirilmektedir. Ayrıca yat limanı ve marinalar için kapasitelerine göre belirlenmiş tesis tipleri esas alınarak, standart teşkilat yapılarının hazırlanmasına ihtiyaç duyulmaktadır. Konuyla ilgili gelecekte yapılacak araştırmaların yat limanı ve marinaların İK taleplerinin net olarak ortaya konulması, istihdama esas gerekli becerilere sahip çalışanların eğitimi, geliştirilmesi vb. konularda katkı sağlayacağı öngörülmektedir. Uygun nitelikli İK temininde yaşanan zorluklar dikkate alındığında, üniversite-sanayi iş birliği kapsamında, özellikle denize kıyısı olan şehirlerdeki üniversitelerde yat limanı ve marinalarda ihtiyaç duyulan alanlara yönelik eğitimler verilmesi için girişimde bulunulması, İngiltere, ABD, Kanada, İspanya, Fransa ve İtalya’da olduğu şekilde ilgili bölümlerin ve programların açılması, üniversitelerde tanıtım faaliyetleri düzenlenerek yat limanı ve marinalardaki iş olanakları hakkında öğrencilerin bilgilendirilmesi vb. faaliyetlerin faydalı olacağı değerlendirilmektedir.

## 1. INTRODUCTION

As the opportunities for people to make use of the sea increased, sea tourism has started to make a faster process and has become more diversified. The countries with individuals in the high-income group preferred for yachting activities have become an essential part of cross-continental tourism mobility. The number of yachts cruising the Mediterranean Basin, including Türkiye, has continually increased. As yachting and yacht tourism developed, besides the demand for yacht harbors with infrastructures and shelters, the construction of relevant facilities has increased, as well.

As mentioned in the 2018 annual economic report on the European Union (EU) blue economy, “Blue Economy” ranks among the economic activities which are fast-developing and significantly revenue-generating (European Commission, 2018). With a 6.500 km long coast, Italy has 379, Spain, with its 4.964 km long coast, has 356, and Croatia, with its 5.835 km long coast, has 159 yacht harbors in total offering services. Moreover, Türkiye includes an 8.333 km long coastline and all the natural beauties and has 83 yacht mooring facilities and harbors. However, like Atakoy Marina and Setur Marina in Antalya, only 41 of them are sea tourism facilities having the necessary tourism certificate from the Ministry of Culture and Tourism as yacht harbors, yacht slipways, and harbor cruises (Chamber of Shipping, 2020, p. 190)

The countrywide increase in the yacht harbor capacity in Türkiye has sparked a rise in the interest in sea tourism. Türkiye has great potential for becoming the favorite yachting destination for yachters from Europe and other countries worldwide due to its natural and historical richness, geographically safe sailing facilities, and oceanographic conditions. Regarding all these facilities due to their superior characteristics, Türkiye has naturally beautiful bays and gulfs that yachters could drop their anchors.

From the management of yacht harbors and marinas, which play a significant role in sea tourism, both in establishing the safe workspace required for the nature of maritime services and in providing quality services, accurate and effective human resource management (HRM) plays an important role.

The business asset that would make a difference is human resources (HR) could be described as the most important resource an organization could possess (Harvey & Bowin, 1996; Sisson & Storey, 2000). The total of the other resources that an organization has only gained value and contribute to realizing organizational goals through existing employees. Managing HR is essential to this degree and also reflects significant importance. Therefore, if the HRM activities are carried into practice effectively, they will benefit the organization significantly. These contributions also demonstrate the importance of HRM (Nadler & Nadler, 1992). In this respect, it is observed that the primary purpose of HRM is to maintain the contribution of HR at the highest possible level to realize organizational goals (Özgen et al., 2002; Bingöl, 2006).

HRM is concerned with the people’s dimension in management. Since there is HR in every organization, acquiring their services, developing their skills, motivating them to higher levels of performance, and ensuring that they maintain their commitment to the organization are essential to achieving organizational objectives. The statement is accurate regardless of organization, government, business, education, health, recreation, or social action (Decenzo et al., 2016).

It is essential to identify the labor force that a business would need in the future, particularly in its establishment stage, and meet that need with qualified HR (Beardwell et al., 2004). Therefore, either procuring eligible employees from the right source or appointing the current employees to the right work areas, it is helpful to pay attention to HR planning (Bingöl, 2006). In that context, it is evident that there is a need to study how the modern HRM understanding, especially the applicable HR planning techniques, is perceived and developed at the yacht harbors and marinas in Türkiye.

The main objective of this study is to analyze HRM practices, especially HR planning methods, to develop suggestions for yacht harbors and marinas in Türkiye. After approval from the Çankaya University Ethical Committee, semi-structured interviews were conducted with the HR managers of yacht harbors and marinas on the Mediterranean, Aegean, and Marmara coasts. Here, the content analysis method was used, the questions in the interview form were collected under three main themes, and the answers received from the participants were converted into data sets under the same themes. Since the number of published textual and visual resources for HRM activities in yacht harbors and marinas in Türkiye is limited, the study might fill a gap in the literature. Also,

the findings of this study might provide valuable information to improve and enhance HRM, especially HR planning in yacht harbors and marinas, in terms of both the literature and the practices/applications.

## 2. CONCEPTUAL FRAMEWORK

The value estimated for human force has continuously increased within the hectic work life worldwide. Therefore, organizations are making more investments relating to the tasks and personal development of the personnel by reviewing the HR structure. Consequently, this situation renders HRM an indispensable element for organizations (Obeidat, 2012). By being integrated with the scientific fields it feeds from in methodological and conceptual respects, HRM reflects and implements the models and opinions it has drawn from them on work-life realities (Boxall, 2007; Guest, 2007). Additionally, organizational theories such as open system and contingency theories and personnel management have made significant contributions to HRM development (Watson, 2007).

The main goal of HRM is to develop common interests and cooperation among the employees, which considers business and labor force a different source from manufacturing methods (Kaufman, 2003; Kaufman, 2007). It aims to motivate all sides of the business, integrate it with its strategic goals, and realize them (Aghazadeh, 2003).

HRM is a set of policies, implementations, and information regulating working relations and shaping work life. Within this scope, the basic HRM functions are implemented based on various alternatives carried out by executives to realize organizational goals. These functions include planning, integration, positioning, developing, motivation, design, work/employee-employer relation management, occupational health and safety, change management, and performance evaluation (Bratton, 1999; Bratton, 2007; Reece & O'Grady, 1987; Nawaz, 2005). Additionally, HRM is a discipline that involves administrative functions aimed at procuring, selecting, and employing required HR to ensure superiority in rivalry (Yüksel, 2000, p. 9).

Generally, HRM is a management perception that includes various HR practices (Yılmaz & Eroğlu, 2008, p.33). HRM carries out basic activities such as HR planning, recruitment, selection, drawing up contracts, performance evaluation, training, and development, ensuring fair treatment and equal opportunities, consultancy, employee welfare, wages and rewards, health and safety, the discipline of individuals, handling complaints, laying off, negotiation/bargaining and promoting participation (Foot & Hook, 2008, p. 3).

An excellent HR infrastructure can only be provided with good planning since planning shapes the future of businesses. Successful HR planning holds great importance regarding businesses indicating their positions against their rivals (Can et al., 2009, p. 98). HR planning which is one of the responsibilities of the HR administration aims to estimate the institution's staff needs and list the necessary activities in stages to meet those needs. In other words, it is the process of employing the right staff at the appropriate times (Saruhan & Yıldız, 2012, p. 250), identifying an organization's current and future HR needs, meeting those needs, and monitoring the general activity of it all (Beardwell et al., 2004, p. 159). HR planning includes how labor force inventories are used, supply estimation depending on the need in the future, recruitment methods to meet this supply-demand, and functions of HR (Cascio, 1993), policies for efficiency, quality, training, and selection.

In a definition of HRM, it is pointed out that HR planners should assess economic, technological, geographical, and demographical changes and changes in bureaucracy and social conditions. Moreover, long-term strategy-required plans should be made instead of an HR planning prepared with a short-term worker recruiting and laying-off mindset (Rothwell & Kazanas, 2003, p. 6).

HR planning has two main aims strategically. The first is to uncover all the HR potential that constitutes the organization in terms of talent, behavior, and relations with the employer for meeting the organizational goals. The second is the development of the HR pool's strategic capability through organizational HRM practices (Colbert, 2004, p. 314). For an organization, joint strategy and HR planning are crucial processes that must be analyzed together. These two processes can be conducted appropriately within a cycle of specific activities (DeCenzo et al., 2016, p. 119).

HR planning is done by evaluating the organization's state of development relating to the future, and new emerging jobs are identified. Where and how can employees who are competent enough to conduct these jobs be provided; recruitment, training, development, performance evaluation, remuneration, and promotion policies are prepared in line with the organization's plans. (Sabuncuoğlu, 2013, p. 36). In conclusion, since HR planning allows companies



to plan for the future and maintain a steady supply of skilled employees, it is critically important in organizations, and carrying out this function on a systematical foundation would benefit the organizational interests.

## 2.1. Yacht Tourism, Yachting and Marinas

The Second National Maritime Affairs Council Report describes the maritime sector as follows: Maritime sector, as much as being an industrial area by itself through its aspects of the shipbuilding industry, seaport services, sea tourism, and production of living and non-living natural resources, is also a branch of trade and service (Undersecretariat for Maritime Affairs, 2000).

Besides the commercial maritime activities conducted via cargo in the sea, professional activities for tourism are carried out with marine vessels. These tourism-intended activities and the other occupational activities directly supporting them are defined as sea tourism. Sea tourism is one of the tourism branches with the highest demand in Türkiye, surrounded on three sides by the sea.

The aspiration to get to know the world outside where people are and see new things directed them toward traveling (Bektaş, 1994, p. 39). In this context, yachts attract attention. In recent years, they have been popular marine vessels, enabling humankind to realize this desire. The dimensions and the impact areas of yacht tourism that emerged with this intention have been expanding daily.

Yacht tourism is a tourism activity that consists of several natural and human factors coming together. This activity, where mainly the coasts are utilized, is one of the supporting sectors of sea tourism. In addition to providing significant contributions to the development of coastal tourism and providing more alternatives, it lays the foundation for tourism to eliminate its monotony and diversify. Furthermore, it creates significant economic potential and appeals to the high-income group. Additionally, yacht tourism seems to decrease the concretion along coastlines positively (Gök, 2016).

A yacht is any recreational watercraft, such as a sailboat used for racing or a large, usually motor-driven craft used for pleasure cruising, racing, or sports (Merriam, 2018). Many racing yachts are stripped-out vessels with a minimum of accommodations to lower weight. Charter yachts are a subset of yachts run as a business for profit. Yacht lengths usually range from 7 meters (23 ft.) to dozens of meters (hundreds of feet). A power craft smaller than 12 meters (39 ft.) with overnight accommodations is called a cabin cruiser. Yachts may be classified as "large" over 24 m. (79 ft.) with higher construction standards, "commercial" carrying no more than 12 passengers, and "private," which is solely for the pleasure of the owner and guests or by the flag, the country under which it is registered (Lazarus & Ziros, 2021). A superyacht (sometimes "mega-yacht") generally refers to any yacht (sail or power) above 40 m (131 ft.) (Coles & Lorenzon, 2013).

In Türkiye, the definition of a yacht was officially explained in 1983 by the Regulation on Yacht Tourism. In this context, the term "yacht" is described as marine vessels built in the form of a commercial or private yacht, not qualified as cargo or a passenger ship, enjoyed for cruising and sports purposes, and limited to carrying 36 yachters at most. (Regulation of Yacht Tourism, 1983). A yacht is a waterborne marine vessel intended for travel and tourism, which consists of spaces including accommodation, a kitchen, and a bathroom (shower, restroom) (Özer, 1990). People temporarily renting a yacht for cruising or sports purposes with a crew or people who can sail a yacht that they own or have rented if they have a license are called yachters. The act of yachts being used for fun, sports, and tourism purposes, and the total of the activities done by these yachters are called yachting (Çağlayan, 1992). The matter of yachting is not a closed system that boils down only to yachts and marinas. The tourism sector and yachting are systems that continuously renew themselves. Therefore, for yachting activities to reach their goal, all lines of work related to the sector, directly or indirectly, must work together and in coordination.

The most appropriate coastlines for yacht tourism are vast gulfs and transverse coast ranges in which approximate circular bays and relevant ports are present. The coastlines on which yacht tourism is making process are the coastlines that have available bays for yacht harboring and recreational activities and those with favorable conditions such as temperature and rainfall, which are far from settlements and industrialization yet close to yacht tourism lines and possess archeological and historical ruins as well as a developed infrastructure and superstructure (Doğanay & Zaman, 2001, p. 38)

All ports are considered independent commercial undertakings aiming at full-cost recovery and rapid customer response. The economic effects of seaport activities are no longer limited to the local environment. However, they are spread over a much wider geographical area and among many international players (Notteboom &

Winkelmans, 2001). In other words, the economic benefits of port activities, including marinas, are expanding from the local port system towards a much larger economic system (Benacchio & Musso, 2001).

The definition of a marina was explained by the National American Machinery and Boat Manufacturers Union in 1928 as modern marine structures constructed for recreational crafts. The union later defined which facilities and services these structures included (Balci, 2011). The Italian term marina or yacht harbor is defined as an ensemble of facilities that can provide various services (fuel oil, water, electricity, and intercommunication) for yachts in and behind the water area enclosed with a special breakwater or reserved inside a harbor (Doğaner, 1992). Unlike harbors with extensive purposes, yacht harbors are locations where only yachts can berth and be catered for their needs and have their maintenance, repair, overwintering, electricity, communication, and water needs met (Yüksel et al., 1998). A marina is an activity area for seafarers and yachters where basic needs such as sleeping, cleaning, eating, vacation, fuel, food supply, or opportunity to stretch their sails and communication equipment are provided. A marina is a set of port basins, hydro-technical port buildings, land constructions, and technical devices ensuring safe mooring and servicing of yachts and other floating units and vessels. These are typical facilities where services for vessels, land transport means, and people are provided. These services are characterized by great diversity, and their scope and quality depend on many factors. One is the employed staff, their knowledge, competencies, and communication skills. The staff of a given facility plays a crucial role in shaping customer satisfaction and the sustainable development of nautical tourism (Sevinç & Güzel, 2018).

There are no generally accepted standards and standardization studies regarding the number, structure of employment, and employee positions in marinas in Türkiye. The adopted marina model depends on many factors. The size and location of the marina, its profile and activities specificity, customers and the type of vessels served, and the number and scope of services rendered are some of them.

## 2.2. Yacht Harbors and Marinas in Türkiye

The most appropriate coastlines for yachting, marinas and yacht tourism in Türkiye are viewed as the Aegean and Mediterranean coasts. The suitability of these fields for yacht tourism was first discovered by the foreign yachters who visited these coasts. In domestic tourism, yacht tourism started as a crewed yacht renting by a couple of fishing and sponger boats in Bodrum and Marmaris. The activity in question was introduced as the blue cruise through the efforts of a few writers (Özer, 1990).

West European and American tourists began to travel to Türkiye in the 1970s via the yachts they rented from Greece. On the grounds of this mobility, yacht tourism was brought back to the agenda in the late 1970s, and various marina facilities were identified. Within this scope, development plans regarding yacht tourism and marina facilities were formulated by the Government. Between 1970 and 1980, the Bodrum, Kuşadası, and Çeşme Marinas were brought into service.

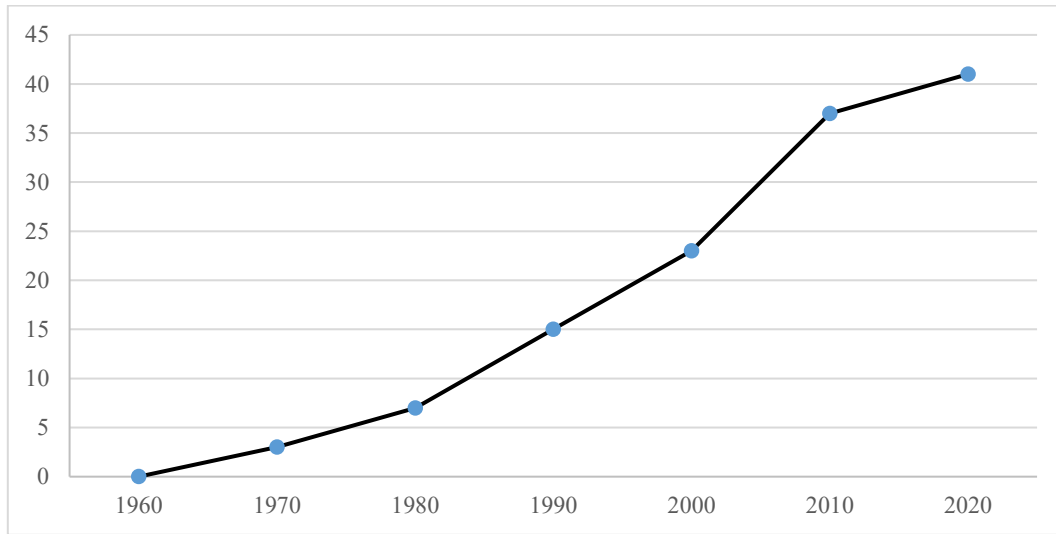
Following the Tourism Promotion Law in the 1980s, according to Tourism Coastal Structures Master Plan (2010), marinas with specific qualities and statuses were primarily built in the natural bays, generally along the regions where yacht tourism was lively, from Çeşme to Antalya (Ministry of Transport, 2010). Because of the marina shortcomings in the west and the middle Mediterranean and the taxes implemented in the EU countries, the yachters started to tend the east Mediterranean. In recent years, the interest of foreign tourists has opened a road for yacht tourism in Türkiye. The individual yachters, marina customers in yacht tourism, have also increased the demand (Eriş, 2007). Yachting is typically a costly attraction in Türkiye's conditions due to taxes. Owing to its stated characteristic, it is an area of interest where only groups with a high-income level show interest. However, this characteristic brings yachting the least affected sector during economic crises (Cerit et al., 1995). Managing a marina requires implementing modern marketing techniques based on total customer satisfaction. So, precisely assessing customer needs, expectations, and satisfaction is essential.

Although marinas have similar service attributes, they can be categorized into three groups: recreational marinas, yacht clubs, and berthing facilities (Simpson, 1998). In Türkiye, regarding the relevant legislation, the marinas considered yacht harbors are subjected to a similar classification and specific standards. According to the Regulation on Sea Tourism (2009), still in effect, marinas are locations offering services such as navigation, maneuvering, mooring, anchoring, harboring, and beaching to marine vessels. They own the infrastructure designed according to the physical attributes to carry out these services according to the legislative provision to ensure a sufficient security level. Furthermore, the responsibilities of marinas are to have the necessary equipment,

facilities, superstructure, adequate land, marine space, and land transportation links to provide qualified tourism services in the best way possible.

Due to the required qualifications and presence of some facilities such as sale units, restaurant or cafeteria, maintenance and restoration services, drydock area for yachts and crane systems, heliport, and infirmary, yacht harbors are categorized into three groups as three anchored, four anchored and five anchored yacht harbors (Regulation on Sea Tourism, 2009). The infrastructure facilities owned and berthing services of the businesses within the sector subject to the research are the primary criteria for classifying such businesses.

**Figure 1.** Increase in the Number of Marinas in Türkiye Over the Years



(Prepared by the authors<sup>3</sup>).

Figure 1 shows the rapid growth in numbers, especially in the last 20 years. There are 41 yacht harbors and marinas in Türkiye, owing the necessary Tourism Certificate from the Ministry of Culture and Tourism. Many of these businesses are newly established, and most are settled on the Aegean coasts. There are many marinas, especially in the Marmaris, Milas, Bodrum, and Fethiye districts on the coastline of Muğla. Since the 2000s, there has been a noticeable increase in yacht harbors and marinas throughout Türkiye, especially on the west coast.

Regarding the marina management issue, marinas in Türkiye are divided into public and private sector marinas. Among the 83 marinas in total, the number of public marinas operated by municipalities is 6. This situation is because public-related institutions and various private businesses carry out the management of marinas. Thus, personnel policies, management mindset, price policies, and differences will likely emerge in many areas, such as the marina's services and opportunities. While public marinas are investments stimulated as state investments, some were handed over to the private sector within the scope of privatization. Today, some public marinas, such as Çeşme and Dalyanköy Yacht Harbors, are owned and managed by municipalities. Since the Shore Edge Line's Sea zone belongs to the state and under its provision, marinas, which are private sector investments, realize their projects with long-term funds they receive from the state for their properties.

The yacht harbors that are managed through state investment are called public marinas. These types of marinas are not on the level of modern marinas in terms of their services. Public marinas are yacht harbors generally provide services to meet the vessel owners' basic needs, such as mooring services, electricity, and water. Some marinas, such as Yalıkavak Marina, are the private sector's investments and are managed by the private sector. Since yacht tourism is a sector that prioritizes service quality, the private sector marinas are different from the public marinas in terms of the variety and quality of their services. However, as commercialism requires, the financial cost of the

<sup>3</sup> The data used in the preparation of the chart are calculated by taking into account the dates of entry into service obtained from the companies' own websites.

service provided over there is generally higher than the public marinas. So increasing public marinas for the sector's development may be considered.

### 2.3. HRM in Yacht Harbors and Marinas

Marinas had been classified as luxury consumption in the past. However, today they are demanded by middle and high-income groups. Therefore, marina operators should accommodate various boaters' needs for many services and facilities. Within the expanding international tourism, both the marinas and other tourist industries should become aware of boaters' needs and desires as tourists (Stone, 2000). Accordingly, especially for developing yacht tourism management and facilities as a branch of sea tourism, having the appropriate plans and improving the scope of service are vital for tourists' (customers) satisfaction.

In seaport management, different organizations are carried out at the same place, and employees with different skill sets working at different organizations come together. The HR practices in seaport management need a system to encapsulate all managers and employees working in harmony to perform better. For these reasons, HRM in seaport businesses has a more complex structure than several other managements (Tsai, 2014, p. 374).

Although there have been different studies with different approaches to HRM practices, it is accepted that there are similarities in general (Towers, 1992; Sparrow et al., 1994; Keating & Thompson, 2004). However, it has been consistently put forth that there are differences in HRM practices in different countries. It is argued that the national culture and corporate factors such as economy, law, and social environment influence such differences (Pieper, 1990; Brewster et al., 2005; Clark & Adrian, 1996; Keating & Thompson, 2004).

It is necessary to take advantage of the people who are brought together and manage their different skill sets effectively and accurately to realize the organizational purpose and goals. While conflict could arise in organizations where differences are not managed effectively, employees' perceptions of uselessness and injustice could develop. Communication problems could emerge, and organizational commitment could get damaged (Gider & Şencan, 2016, p. 192).

HRM in seaport management should work to increase efficiency and raise organizational quality. It is necessary to remove unnecessary tasks by conducting job analysis, developing a strong sense of being a team, and continuing training to work in a seaport more wisely. Good HR planning must be ensured through practices directed at employees to perform their jobs and solve their problems (Meletioui & Law, 2006, p. 9). HRM should conduct work to enhance employee security and performance to ensure job satisfaction and contentedness. Furthermore, effective HRM practices are needed to regulate intercompany communication and relations.

The labor force requirement, required qualifications, and required numbers should be appropriately identified in seaports. According to the organization's mission and vision, employees with sufficient qualifications and numbers should be employed, trained, developed, motivated, and orientated to the organization and the job. Ensuring the necessary legislative regulations relating to job safety and employee health and evaluating performance in compliance with the seaport management criteria can only be transferred into practice by moving with a wage system suited for the advancement and change in the sector.

The European yachting sector is prominent in the world. Many European ports provide jobs to people working in marinas, sailing schools, yacht and boat repair and maintenance yards, and similar waterfront operations. Cruise vessels call a port to generate jobs at the level of pilotage, tugs, provisions, fuel, crew shore leave, passenger services, inspections, immigration, hotels, restaurants, local attractions, and other visitor activities in the port area (Notteboom, 2010, p. 16). Further employment is provided by inland transportation involving cruise passengers, including air, private car, bus, transit, and taxi.

In Türkiye's case, especially with the Tourism Coastal Structures Master Plan (Ministry of Transport, 2010) declared in 2010 in the coordination of the Ministry of Transport with the Ministry of Culture and Tourism, new regulations on promoting yacht harbors were established. Even though the mentioned plan has not been elaborated on, there are still pieces of advice relating to the need for trained managers and technical personnel. Besides, there are few and insufficient sectoral studies in the national and international literature regarding yacht harbors and marinas management in Türkiye. The analysis regarding the seaport business administration is mainly limited to commercial ports and touristic passenger transportation. So, this research might help to close this gap in the literature. It would be helpful to analyze marinas on-site for their benefit and long-term planning. This study aimed to reveal how HRM practices are carried out at yacht harbors and marinas in Türkiye, particularly in HR planning.



### 3. METHODOLOGY

The research population is comprised of 41 yacht harbors in the Marmara, Aegean, and Mediterranean regions of Türkiye, which are authorized by the Ministry of Culture and Tourism with various certifications. These businesses were identified through the 2019 Maritime Sector Report published in 2020 by the Turkish Chamber of Shipping (Chamber of Shipping, 2019). These businesses were examined from the relevant report: twenty-seven yacht harbors are on the list of the Ministry of Culture and Tourism, Yacht Harbors with Tourism Business Certification, and eight yacht harbors are listed on the Ministry of Culture and Tourism, Sea Tourism Facilities, Yacht Harbors with Tourism Investment Certification, and 6 yacht harbors are on the list of the Ministry of Culture and Tourism, Yacht Harbors with Tourism Certification (Chamber of Shipping, 2019, 218-219). Since no business in the Black Sea region has the required permits provided by the Ministry of Culture and Tourism, this region has been excluded from the study.

**Table 1.** Geographical Locations of the Yacht Harbors and Marinas Included in the Research

Numbers of Yacht Harbors and Marinas	Research Population	Research Sample
<b>Marmara Region</b>		
İstanbul	3	2
Yalova	1	1
<b>Aegean Region</b>		
Balıkesir	2	1
İzmir	3	3
Aydın	2	2
Muğla	25	10
<b>Mediterranean Region</b>		
Antalya	3	3
Mersin	2	1
<b>TOTAL</b>	<b>41</b>	<b>23</b>

(Prepared by the authors).

The geographical locations of 41 authorized yacht harbors and marinas in the research population are listed in Table 1. Due to the coastline and climatic conditions, most of the population and research sample facilities are in the Aegean region, especially in Muğla province.

Qualitative methods instead of quantitative ones were used in the study to obtain extensive and purposeful findings because qualitative studies examine the behavior of persons and societies. Qualitative research focuses on the phenomena within the course of social life and endeavors to analyze such phenomena without any transformation (Maxwell, 2008). Moreover, it includes a wide array of perspectives used to define modern social life's multifaceted and complex nature (Kitzinger, 1995). It is challenging to explain such social dynamics quantitatively. The assessments may show how many people may behave in what behavior; however, they are not enough to find an answer to the question of why. At this point, qualitative studies step in to understand the reason behind human behaviors (Ergün, 2018, p.32).

In accordance with the purpose of the study, it was decided to interview the executives, including HR managers of the businesses that comprise the sample (marinas and yacht harbors), to acquire more detailed information and better understand the reasons behind the emerging phenomena. In this context, for this study, the approval of ethical committee No. 90705970-050.99-E. 0000070688 dated 25.11.2020 was taken from the Ethical Committee, Çankaya University.

In addition to questions about the demographic characteristics of the participants, a semi-structured interview having 14 questions was used to collect data about the HRM practices and HR planning in these businesses (yacht harbors and marinas in the sample) (See Appendix 1). The executives of all 41 yacht harbors and marinas were contacted via telephone, email, and video call for an interview. However, the majority (23 out of 41) agreed to participate in an interview.

**Table 2.** The Titles of the Company Officials Interviewed

Title	Numbers
General Manager	2
Deputy General Manager	3
Business Manager	1
Front Office Director	3
Human Resource Director	14
<b>TOTAL</b>	<b>23</b>

Information about the duties and titles of the interviewed business executives is presented in Table 2. Responses to 14 semi-structured interview questions were received via online meetings, video callings, and emails from 23 business representatives and HR managers who made up the sample within the scope of the research. Semi-structured interview questions were asked to the participants in Turkish, and the answers were received in Turkish. The authors later translated the interview questions, and the received answers into English to prevent semantic shifts using translation and back-translation methods. And then, all interview transcripts were subjected to content analysis.

The main goal of content analysis is to reach concepts that will help explain the collected data. Interrelated data in content analysis is compiled within the framework of specific concepts and themes and presented understandably (Karataş, 2015; Bengtsson, 2016; Crabtree & Miller, 1999; Merriam & Grenier, 2019). The subject of content analysis is the text that exists within the research process. It aims to conclude the contents of the texts. There is always an inference and a connection in content analysis. Therefore, the content analysis aims to analyze a text, systematically identify the content of participants' opinions and facilitate the use of collected data for further analysis by reducing many words, modules, and units to a smaller number of categories and establishing a relationship with content (Gökçe, 2019; Altunışık et al., 2007; Aslan & Tavşancıl, 2001).

Categorization is the classification of concepts obtained in content analysis in a specific relationship with each other. Upon analyzing categories grouped under a theme, their interrelations are discovered, and themes are considered in cases where these relationships require a higher-level grouping. Themes are more abstract and general than the concepts obtained in content analysis and are essentially important in demonstrating the dimensions of the research problem (Merriam & Grenier, 2019; Miles & Huberman, 1994; Patton, 1990)

Accordingly, expressions/elements that are important and prominent in terms of the HRM understanding in yacht harbors and marinas were identified. Each participant's answers were coded according to the concepts extracted from the data by the content analysis technique. Commonalities between generated codes were identified, and similar codes were categorized under the same color in Table 3 (See Appendix 2).

The findings of the interviews were then summarized and interpreted under three themes. Specific attention was paid to ensure that the main themes supported each other. Data under the same themes were organized and interpreted interrelatedly to one another. The areas of interest under the three main themes in the 14-question interview are as follows: **Section-1:** The first five questions aim to identify how the staffing in current organizational structures and HR Planning of the Businesses are planned. **Section-2:** Questions 6, 7, 8, and 9 aim to investigate how the employee training and development process and assignment planning of the current personnel are planned according to the competencies. **Section-3:** The final five questions try to identify the performance appraisal and reward processes and the contribution of personnel performance to the business's general performance.

#### 4. FINDINGS

The participants' responses to questions in the semi-structured interview were evaluated under the main title of the theme created to analyze the answers to the research questions in detail. This attempt aims to obtain data sets with similar answers to questions to support the qualitative assessments at the end of the research. As a result of the thematic distinction in the semi-structured interview text, a systematic structure was created in which the collected data can be organized in a meaningful way. The findings regarding the interviews summarized and interpreted under three themes are as follows:

#### 4.1. Staffing in Current Organizational Structures and HR Planning of the Businesses

This section aims to understand how personnel practices were carried out in terms of HRM, especially at the incorporation stage of the yacht harbor and marina businesses, and whether the personnel recruitment in later periods was carried out within a systematic plan was examined. The executives representing 23 yacht harbors and marinas answered all the questions. This section covers the responses to the first five questions of the semi-structured interview form. After examining the research-specific data acquired from these answers, the findings obtained are summarized as follows:

- It has been observed that there are structural differences concerning HRM during yacht harbors and marinas incorporation. It was identified that 17 businesses, which operate as for-profit organizations associated with private enterprises, had a personnel organization under the control of centralized management rather than having an industry-specific HRM understanding. Therefore, it has been determined that there is no standard organization model between the yacht harbors and marinas concerning the HR and organization structures created at the stage of business incorporation. Regarding this, the statements of the representative of the Facility-16 company are as follows. *"In the first establishment of our facility, personnel planning was done according to the company's needs without being bound by any standard personnel structure."* Similarly, the opinions of the facilities-13, 14, and 15 company representatives on the necessity of standard personnel structuring are as follows. *"The lack of a standard personnel structure in our company, which has more than one branch, can cause difficulties in personnel assignments between branches."*
- Five of the interviewed yacht harbor and marina executives stated that they did not use any software for HRM. These businesses record primary HRM data via Microsoft Office and do not use any appropriate software for HR planning, recruitment, selection, and performance evaluation. It was identified that three of the remaining yacht harbors and marinas carried out HRM activities integrated with general business software such as Logo and Micro, and 15 of them used HR information systems (HRIS) software such as Workday and SAP.
- The interviewed yacht harbor and marina representatives were asked how they identified the number of current personnel assigned to their business and the number of personnel recruited. In this manner, whether they had a master plan regarding the HR planning activities to select the personnel employed at the businesses included in the research was questioned. It was understood during the interviews that 6 businesses did not have a master plan for HR planning, and others were periodically carrying out the recruitment process. In addition, the personnel and organization structures may vary in parallel with the changes in the berthing capacities and infrastructure facilities of the 12 yacht harbors and marinas. Thus the master HR plans are updated annually.
- When the works of the businesses participating in the research to identify personnel needs and recruitment were examined, it was identified that these businesses could be separated into two groups: those that recruit personnel at planned intervals and those that recruit personnel on a need basis. Based on the responses received about the subject, it was understood that the main factor in this separation was directly related to the use of HRM software. Six businesses that do not use professional HRM software recruit personnel on a need basis without a particular plan, and 14 businesses that use professional HRM software recruit personnel through planning and on monthly, semi-annual and annual intervals. Regarding this, the opinions of facilities 17 and 19 company representatives on the necessity of HRIS software are as follows. *"We are experiencing the lack of professional HRIS software in executing personnel plans and our employees' performance evaluation processes."* *"We try to determine employee candidates for recruitment due to the needs of the departments reported at any moment, not according to any plan. HRIS software could have helped us in these matters."*
- The requirements and recruitment criteria sought in candidates during the personnel recruitment phase were also examined. The executives participating in the research were asked whether they discriminated against the personnel recruited regarding demographic criteria such as age, sex, educational background, and professional experience. It was observed that there is no discrimination in any business based on demographic factors such as age and gender. However, the personnel assigned to the management level are expected to receive higher education in the relevant field. The personnel assigned in the technical area, where vessel reception, towing, and service are provided, must possess professional experience requirements. On the other hand, nine businesses recruit interns from among the students studying in maritime management departments of universities, especially to work in front office units. The nine businesses said they participated in university career days aimed at final-year students. Facilities 1 to 9 participants expressed their opinion that sectorial trained personnel should be in yacht harbors and marinas. *"Our graduates from maritime management faculties*

*adapt to their duties very quickly, so we care about being present at university career days. In addition, we are open-minded about hiring interns, and we have many interns, especially during the summer period." Facility 16 executives – "We are having difficulty finding maritime business graduate personnel to work in the technical departments of our marina. That is why we try to find technicians and sailors from different sectors. It is necessary to establish special education institutions to meet the need for technical staff."*

#### **4.2. Employee Training and Development Process and Assignment Planning According to Competencies**

This section aims to understand yacht harbors and marinas employees' training and development processes and assignment planning according to their competencies. In addition, the planning processes of capacity-building training to improve employee performance and the application of professional career planning are examined.

Considering the services the yacht harbors and marinas provide to their customers, there are differences from other businesses in the service industry. The industry's customers, subject to the research, go to the yacht harbors and marinas with their yachts, sails, and speedboats to acquire services. Unlike other accommodation facilities in the service sector, services such as accompanying the customers at sea until they reach the berths, disembarking the defective or needing vessels, and repairing the devices and systems on the vessels are provided. When the areas of activity for yacht harbors and marinas are considered, the employees of this industry should possess different technical and managerial skills compared to other industries. The activities to improve the employees' professional competencies at the businesses subject to this research are also examined.

In this section, the executives representing 23 different yacht harbors and marinas answered questions 6, 7, 8, and 9 in semi-structured interviews. The executives representing four yacht harbors and marinas did not answer question 8 regarding "What training is delivered to the employees to ensure customer satisfaction?" The research-specific data acquired from these answers are as follows:

- The interviewed representatives of the yacht harbor and marina businesses were asked about their internal or external recruitment sources for the senior personnel. The representatives' answers revealed that they pay attention to recruiting from internal sources by utilizing the current employees. Only three out of all the business representatives participating in the study stated that employment from an external source was preferred to meet the employment needs of the senior staff.
- All the businesses examined within the scope of the research carried out studies to build personnel capacity through in-person and distance training to maintain the competencies of current employees and increase their knowledge regarding the industry. The employees at the port and sea departments of the businesses are specifically delivered occupational safety training such as firefighting, safety and prevention of accidents, and technical training such as technical device operation (cranes) and new repair systems. In addition to on-the-job training, industrial orientation activities provide pre-assignment training to newly hired employees (Gajda, 2019).
- It has been observed that especially the employees assigned to the technical departments of yacht harbors and marinas differed in terms of expertise and competency compared to other service industry employees. Because of this, the businesses subject to the research keep these qualified workers. In this context, the yacht harbor and marina executives were asked how they planned the careers of their personnel. Eight of the business representatives who participated in the study stated that they did not carry out any career planning. Ten stated that a promotion system based on success was in place. It was understood that only five businesses explained their career path to the employees during the recruitment process and explicitly informed them of the positions they could be promoted to according to their performance and professional experience. The same five businesses also carried out job enrichment and employee empowerment activities and thus could transfer personnel between the departments when necessary.

The opinions of some research participants on existing employees' training and development and the necessity of increasing the quality of the employees are as follows. Facilities 10 to 12 companies' executives – *"Considering the financial values of the boats we serve, we pay attention to the high level of security training such as theft and fire safety."* Facility-23 executives – *"To ensure the continuity of the existing employees and provide qualified customer service, it is necessary to plan for task-oriented employee training and development continually."*

#### 4.3. Performance Appraisal and Reward Systems and HR's Contributions to Overall Business Performance

In this section, employees' performance appraisal and reward processes and the contribution of employee performance to the efficiency of businesses in yacht harbors and marina businesses in Türkiye were investigated. In addition, an attempt was made to identify the differences arising in terms of job performance between the employees who graduated from the industry-specific maritime and harbor management faculties and colleges and the employees who did not receive industry-specific higher education. All questions in this section, which consisted of the final five questions in the 14-question semi-structured interview, were answered by executives representing 23 different yacht harbors and marinas. The research-specific data acquired from these answers are as follows:

- It was found that no performance assessment activities were carried out in four of interviewed yacht harbors and marinas. Five businesses out of the remaining 19 carry out assessment works based on only supervisor assessment, outside of the performance appraisal systems and standards of HRM. It was identified that the remaining 14 businesses utilized performance-based assessment techniques such as the 360-Degree Assessment System and Behaviorally Anchored Rating Scales. In addition, 14 businesses applying the performance appraisal techniques use professional HRIS.
- It was identified that all yacht harbors and marinas that evaluate the performance of their employees also reward them. Various applications are practiced in the reward systems, such as awarding certificates of success, gifts, additional leave, and bonuses, announcing the success, raising the salary rate, and contributing to the promotion of the employees. Ten businesses that contributed to the study reward their employees with salary and bonus increases. It has been found that other businesses give promotions, additional leaves, gifts, and certificates of achievement to motivate employees.
- The analysis of the assessments carried out for the underperforming employees has shown that 11 businesses give feedback to their personnel through written and verbal warnings. Twelve businesses were observed to ensure that their personnel had additional training to improve their shortcomings. Six out of the 12 businesses that preferred to deliver additional training were observed to switch the department of personnel that did not show adequate performance increase. It was identified that the person who did not achieve the desired development level through warnings, training, or department changes was terminated according to the relevant legislation. It was observed that four of the businesses that contributed to the study announced the information regarding the terminated employees and the reasons behind the termination and made it known to the other employees.
- The employee turnover rate of the yacht harbors and marinas was also examined. Five businesses that participated in the research stated that they do not carry out work in this regard. On the other hand, 18 businesses were observed to calculate the employee turnover rate at the end of every year and prepared charts to contribute to the following year's HR planning.
- The executives of 23 yacht harbors and marinas were asked about the differences in performance between the employees who graduated from industry-specific faculties and colleges and those who did not have higher education. According to the feedback received, it has been found that the employees who have graduated from universities were assigned to administrative positions, especially in customer relations, the front office, sales, marketing, and accounting departments.
- 14 yacht harbor and marina representatives stated that contributions to the business by the employees with industry-specific higher education were high. It was reported that these employees adapted to their duties more quickly after recruitment and made rapid progress compared to other employees. It was understood that these businesses preferred those who have received industry-specific training, especially during the recruitment phase. However, it was also stated that professional experience was at the forefront, especially for the technical workers employed in the port and sea departments. Although Erbaş et al. (2016) stated the importance of tourism diplomas for HR, it was observed that the businesses did not discriminate between those who did and did not have industry-specific higher education when recruiting new employees to these departments and evaluating the performance of technical personnel employed in these facilities.
- Finally, business executives participating in the research were asked to evaluate the contribution of employee performance to the overall business performance compared to the values of their businesses, such as infrastructure, facility location, tools and equipment, and service diversity. Thus, unlike other businesses



operating in the service industry, the yacht harbors and marinas, which demanded different professional knowledge and skills, were asked to explain how they evaluated their worker's performance. After examining the answers given by all the participants who contributed to the research, it was identified that the added value created by the employees contributed 50% or more to the enterprise's overall performance. Representatives of 6 different businesses stated that employees' contribution to the business's overall performance ratio was even more than 70%.

The opinions of some of the participants on performance appraisal and rewarding and contribution of employees' performance to their companies are as follows: Facilities 1 to 9 companies- *"We frequently apply the performance-based reward system to increase the commitment of our employees to their jobs. Thus, we express our expectations to our employees and set an example for those with high performance."* Facility 20 representative- *"Obviously, the employee who is satisfied with his job or duty greatly contributes to our company. For this reason, we try to provide the continuity of the employees who are good at their job with bonuses, promotions, and similar rewards."* Facility 18 executive- *"The marina business relies on satisfying high-income customers' expectations. Therefore, the performance of the employees providing customer service affects the company's profitability."* Facility 20 representative- *"The employees' contribution to the company performance is high, and it is not a mistake to say that their contribution rate is 80% or more."*

## 5. DISCUSSION AND CONCLUSION

The main emphasis of strategic HRM is to enable an organization to achieve a competitive advantage with its unique capabilities by focusing on the present and future directions of the organization (Das Gupta, 2020). The number of yacht harbors and marinas has increased in the past 20 years in Türkiye. According to current requirements, these businesses are trying to have appropriate structures and technical means. Besides the technical capacities and equipment of the newly built yacht harbor and marina businesses, to achieve a competitive advantage, the professional HRM practices in such facilities and the HR development in terms of quality and competency will improve qualified customer services. For this reason, after the Çankaya University Ethical Committees' approval, this study evaluated how the modern HRM understanding, especially the applicable HR planning techniques, was perceived and developed at the yacht harbors and marinas in Türkiye.

The results showed that the yacht harbors and marinas on the Marmara, Aegean, and Mediterranean coasts of Türkiye partially carry out the three main elements of HR planning. The HR demand estimation, identifying sources of HR supply, and creating plans by comparing such supply and demand. The HR department should be structurally aligned with the business's organizational structure (Ulrich et al., 2008). Besides, the findings indicated that yacht harbors and marinas in Türkiye did not have any specific personnel organization that would enable them to identify and assign qualified employees for tasks, especially during the incorporation period. Therefore, based on the types/classes of yacht harbors and marinas determined according to the capacity and capabilities of their facilities, the results indicated a need to conduct research and reviews to determine the standard personnel organization structures. Further research on this issue will contribute to clearly defining the demand for the HR needed by the yacht harbors and marinas and the proper HR planning to develop a trained, skillful, competent, and qualified workforce.

The results revealed that most of the studied yacht harbor and marina businesses have been preparing plans acceptable as strategic HR planning and compatible with their general business plans. However, the findings parallel to Yılmaz & Güngör's (2018) studies indicated that not all these businesses followed the principle of employing the correct number of employees at the proper time and position. Nevertheless, all contributing businesses to the research strive to integrate businesses' and employees' goals. In this context, they provided promotions, rewards, training, and development activities to keep the employees within their organizations, increase efficiency, and meet their needs.

Although there is no sufficient majority, the findings indicated that most businesses included in the study employ higher-educated HR personnel. Because of the positive relationship between the impact of HRIS and HRM effectiveness (Sulochana & Sajeewanie, 2015), the majority of them utilize professional HRIS to perform HRM activities better. Furthermore, half of the yacht harbors and marinas revise their resource planning at the end of each year according to the changing business needs and goals. So, it is arguable that the HRM and HR planning in yacht harbor and marina businesses in Türkiye were not understood precisely, and the professional approaches

were not applied adequately. In other words, HRM and HR planning can be carried out more efficiently in yacht harbors and marinas in Türkiye.

The business executives representing the studied yacht harbors and marinas explained that HR contributes to organizations' efficiency and effectiveness. In terms of appropriate practices of HRM, it will be helpful for HR departments to prioritize the employment of specialized personnel with higher education in this field and utilize professional HR approaches by using modern software. The findings indicated no difficulties finding personnel for administrative positions such as front office, accounting, and public relations during the recruitment phase of employees in the yacht harbor and marina businesses. Because of this, candidates who have just started working in enterprises must undergo detailed orientation training that considers the employees' characteristics regarding the organization's mission and vision (Gajda, 2019). So employees will be able to adapt to the business as quickly and efficiently as possible and adopt the behavioral patterns they should do. However, there are problems, especially with recruiting technical workers who provide vessel reception at sea and maintenance services at the port. The HR unit should develop a mechanism that ensures the fair and equitable development of all employees in an organization (Basnyat & Lao, 2020). On the other hand, the studied businesses plan the necessary training and development for the positional requirements and qualifications of the personnel employed.

The findings consistent with Bakan et al.'s (2012) studies displayed differences in the performance evaluation methods of companies with different capital structures. Most businesses utilized performance appraisal and rewarding activities and tried to hold the necessary knowledgeable and skillful employees. Furthermore, most businesses plan for the upcoming years by calculating the personnel turnover rates (Basnyat & Lao, 2020; Shuck et al., 2014). These yacht harbor and marina businesses try to estimate and analyze HR needs under altering circumstances. The HR department should give more importance to HR planning for tourism sectors with more experienced seasonal intensity (Yılmaz & Güngör, 2018). In this context, it is arguable that the researched businesses try to correctly carry out the HR planning to meet the current HR needs. However, there are some difficulties in implementing HR plans due to limitations in recruiting workers, especially in the technical departments that provide port, maintenance, and repair services. There is a lack of workers at the yacht harbors and marina businesses who can operate the outboard vessels and yacht-carrying cranes to dock and disembark the vessels serviced at the ports. Moreover, there are difficulties in recruiting personnel who can paint and maintain wooden and fiber boats and repair small-scale motorboats. In addition to keeping competent and experienced workers in different industries, businesses also employ contingent workers with technical expertise during the high season for maintenance and repair services at the ports and marinas.

As in the legal, health, engineering, and education systems, the tourism system must be based on tourism diplomas to function correctly (Erbaş et al., 2016). Considering the difficulties faced in recruiting qualified HR, it is arguable that businesses should coordinate with the universities to open relevant departments and programs to train prospective workers for yacht harbors and marinas in the areas of need, such as vessels, machinery, and seaport management. Furthermore, organizing promotional events at the universities and informing the university students about the job opportunities at the yacht harbors and marinas through written and visual means would benefit the yacht harbor and marina businesses in recruiting trained employees. Thus, as part of the possible improvements in HRM in yacht harbors and marinas in Türkiye, employing the correct number of employees at the right time and in the right place is attainable. Moreover, reducing the turnover rate of employees, minimizing or eliminating contingent-temporary workers, and decreasing the cost of training and development may be possible.

## DECLARATION OF THE AUTHORS

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### Appendix 1. Semi-Structured Interview Questions for the Research

- 1) How often (when) and how are the needs of the personnel (employed) identified?
- 2) Do you perform a Human Resources Information Software (HRIS) or other similar programs?
  - a. If so, could you provide some information about how the system is established?
  - b. Is there any difference between the number of personnel deemed necessary for the complete performance of business activities and the number of current employees? How is this difference tracked?
- 3) Is there any Human Resources (HR) planning currently applied at the marina/yacht harbor (official/recorded/documented)?
- 4) Is there any structure of institutions, personnel, and organizations to identify the number of employees needed by the business in parallel with the HR planning at the marina/yacht harbor? How do you estimate the number of personnel to be employed?
- 5) What qualifications (e.g., age, sex, educational status, etc.) are sought in the personnel (employee) candidates? How are these criteria identified?
- 6) Do you meet the need for personnel primarily through internal or external sources?
- 7) How do you plan and deliver training (orientation) for the newly recruited personnel?
- 8) What training is delivered to the employees to ensure customer satisfaction?
- 9) Do you plan the careers of your personnel? How do your employees get promoted or rewarded in the profession?
- 10) How do you evaluate the performance of your employees?
- 11) Depending on the personnel performance, what kind of differences are there between those who received an industry-specific higher education and those who did not receive that education but had experience in the industry? Do these observed differences influence your preferences in the personnel recruitment phase?
- 12) Performance:
  - a. How do you reward positive/good/outstanding personnel?
  - b. Do you train those who are not competent and underperform, or do you employ them in other departments?
  - c. Do you terminate those who underperform severely? How do you carry out this process? Are other employees informed about this process?
- 13) Do you measure your employees' tenure (continuity), turnover, and leave of employment rates? If so, could you provide brief information about its method?
- 14) When the values that contribute to the general performance of your business are considered, how do you evaluate the contribution rate of your employees compared to the contributions provided by your values, service quality, and facilities such as buildings, tools, and equipment? Could you provide a percentage for such a contribution?

**Appendix 2. Data Interpretation Table**

Interviewed Yacht Harbors and Marinas	Number of Questions & Responses/Answers of Participants								
	1	2.a.	2.b.	3	4	5	6	7	8
Facilities 1-9*	planning	HRIS	No difference, monthly synced	Available, documented	estimation within plan	experience and education	priority internal	online orientation program	personal and professional
Facilities 10-12**	planning	HRIS	No difference, monthly synced	Available, documented	estimation within plan	experience and education	external especially management	task oriented training	personal and professional
Facilities 13-15**	planning	NONE	No difference, monthly synced	Available, documented	estimation within demand	experience and education	priority internal	orientation when needed	personal and professional
Facility-16	according to need	HRIS	No difference	no plan	no estimation	experience and education	external	task oriented intensive training	personal and professional
Facility-17	according to need	HRIS	No difference, syncs	Available, documented	estimation within plan	experience and education	priority internal	task oriented training	personal and professional
Facility-18	according to need	NONE	yes, when needed	available, not updated	no estimation, when needed	experience and education	priority internal	online and intensive orientation	personal and professional
Facility-19	according to need	general business	yes, when needed	no plan	no estimation, when needed	experience and education	priority internal	task oriented training	personal and professional
Facility-20	according to need	general business	yes, when needed	available, not updated	no estimation, when needed	experience and education	priority internal	task oriented training	personal and professional
Facility-21	planning	HRIS	No difference, syncs	Available, documented	estimation within plan	experience and education	priority internal	task oriented training	personal and professional
Facility-22	according to need	NONE	No difference, syncs	no plan	no estimation, when needed	experience and education	external	introduction and information	personal and professional
Facility-23	planning	general business	yes, when needed	no plan	no estimation, when needed	experience and education	external especially technical	introduction and information	personal and professional
Interviewed Yacht Harbors and Marinas	Number of Questions & Responses/Answers of Participants								
	9	10	11	12.a.	12.b.	12.c.	13	14	
Facilities 1-9*	feedback, promotion	Assessment and appraisal on plan	no difference	reward system / miscellaneous	warning, feedback	dismissal, no announcement	annually turnover	50%	
Facilities 10-12**	career pathing	360-degree evaluation	no difference	reward system/ salary increases	training, reassignment	dismissal, no announcement	annually turnover	50%	
Facilities 13-15**	career pathing	Assessment and appraisal on plan	no difference	reward system/ salary increases	training, reassignment	dismissal, no announcement	none	60%	
Facility-16	feedback, promotion	360-degree evaluation	no difference	reward system / miscellaneous	review training	dismissal, no announcement	annually turnover	very high	
Facility-17	career pathing	Assessment and appraisal on plan	no difference	reward system / miscellaneous	review training	dismissal, no announcement	monthly tracking	90%	

Interviewed Yacht Harbors and Marinas	Number of Questions & Responses/Answers of Participants							
	9	10	11	12.a.	12.b.	12.c.	13	14
<b>Facility-18</b>	feedback, promotion	Assessment and appraisal on plan	educated, fast adaptation	reward system / bonus, leave	training, reassignment	dismissal, announcement	annually turnover	80%
<b>Facility-19</b>	no pathing	appraisal when needed	educated, fast adaptation	reward system / miscellaneous	training, reassignment	dismissal, no announcement	none	70%
<b>Facility-20</b>	no pathing	appraisal when needed	educated, fast adaptation	reward system / bonus, leave	warning, feedback	dismissal, announcement	monthly tracking	80%
<b>Facility-21</b>	feedback, promotion	Assessment and appraisal on plan	educated, fast adaptation	reward system/ salary increases	training, reassignment	dismissal, no announcement	monthly tracking	50%
<b>Facility-22</b>	no pathing	appraisal when needed	educated, fast adaptation	reward system/ salary increases	review training	dismissal, announcement	monthly tracking	100%
<b>Facility-23</b>	no pathing	appraisal when needed	educated, fast adaptation	reward system/ salary increases	warning, feedback	dismissal, announcement	monthly tracking	70%
<b>TOTAL 23</b>								

\*Since the nine different yacht harbors and marinas belong to the same holding and the officials' answers who contributed to the research were similar, the information was combined in a single line.

\*\* Since the three different yacht harbors and marinas belong to the same holding and the officials' answers who contributed to the research were similar, the information was combined in a single line.