HUMAN RESOURCE PRACTICES IN YACHT HARBORS AND MARINAS IN TURKEY

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ABSTRACT

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Turkey is a rare country in the world, with its borders mostly being surrounded by seas. However, it seems that the contribution of such a geographical feature of Turkey to the economy is insufficient when compared with other examples in the world.

On the other hand, the majority of the income from marine tourism in Turkey consists of revenues from yacht harbors and marina business. Likewise, the share of marine tourism in total tourism revenues has been increasing rapidly in recent years.

The interest in the yacht harbor and marina business and the investment in this area have increased significantly in recent years. Until 50 years ago, there was no marina in Turkey that could properly meet the accommodation and berthing needs of yachts on its shores, now it is seen that there are more than 80 marinas and yacht mooring facilities, most of which comply with international standards.

It is possible to consider that yacht harbor and marina management, which is developing rapidly both in terms of quantity and quality, can become a sector that makes a high contribution to the Turkish economy in the field of tourism, thanks to the improvements and developments to be made by examining all aspects. Accordingly, it is argued that the personnel employed at these facilities should be improved in the right direction in terms of quality and competence in order to carry the yacht harbor and marina management to higher levels.

This research will examine how the current Human Resource Management (HRM) practices and especially Human Resource Planning (HRP) methods can be applied and developed in yacht harbor and marina businesses. The problem areas in terms of HRM and answers for the solution of such problems will be identified and applied to the yacht harbor and marina businesses, which operate according to the certification of the Ministry of Culture and Tourism, through the semi-structured interview technique. It is aimed to contribute to the development of yacht harbor and marina businesses in Turkey through the assessments to be made regarding the HRM in light of the findings.

Keywords: Human Resource Management (HRM), Human Resource Planning (HRP), Yacht Harbors, Marina

ÖZ

TÜRKİYE'DEKİ YAT LİMANI VE MARİNALARDA
İNSAN KAYNAKLARI UYGULAMALARI

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Türkiye, sınırlarının büyük çoğunluğu denizlerle çevrili olan dünya üzerindeki nadir ülkelerden biridir. Ancak, ülkemizin bu coğrafik özelliğinin ekonomiye olan katkısının, dünyadaki diğer örneklerine kıyasla, yeterli seviyede olmadığı görülmektedir.

Buna rağmen, Türkiye'de deniz turizminden elde edilen gelirin büyük bir çoğunluğunu yat limanı ve marina işletmeciliğinden sağlanan gelirler oluşturmaktadır. Toplam turizm gelirleri içerisinde de deniz turizminin payı son yıllarda giderek yükselmektedir.

Türkiye'de yat limanı ve marina işletmeciliğine olan ilgi ve bu alanda yapılan yatırımlar son yıllarda fark edilir şekilde artmıştır. 50 yıl öncesine kadar kıyılarındaki yatların konaklama ve yanaşma ihtiyaçlarını tam olarak karşılayabilecek gerçek anlamda bir yat limanı bulunmayan Türkiye'de, günümüze gelindiğinde çoğu uluslararası standartları karşılayabilecek standartlarda 80'in üzerinde yat limanı ve marina olduğu görülmektedir.

Nicelik ve nitelik olarak hızla gelişen yat limanı ve marina işletmeciliğinin her yönü ile incelenmesi ve bu bağlamda yapılacak iyileştirme ve geliştirmelerle Türkiye ekonomisine turizm alanında yüksek katkı sağlayan bir sektör haline gelebilmesi mümkündür. Bu noktadan hareketle; yat limanı ve marina işletmeciliğinin ileri seviyelere taşınabilmesi için söz konusu tesislerde hizmet vermekte olan personelin

nitelik ve yetkinlik açısından doğru yönde geliştirilmesinin önemli olduğu görülmektedir.

Bu araştırma ile, güncel İnsan Kaynakları Yönetimi (İKY) teknikleri ile özellikle İnsan Kaynağı Planlamasına (İKP) yönelik yöntemlerin yat limanı ve marina işletmelerinde nasıl uygulandığı ve nasıl geliştirilebileceği incelenecektir. İKY açısından problem sahaları ve problemlerin çözümüne yönelik sorular belirlenerek Kültür ve Turizm Bakanlığından onaylı olarak faaliyet gösteren yat limanı ve marina işletmeleri üzerinde yarı yapılandırılmış görüşme tekniği uygulanmıştır. Elde edilen bulgular ışığında İKY açısından yapılacak değerlendirmeler ile Türkiye'deki yat limanı ve marina işletmelerinin geliştirilmesine katkı sağlanması hedeflenmiştir.

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

ACKNOWLEDGEMENTS

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BARS	:	Behaviorally Anchored Rating Scales
ECC	:	European Cruise Council
KM	:	Kilometers
HR	:	Human Resource
HRIS	:	Human Resource Information System
HRM	:	Human Resource Management
HRP	:	Human Resource Planning
PIANC	:	Permanent International Association of Navigation Congresses
PM	:	Personnel Management
SAP	:	System Applications Products
SHRM	:	Society of Human Resource Management
SPO	:	State Planning Organization
US	:	United States
WHO	:	World Health Organization

CHAPTER I

INTRODUCTION

The countrywide increase in the yacht harbor capacity has sparked a rise in the interest in sea tourism. Turkey is a candidate for becoming the favorite yachting center for the yachters from Europe and the World in terms of its natural and historical richness, geographically safe sailing facilities, meteorological and oceanographic conditions. Regarding all these facilities due to its superior characteristics, Turkey possesses naturally beautiful bays and gulfs that yachters could drop their anchors in.

There were 25 marinas along the coasts of Turkey by the end of 2002; that number reached 83 by the end of 2018, in line with the Ministry of Transport and Infrastructure Maritime Affairs and Communications Vision for 2023. The figures are expected to be raised through new investments (Chamber of Shipping, 2020, p. 225).

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

It is essential to identify the labor force that a business would need in the future, particularly in its establishment stage, and meeting that need with qualified HR. Therefore, either from the point of procuring the eligible employees from the right source or appointing the current employees to the right areas of work, it is useful to pay attention to human resource planning, which is the most basic function of human resource management.

In this study, HRM practices that have been being carried out in Turkey's yacht harbor and marina management developed through public and private sector endorsements in the last 20 years are examined, especially from a human resource planning point of view.

Surrounded on three sides by the sea, Turkey has a total coastline length of 8333 km. All located along this coastline, there are 83 yacht harbors and marinas with

various types of capacities and features (Chamber of Shipping, p. 225). More crowded staff resources are utilized, especially within the yacht harbors and marinas situated on the south and west coasts. Therefore, it has been assessed that it would be appropriate for a study relating to human resource practices in yacht harbors and marinas to be conducted in the facilities along the south and west coasts of Turkey. Considering the difficulty of examining all these facilities, which

are spread along with broad geography at once, the scope of this study has been only limited to 41 yacht harbor managements in the Marmara, Mediterranean, and Aegean regions, which are certificated by the Ministry of Transport as having certain international standards.

In yacht harbors and marinas, it is also essential to plan the right people with the required skills for the appropriate departments according to their job experience and received education from developing management of the yacht harbor and the marina and increasing the income from that revenue.

The research carried out for this purpose consists of five chapters. In the first chapter, the general meaning of research is defined. The second and third chapter of the study is comprised of the theoretical framework and field research. In the fourth chapter, the problem, purpose, significance, hypotheses, limitations of the research are presented and research findings and interpretations are included. As for the final fifth chapter, the conclusions in the light of the research findings are evaluated, and suggestions are developed by considering these conclusions.

CHAPTER II

THEORETICAL FRAMEWORK

In this chapter, upon initially analyzing the historical and conceptual description of human resource management, the purpose, the importance, and the function of human resource management and especially human resource planning and stages are tackled. In addition, since human resources practices will be examined especially through the planning function, the development of the planning concept will be discussed in detail.

2.1. HUMAN RESOURCE MANAGEMENT (HRM)

Human resources (HR) mainly feed on the economy, psychology, sociology, industrial/business affairs, and strategic management theories from a methodological and conceptual perspective. In addition to their theoretical effects in terms of ontological and epistemological consistency, four leading organization theories, such as systems approach/functionalist theory, Weber's theory, Marxist theory, and post-structural theory, affect HRM practices (Watson, 2007).

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 et al., 2007; Guest, 2007). Additionally, organization theories and especially their integrated structures and personnel management have made significant contributions to HRM development (Watson, 2007).

Following the impact of the organizational theories on the emergence of personnel management and HRM, particularly in recent years, HRM's relation to strategic management has further deepened (Boxall et al., 2007). Thus, the transformations and various internal and external factors of the scientific fields HRM is related to have impacted the development of HRM.

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Amongst the factors that have been impactful in HRM's transformations are economical and social developments (Boxall et al. 2007), the shift in working conditions and the characteristics of workers/workforce, women contributing to work-life more actively, the norm of quality and equality being adopted (Engelbrech, 1997), intensification of rivalry, globalization, technology (Burke and Ng, 2006), developments in business relations and organizational performance is gaining more importance (Wright and Rudolph, 1994).

2.1.1. Historical and Conceptual Definition of HRM

It is possible to look into HRM's development, which is accepted as a scientific discipline from different aspects. For the evolution that the said development has gone through and the factors causing this to be understood better, it would be useful to tackle and analyze HRM as a process through historical and conceptual aspects in terms of being able to evaluate the point it has reached today properly. Within the scope of the evaluation carried out, HRM's development that has been studied in various manners could be classified as the following:

When evaluated in the conceptual sense, it is observed that HRM, integrated with different scientific fields, reflects the opinions it draws from these fields to work-life (Boxall et al., 2007; Guest, 2007). HRM splits into eras in itself under a common conceptualization (Langbert, 2002)

i. *Pre-industrial era*: This period embodies the late 18th century and the early 19th century until the industrial revolution. Injustice, non-flexibility, shortcomings, and misregulations are some of the characteristics of this era (Köroğlu, 2010, p. 139). Because of these negativities, HR suffered losses. Worker legislations were reconstituted for preventing human losses, the limitation of employment freedom was ratified within this scope, obligatory working rules were drawn up, and penalties were designated for inutility (Şahin, 2004, p. 523). It can be said that because of these characteristics, this era could not be named as HRM in a real sense. Nevertheless, the first steps toward this direction were taken with the legal regulations.

ii. *Paternalistic era:* This era stands for the period starting from the late 18th century to the early 20th century. It is observed that the first

practices in the management field started during this period (Greenwood and Freeman 2011, p. 269). Flexibility being endorsed in an ideological sense, flexible working schemes emerging, and motivation plans being devised are some of the developments that belong to this period. However, the fact that free workforce ideology mainly focused on working flexibility caused some adverse effects on the sense of fairness while the display of inconsistent attitudes towards working people resulted in it becoming a characteristic of the 19th-century work relations (Işık, 2009, p. 147). Additionally, due to different implementations of employers, unionization came into the picture as a means of an equalizer force. Reformations were made for human-force and business quality losses during the pre-industrial period, especially on the topics of flexibility and fairness. Although, in comparison to today, HRM-sourced losses are observed more intensely (Boxall et al., 2007).

iii. *Bureaucratic era*: Management specialists, unions, institutional economists, and reformers started to exert efforts to rehabilitate the practices seen in the paternalistic era during World War I. The first personnel units in the modern sense came into view during the bureaucratization era thanks to the social working reform and other reform movements and developments that took place in the areas of welfare capitalism and scientific management (Köroğlu, 2010, p. 141). Reformations were made especially in management practices, bureaucratization, protective legal regulations, and unionization matters. In addition to these reformations, a decrease in the inconsistent attitudes toward employees was observed thanks to the impact of unions (Freeman and Medoff, 1984); reformations were made in justice, quality, and quality objectives. Within this scope, to prohibit the varying and arbitrary practices of the executives, systems such as work analysis, work assessment, work classification, training and development, employee selection techniques were developed during this period (Jacoby, 1985). Fairness and stability are the most notable characteristics of this era. In the 1970s, youth participation in the labor force increased, with the

impact of computer and communication technologies, new business methods were needed.

iv. *High-performance era:* Administrative counterbalancing had been the most stressed topic. Learning organizations were discussed intensively as structures open to change and progress by executives and management specialists (Spender, 1996, p. 63). The importance attached to integration and leveling alongside flexibility in learning organizations constituted the purpose of HRM techniques. Even though the increase in efficiency between the years of1980-1997 was of high level, wages and average income remained stable (US Bureau of the Census, 1998; as cited in Langbert, 2002), decreases in largely women's average income was observed (Office of the President, 1999; as cited in Langbert, 2002). Nevertheless, despite these downsides through reformations in HR functions such as personnel recruitment, selection, and training, fewer losses were seen relating to fairness and flexibility. During this era, a balance was stricken between short-term losses and long-term fairness, flexibility, and achievements on the topics of integration, and that balance laid the basis of HRM during this period, too.

In a nutshell, while it is not possible to talk about HRM practices in real terms during the pre-industrial era, it can be acknowledged that the first proper steps were actually taken. Developments in a scientific sense in HRM started to occur during the post-industrial era as well. A balance between flexibility and fairness came into the picture in the paternalistic era. While this balance was disturbed in favor of fairness during the bureaucratic era, it was disturbed in favor of flexibility in the high-performance era. Based on these deductions, it can be concluded that HRM's main purpose in the post-industrial period was to strike a balance amongst all the elements of management.

If necessary to address the development of HRM conceptually, it is possible to sum up this development differently from the other evaluations as three similar concepts and with a broader point of view under the titles of personnel management, HRM, and strategic HRM (Gürbüz, 2013).

2.1.1.1 Personnel management (PM)

The concept of PM is seen being defined in different ways as per its definition and scope. Generally, in the definitions from the literature of (North) America and Europe, especially England, this difference is quite stark. While the North American writers underline that PM is the responsibility of all the managers for the employees, European writers highlight the professional dimension and the normative role of the personnel managers (Tyson and York, 1989, p. 46). When we look into different viewpoints on PM, various definitions can be included as the following.

PM is the whole of the necessary actions in order to for a business to recruit, develop and maintain at business the needed labor force to realize its objectives (Marcel, 1975: 6; as cited in Yıldız, 1989, p. 1).

PM is the planning, organizing, directing, and controlling of the recruitment of HR, its development, pricing, integration, retaining, and distribution planning to fulfill individual, organizational and social objectives (Flippo, 1980, p.5).

PM is the entirety of the concepts and techniques needed for the management position to manage the human dimension. This scope includes work placement, monitoring, training, rewarding, and evaluation (Dessler, 1991, p. 2).

PM is the management and coordination of human relations to ensure the most production with the least effort and develop the workers' prosperity (Dulebohn et al., 1996:25; as cited in Selamoğlu,1998a, p.577).

The Institute of Personnel and Development defines PM as; what personnel managers carry out as well as a part of all the managers' jobs (Foot and Hook, 1999, p. 3).

The Institute of Personnel Management defined PM as a part related to the management's employees and the relationship of employees within the business. Bringing together the PM and the individual or group that constitutes the business and constructing an effective business, thus enabling the employees to make the most contribution to the success of the business, is intended (Graham and Bennett, 1991, p. 141).

PM and HRM both accommodate a familiar concept; *Management.* Management not only shapes our daily lives but also makes up the most fundamental element of business activities. Therefore, it would be useful to define management firstly. "Management is the total of works and efforts towards facilitating cooperation

between people and conducting them towards a common purpose (Tosun, 1990, p. 161)."

2.1.1.2. Human Resource Management:

We observe in various sources that in the late 1970s, the concept of *"Human Resource Management"* was starting to be used. Before taking on a new meaning, this concept started being used merely for the notion of PM in the beginning. A shift from a more traditional method that is PM, which was still in use until the early 1990s, to what we could call a more modern, extensive, and developed one Human Resource Management occurred (Schuler and Jackson, 2005, p. 12).

During the initial years of the shift, HRM was used synonymously with PM, either as PM and industrial relations, personnel and labor relations, or HRM and personnel/HRM (Beach, 1985; William and Davis, 1989).

In the light of this notion, HRM is a different, new modern, and comprehensive version of PM (Harvey and Bowin, 1996; Nadler and Nodler, 1992 as cited in Gök, 2006). In other words, HRM was characterized as a multi-dimensional form of PM rather than a revolution (Torrington, 1989; as cited in Armstrong, 2006a). Object to this idea, some advocate that HRM has quite notable differences that separate itself from PM and possess a revolutionary characteristic.

In HRM, the issues of how the personnel who is fit for the culture and the practices of a business will be sifted out from the rest of the applicants, how they will be trained after recruitment, how they will be motivated, and how their place in the organization will be preserved gain prominence. Personnel's talents should be improved, and they should be brought into the organization in as much as their problems get resolved. The shortcomings of the individual should be detected, it is essential to train them in that direction positively, or behavioral change should be preferred (Delery and Doty, 1996, p. 805).

The main goal of HRM is to develop common interests and cooperation amongst the employees, which considers business and labor-force a different source from manufacturing methods(Kaufman, 2003; as cited in Kaufman, 2007). It aims for the motivation of all sides of the business and integration of the business with its strategic goals and to realize these goals (Aghazadeh, 2003).

As for Turkey, especially after 1980, many conceptions such as total quality management, performance management, and strategic management affected public

management as well. In public institutions, tendencies were adopted towards employing a perception of customers instead of citizens, viewing employees as internal stakeholders, performance-based pay, a transition to HRM concept instead of PM as a consequence of the total quality management perception (Eryılmaz, 2016, p. 314).

Figure 1: Difference Between Personnel Management and Human Resource Management

Personnel Management	Human Resource Management
Work-oriented	Human-oriented
Operational activities	Consultancy services
Recording system	Resource perception
Static structure	Human is an essential input
Human is a cost element	Dynamic structure
Patterns, norms	Mission and values
Conventional management	Total quality management
Human working at a job	Human conducting the work
Internal planning	Strategic planning

Source: (Sabuncuoğlu, 2016, p. 11)

In Figure 1, through presenting the management differences, a transition from practice level PM to HRM is underlined.

As this study bases itself on the HRM conception, which is widely adopted in the literature and practice, the concept will not be further elaborated in this chapter.

2.1.1.3. Strategic Human Resource Management

The strategic quality of the HRM approach highlights how critically important human resource practices are for the organizational performance on topics such as financial performance, labor turnover, and efficiency (Richard and Johnson, 2001, p. 299). This refers to the emphasis on the fact that the organization's total performance is under the influence of "human resource" practices more than all the other organizational variants. The strategic structure of HRM has been a topic of much research since the 1980s and has been explained by various researchers.

According to Miller, the strategic quality of HRM is related to the decisions and behaviors regarding the implementation of "organizational strategies" designated

by organizational executives to ensure the management processes and the competitive edge of the organization (Chew and Chong, 1999, p. 1036). Huselid, Jackson and Schuler, (1997, p. 171) define the "human resource management" concept, which they describe as "strategic" as; designating and realizing internally consistent policies and practices that help reach firm goals and provide human capital.

In HRM, especially in shifting employers' views to HR, transformation and restructuring works and developments in information technologies in organizations are the main reasons that call for restructuring in HRM (Delery and Doty, 1996, p. 808). These reasons sparked off following a strategic approach in HRM.

Strategic human resource management is a notable approach that could be utilized in gaining ground in the rivalry of HR and maintaining that edge (Dyer and Reeves, 1995). In this approach, through building a connection between the human sources practices and the general practices of an organization, the importance of HR in the missions, visions, and accordingly the future plans of organizations is further highlighted every passing day (Gürbüz, 2013, p. 15).

When the descriptions pointed out above are taken into account, HRM, which assumes a strategic characteristic from an organizational point of view, can be defined as the following; strategic HRM can be described as realizing practices and policies that are compatible and complementary with each other such as recruitment and positioning, planning, training and development, motivation and ensuring employee commitment that relates HRM to organization's strategic goals to improve organizational performance and ensure superiority in rivalry (Guthrie et al., 2011, Chenevert and Tremblay, 2009, p. 739, Delery and Doty, 1996, p. 808, Wright and McMahan 1992, p. 298).

PM literature often states particular dates or decades of transformation from one phase to another (Chruden and Sherman, 1984; Cuming, 1975). As a matter of principle, such dates or decades are more convenient and reference purposes than actual historical events. The same recognition is used to provide a picture of the chronology of the evolution and development of HRM as we see it today. Figure 2 displays the stages in the evolution of HRM (Itika, 2011, p.6)

Figure 2: Stages in the evolution and development of HRM

official titles	Welfare officer	Personnel admini-strator	Personnel manager	Personnel/ Human resource manager	Human resource manager	Strategic human resource manager
stages	Employee welfare	Personnel administra-tion	Personnel manage-ment	Personnel / Human resource management	Human resource manage-ment	Strategic human resource manage-ment
decades	1900	1920-1930	1940-1960	1970-1980	1990	2000

Source: (Itika, 2011: p. 7)

The reasons that caused PM to emerge and the development of PM marks, in a sense, the beginning of the emergence and development of HRM. Therefore, the factors and effects that rendered the transition from PM to HRM necessary, in other words, shaped the HRM, will be elaborated under the title of the purpose and significance of HRM.

2.1.2. The Purpose and Importance of Human Resource Management

HR could be described as the most important resource an organization could possess (Harvey and Bowin, 1996). The total of the other resources that an organization has only gained value and contributes to realizing organizational goals through existing employees. The management of the resource that is important to this degree also reflects great importance. Therefore, if the human resource management activities are carried into practice effectively, it will offer significant benefits to the organization. These contributions also demonstrate the importance of HRM (Nadler and Nodler, 1992).

Human resource holds an importance that is distinctive from the equipment and the financial assets an organization possesses. Humans design and produce products and services, control quality, market products, ensure effective use of financial resources and set strategies and goals for an organization. For an organization to

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achieve its goals will be only possible through active humans (Milkovich and Boudreau, 1991, p. 2).

Another definition of HRM can be described as the total of the works and processes carried out to bring in the needed human resource into the organization and make use of the resource in the most effective way. Therefore, the business asset that would make a difference is HR, and conditions that would maximize the contribution of HR must be met (Sisson and Storey, 2000).

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). We can point out that another purpose of HRM is to keep employees' satisfaction high both on the organizational level and regarding the activities that are carried out (Harvey and Bowin, 1996, p. 6).

According to Flippo, "HRM is the planning, organizing, directing and controlling of the recruitment, development, compensation, integration, maintenance, and separation of HR to the end that individual, organizational and social objectives are accomplished." (Flippo, 1980, p. 5)

According to Decenzo and Robbins, "HRM is concerned with the people's dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance, and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives. This is true, regardless of the type of organization, government, business, education, health, recreation, or social action." (Decenzo and Robbins, 2010, p. 33)

Following the effective factors for exploring the emergence of HRM, the elements that were effective for its development will also be addressed. For this purpose, in parallel with the historical and conceptual definitions that were covered at the beginning of the chapter, the functions of HRM will also be tackled.

2.1.3. Functions of HRM

The value estimated for human force has been continuously increasing within the hectic work life all over the world. Therefore organizations are making more investments relating to the tasks and personal developments of the personnel by reviewing the HR structure. As a consequence, this situation renders HRM an indispensable element for organizations (Obeidat, 2012).

Within this context, there is extensive literature on what HRM and HR functions are. While HRM is handled as a whole in the literature, it has also been looked into by many researchers regarding its functions, and its outcomes have been elaborated. Some of the evaluations on HRM functions are as the following:

In a general sense, HRM; can be described as a management perception that includes various HR practices such as determining the human requirement of the organization, carrying out activities and initiatives to meet that need, selecting the right personnel, and enabling them to integrate with the institution, employee motivation, performance evaluation, settlement of disputes and career practices (Yılmazer and Eroğlu, 2008, p. 33).

In another classification relating to the functions of HRM, administrative and dynamic dimension concepts are used. According to this approach, personnel recruitment, personnel assignment, development, and keeping them committed in the organization are defined as administrative functions while activities of setting a positive organizational climate and a satisfactory workspace fall under the category of dynamic function (Belanger, 1979; as cited in Yıldız, 1989 p. 6).

Planning human resource needs, appointing required personnel, building effective business and working relations, monitoring personnel behavior and motivation, payment, training, and career development, improving working space and conditions, establishing effective relationships with worker institutions are some of the functions of HRM (Schuler, 1983; as cited in Açıkalın, 1991 p. 11).

Another definition lists the following functions within HRM; administrative-personnel affairs, appointment, cadre, work evaluation, specials practices, training-development, employee-official-employer relations, protection and accountancy (Czech, 1985; Açıkalın, 1996 p. 11)

HRM carries out functions such as work analysis and design, HR planning, recruitment and selection, training and development, career planning, performance

evaluation, reparations, and protection offers support services to other establishments (Werther and Davis, 1989).

HRM also consists of functions such as work/employee-employer relations, occupational health and safety, motivation, and performance evaluation (Bratton, 1999; Reece and O'Grady, 1984; as cited in Nawaz, 2005).

Basic activities that HRM carries out are recruitment and selection, training and development, HR planning, drawing up contracts, ensuring fair treatment and equal opportunities, evaluation of employee performance, consultancy, employee welfare, wages and rewarding, health and safety, disciplining individuals, handling complaints, laying off, negotiation/bargaining and promoting participation (Foot and Hook, 1993, p. 3).

Bratton (2007, p. 15) defines HRM as a set of policies and implementations and a whole of information that regulate working relations and shape work life. Within this scope, he lists the basic HRM functions that are implemented based on various alternatives carried out by executives to realize organizational goals as; planning, integration, positioning, developing, motivation, design, relation management, change management, and evaluation.

Additionally, HRM is characterized as a discipline that involves administrative functions aimed at procuring, selecting, and employing required HR to ensure superiority in rivalry (Yüksel, 2000, p. 9).

It is possible to assess the function of HRM periodically, similar to the development of HR. The functions of HRM were implemented not so differently from the functions of PM during the initial periods of the transition to HRM. The interactions amongst the HRM functions according to periods are summed up as the following:

In the late 1970s and the 1980s, in which strategic methods were starting to become more impactful, the basic HRM functions were specified as recruitment and selection, performance evaluation, training and development, salary and rewards, and motivation (Holley and Jennings, 1987; Sheth and Eshgi, 1989; Storey, 1989 as cited in Gök, 2006, p. 29).

During the first half of the 1990s, HR planning business and work processes reached a prioritized position. In this case, new production and management techniques and models such as participative management, teamwork, full-time production, quality circles, total quality management, Japanese production model,

Italian flexible specialization models, and socio-technical model (Yang, 1994; as cited in Gök, 2006; Selamoğlu, 1998b; Kutal and Büyükuslu, 1998) and developments on flexible working (Scarnati, 1999; Anell and Wilson, 2000; Narain et al., 2000; as cited in Gök, 2006, p. 30) became effective. HR planning, HR selection, performance evaluation, training and development, business and work design (Carrell et al., 1992; Hodgetts and Kroeck, 1992; French, 1994; as cited in Gök, 2006, p. 30) are the fundamental HR functions of these years.

HRM perception, which became more important as a consequence of the information society that emerged in the early 2000s, compelled organizations to shape their HRM functions through a more strategic and global point of view and conduct works in this respect. The most important characteristic of this period is integration. HRM efficiently performing its role depends on the functions being in horizontal integration within themselves and in vertical integration with other fields of business (Chadwick and Cappelli, 1999; Delery and Doty, 1996; Gratton et al., 1999, Guest, 1987, as cited in Erçek, 2006). Considering this point of view, the Society of HRM-SHRM listed functions such as HR planning, worker recruitment and selection, HR development, payment, and rewarding management, worker and working relations, safety and health, and HR research as 2000s HRM functions in which the strategic HRM model started to be adopted more effectively (www.shrm.com, 2006; as cited in Gök, 2006, p. 32).

While there are various definitions in the assessments regarding what HRM functions are, specific to this study, the function of planning will be elaborated on more extensively. For that purpose, the definition of the function of HR planning, which is widely adopted in the literature and practice, will be used as a base and will not be elaborated here.

2.1.4 General Review of the Functions of HRM

HRM is the collection of interrelated activities, functions, and processes carried out in order to bring in skilled labor to the firm and ensure their development as well as their stay in the firm (Lado and Wilson, 1994). The system of HRM is defined as the total of separate yet interrelated activities, functionalities, and processes that aim to include HR into the organization, develop them and ensure their commitment to the organization. A good HRM system is a collection of harmonious practices that will

enhance the knowledge, skills, and talents of the employees that will strengthen, motivate them and ensure their participation in decision-making (Acquaah, 2004).

Experiences in both theoretical and experimental studies indicate that qualified and knowledgeable personnel is the most important resource of a business (Pfeffer, 1998). It has been proved by a vast number of studies that in firms where HRM activities are implemented extensively, financial and operational performance increases, and competitive advantage develops (Huselid, 1995; Preffer, 1998)

When the definitions of the HRM functions from under the previous title are taken into account, it is possible to say that HRM is comprised of functions and practices that would enhance organizational performance and enable skills to be mobilized. These functions include; business analysis, human resource planning, recruitment process, orientation and training, career pathing, performance evaluation, job evaluation, wage management, and working relations (Danışman, 2008).

Within this scope, it is possible to summarize the responsibilities HRM takes on, culturally and structurally, although they may differ partially, under these titles.

- Job Analysis
- Human Resource Planning
- Personnel Recruitment and Selection
- Orientation (Onboarding)
- Training and Development
- Career Pathing
- Performance Evaluation
- Payroll management
- Working relations

Job Analysis; It is the process of gathering, analyzing, and assessing systematical data within the scopes of jobs, workforce necessities, and the environments they are performed in (Mathis and Jackson, 1999). Job analysis practice lays the starting point and foundation of all the other HRM activities in the organization (Robertson and Smith, 2001; Dessler, 2011). With the help of the data collected through job analysis, firstly, "job descriptions" are obtained in which tasks, authorities, responsibilities, and working conditions are defined in the work

environment. Once again, the data obtained in the scope of job analysis are utilized for human resource planning, collecting job applications, recruitment process, performance standard setting, job evaluation, and payroll management.

HR planning keeps track of the job analysis practice. Human resource planning is a necessary activity to maintain harmony between the organization's strategic goals and HR (Dubois and Rothwell, 2004). During the HR planning process, the organization's human resource is reviewed systematically in order to recruit personnel in needed numbers and qualifications for the required time and place. It is a forward-looking process, and it enables predetermining deficits in the labor force and identifying the suitable people for them (Danışman, 2008).

Since most of the applications in HRM are basically based on planning, the foundations of this study also focuses on HR planning models which is extensively adopted in literature and practice. Within this context, the concept of HR planning is going to be elaborated on in the following sections.

Personnel recruitment and selection; is bringing in qualified people to the organization. What is important for an effective recruitment is to ensure enough people to apply to vacant positions in the firm at the right time (Noe et al., 2006). Recruitment could be viewed as a bridge between human resource planning and the personnel selection process. Selecting the right personnel for the determined labor deficits depends on suitable people applying to the firm. Sources that could be benefited from for recruitment involve newspapers, the web, universities, The Turkish Employment Agency, and private employment bureaus or HR consulting firms. Additionally, the recommendations of the acquaintances /relatives or the current employees of the firm owners or executives could act as a valid and important avenue during the personnel and recruitment process.

In order to speed up the recruited personnel's adaptation process, onboarding training, which is called **orientation,** is necessary. Orientation programs, while increasing institutional commitment, job satisfaction, and organizational harmony, could also decrease employee turnover rates.

In every business, in order to enhance personnel knowledge and skills, **training and development** practices should be utilized. Training is, in a sense, an investment of the firm for the future. Through training and by eliminating shortcomings, firms can stay constantly dynamic in the face of the ever-changing conditions of the environment. In order to find out how effective the training programs implemented to

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realize training goals have been, an training evaluation is necessary at the end of the training process. In order to evaluate the training activity while tests could be taken before and after the training, it is possible to simply consult the opinions of the participants and views of the trainers.

On the one hand, to ensure finding stand-by personnel for the positions that will become vacant, on the other hand, to help individuals reach the progress they aim for, **career pathing** is needed. When career pathing is appropriately done in a business, the organization's future job vacancies would be filled through in-house promotion and transfers, the employees' organizational dedication, job fulfillment levels, and motivation would be high; thus, employee turnover rates would be low (Osterman, 1987). Aspects such as how clear the career paths are, what level of equal opportunities are provided, what level of career counseling is carried out in the firm, how appealing the career goals are, and what level of employee participation is allowed could also have significant and determiner roles in the career pathing activity (Danışman,2008).

Performance evaluation is defined as the process of defining, monitoring, evaluating, and developing individual performance in organizations (Cardy and Dobbins, 1994). Somehow detecting and recording the performance differences amongst employees, paying attention to these differences in administrative and organizational decisions is important for implementing HR efficiently. Not expressing the performance differences accurately and objectively could cause a sense of injustice in the work environment and could create distrust towards the administration in time. In a firm, the efficiency of performance evaluation largely depends on how it is implemented. By whom the performance evaluations are done in large part, what kind of benchmarks are utilized in the evaluation, and in which administrative and organizational decisions the performance evaluation results are used are crucial.

The most widely used practice in performance evaluation is traditionally having employees evaluated by their supervisor (Bingöl, 2013). In businesses that want to practice performance evaluation more objectively and realistically, employees that work for the said superiors and people who could observe the way the task is done are involved in the evaluation process. Thus by performing a multilateral evaluation on the performances of the employees, possible negativities that could manifest in one-sided evaluations such as subjectivity and individual prejudice could be minimized, and through a more extensive evaluation, more accurate results could be obtained (Danışman, 2008).

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Payroll management is the most important factor that draws qualified personnel to the firm and makes them stay in the firm. It is defined as the economic compensation for employees for the works they carry out and the efforts they exert. It is quite crucial to strike a certain balance and justice. Inadequate and imbalanced pay is one of the factors that lower employee motivation inside organizations. When it is imbalanced or inadequate, it will be hard to motivate the employees through other factors (Herzberg, 1966).

Determining wages could be based on different criteria. While the pay could be determined directly based on work, it also could be determined based on people. Payment based on people determines what kind of knowledge, skill-set, and qualities a person has been more important than what they do. Person-based payment would be more effective in a competitive environment of flexible organizations (Machpherson, 2001).

Payment based on work is more effective in situations where it is particularly hard to identify achievement outputs and the works are relatively routine and standard. Therefore, in the organizations where the bureaucratic structure is in place, payment based on work could be more common (Mahoney, 1991).

It can be stated that the best method to identify the contribution of works to organizational activity and their levels of importance compared to each other is work evaluation. Payments are generally made in the form of salary or with a bonus to the salary. Salary is generally described as a monthly payment in exchange for services. Bonus stands for payments made to employees in exchange for their performances. While time is the determining element in salary, in bonus payments, what matters is to be able to reach predetermined goals according to various measurements (Danışman, 2008).

Working relations generally is to ensure a positive atmosphere between the administration and employees in a workplace by increasing employee morale and motivation through participation in decision-making mechanisms and communication methods. Different ways to improve working relations exist. The first method would be to have employees participate in the administrative process. The simplest way to include employees in the administrative process is to ensure that employees' suggestions, expectations, and problems regarding the practices in the firm are known through a complaint box. Strong opinions and findings were expressed on how participation in the administrative process increases efficiency, job satisfaction, and

performance (Pfeffer, 1994; Wagner, 1994). Creating individual project groups or placing employees directly in the decision-making mechanisms could be addressed as another method.

2.2. THE CONCEPT OF PLANNING AND HUMAN RESOURCE PLANNING
2.2.1. The Concept of Planning

Before defining planning, it would be appropriate to remember the definition of the concept of a plan. In a general definition, a plan is; pre-determining the path to be taken and the method to be chosen in an upcoming process. Planning makes it possible for organizations to take precautions beforehand against possible factors that could prevent them from achieving their goals with the lowest cost and through the shortest route.

A plan is also defined through the two elements that constitute it; These are the objective you aim to reach, in other saying a project and required regulations to this objective, thus the tools. A plan needs to have determined both an aimed objective and which paths to follow, which tools to use to reach the aim in question (Bettleheim, 1967, p. 3).

The concept of planning is described as the process of selecting the most accurate and effective path for the organization's interest among all the low-cost and short paths (Uğur, 2008, p. 69). In another saying, it includes detecting and developing the other options outside of the selected path and picking one of the alternative paths in front of them that would benefit them the most (Hesapçıoğlu, 1994, p. 1).

Planning is explained as a process that should be carried out methodically, which has the power of selecting the most accurate strategy and changing it in line with the organizational interests to fulfill the organizational objectives. According to Polatoğlu and Ergun (1992, p. 221), planning is "predetermining what to do." Planning makes up the first step to fulfill organizational objectives. The essence of the concepts of a plan and planning hides a structure that refers to the future. The most important part of this process is to have the planning completed successfully before the designated time process (Aydın, 1997, p. 29).

In planning, characteristics such as being capable of answering for changing factors, adapting to the public administration, and being developable are required. Therefore, it would be beneficial to adopt a flexible approach keeping in mind that the planning cannot always respond to the changing and developing conditions in the long

run. Sezen (1999, p.9) defines planning as "the act of reaching a predetermined objective or objectives also in a predetermined amount of time through certain means regardless what the content, extent, aims or tools are."

In a nutshell, in planning, the presence of a forward-looking opinion/vision and the presence of an idea regarding how this could be put into practice are indispensable. In other words, planning is putting organizational knowledge into action methodically (Friedman, 1987).

It would be beneficial to pay attention to the points listed below for flexible and effective planning.

1. The prepared plan should be understood by the readers clearly. The conclusion drawn from the plan should be the same for the formulator and the enforcer of the plan.

2. While planning, one of the most important points is to express what is required at the lowest cost possible.

3. The plan should be as flexible as to adapt to the changes that could occur during the implementation process.

4. The plan's implementation duration should be evaluated well. The planning duration needed to reach an objective should not be too short or long.

5. Those who would implement the plan should participate in the preparation stage, too.

6. As new resource recruitment would not always be plausible, planning with current resources could be helpful (Arslan, 2019, p. 50).

As it is directly related to this study's research area, the definitions regarding the concepts of plan and planning mostly include assessments done in respect of labor force and human resource planning.

Some of the important stages that should be taken into consideration while doing planning are listed below (Yıldırım and Öncü, 2011, p. 7).

1. At *the preparation (information gathering) stage*, information should be gathered by researching in advance, and this information should be located in the plan accurately and consistently. Before planning, even

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the smallest details should not be ignored and be made sure that they are in the plan.

2. At *the planning stage*, objectives should be set, decisions regarding where to invest should be made, and be shown in the long-term programs.

3. At *the cooperation stage,* from information gathering to information evaluation, at every stage, in order to achieve the said objectives, harmonious work in cooperation should be ensured.

4. At *the implementation stage,* what matters is to put the plan into practice in due time and complete it.

5. At *the auditing stage,* the plans need to be audited to see if they are implemented the way they are planned. Auditing is not a function of finding shortcomings. It is the function of taking necessary precautions to fix the setbacks and providing guiding explanations on how the planning could be better. Reports could be requested if necessary to audit the plans.

Planning; could be defined through different variations according to their durations (short, medium, long-term), implementation ways (challenging, flexible or democratic), scope area (organizational, urban, regional, national or international), functions (labor force, strategic), format and usage.

2.2.2. Planning of the Human Resource

The task of planning which is one of the responsibilities of the human resource administration is estimating the institution's staff need and listing the necessary activities in stages to meet that need. In other words, it is the process of employing the right staff at the appropriate times (Saruhan and Yıldız, 2012, p. 250). In another definition, it is suggested as the process of 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).

2.2.2.1. The Concept of Human Resource Planning and Its Importance

In literature, it is observed that the concept of human resource planning and the concept of planning are used in different meanings. The concept "human resource

planning" came into use in the 1960s. With many variants being included in planning in the 1980s, the concept "human resource planning" started to be used more frequently (Beardwell et al., 2004).

One of the first definitions of human resource planning was provided by E.B. Geisler in 1967. Geisler defined manpower planning as "a process of organizations determining, developing, auditing and having an appropriate amount of people who are deployed at the right place with the right qualities who do the most advantageous works economically." A year later, in his publishing named the U.S. Department of Employment Business Manpower Planning, he included a short and significant definition: "Manpower planning is an organization's strategy of providing, utilizing, developing and sustaining HR" (Bottomley, 1983).

The primary concern in manpower planning is providing continuance to an organization's existence; the goal is to portion out the manpower resources in the most accurate way through statistical methods by distributing labor force effectively (McBeath, 1992, p. 26). In addition to being a form of manpower planning, human resource planning presents itself as a concept that is more interested in qualitative and cultural changes than statistical and mathematical modeling (Cowling and Walters, 1990).

According to Bramham (1998, p. 147), the two concepts are entirely different regarding the process and objectives. While the executive in human resource planning deals with; expenditures, figures, auditing, and motivating employees as a process that affects the entirety of the system; in manpower planning, the executive deals with; numerical predictions that the employees are a part of supply-demand matching issues. While being topics that are overlapping and related, the two concepts are entirely different from one another.

Some evaluations of human resource planning are as follows:

In broad terms, human resource planning is the process of accomplishing the work in question in a way that is the most economical and in line with the firm goals by keeping the personnel of required qualities and numbers ready depending upon organizational goals (Kaynak, 1998). Human resource planning includes; how labor force inventories are used, supply estimation depending on the need in the future, methods of recruitment to meet this supply-demand, and functions of HR (Cascio, 1993).

Similarly, human resource planning could be defined as detecting the personnel need that could occur in the organization and the personnel surplus that could form during a period when an organization goes downsizing on the spot and time and foreseeing when, where, and how to compensate for this deficit beforehand (Geylan, 1992, p. 33).

According to another view, human resource planning is a process that includes qualitative human resource planning and quantitative (numerical) human resource planning based on an organization's predictions on their future human resource needs.

These two elements are respectively labeled as 'soft' and 'hard' human resource planning (Taylor, 2002: 41).

An excellent human resource infrastructure can only be provided with good planning. This is the reason planning is shaping the future of businesses. Good human resource planning holds great importance in regards to businesses indicating their positions against their rivals (Can et al., 2001, p,98).

Human resource planning is an HRM function that involves extensive practices in itself. Human resource planning is a process in which many operations such as; recruitment, remuneration, training policy, personnel selection policy, efficiency, quality, and many more are assessed in addition to determining the number of workers to employ in the future (Saruhan and Yıldız, 2012, p. 250).

In a definition regarding HRM, it is pointed out that; while planning, the changes in economic, technological, geographical, demographical changes as well as changes in bureaucracy and social conditions should be assessed well, long-term and strategy-required plans should be made instead of a human resource planning prepared with a short-term worker recruiting and laying-off mindset (Rothwell and Kazanas, 2003, p. 6).

Ultimately, it can be said that human resource planning in organizations is an action that offers continuity. In other words, it is wrong to form a plan once and wait for results (Geylan, 1992, p. 34). For this reason, the plans made should be checked periodically, the proximity left for the goal should be identified. In an organization, the duty of preparing plans goes to the personnel department (Geylan, 1992, p. 31).

In conclusion, it is observed that human resource planning is critically important in terms of organizations. It is clear that carrying out this function on a systematical foundation would benefit the organizational interests.

2.2.2.2. The Goal and Scope of Human Resource Planning

It is possible to say that human resource planning has two main goals. The first is to ensure personnel employment at the most suitable level. Organizations attach importance to human resource planning to avoid keeping insufficient or redundant personnel and getting rid of the personnel employment cost that is left for the final stage. Redundant employment can lead to disguised unemployment and increase labor costs, and insufficient employment to hinder production and works. For these reasons, optimum level personnel employment is provided with certain mathematical and statistical methods. The second main goal is to utilize the employees at the optimal level. It is aimed for the de facto employees in the institution to be employed according to their skill-set, education, and talents and obtain performances from them at the highest level by providing motivations (Bingöl, 2010, p. 172).

Similarly to Bingöl's definition; According to Colbert (2004, p. 314), human resource planning has two main aims strategically. "The first is to uncover all the potential of the HRthat constitute the organization in terms of talent, behavior, and relations with the employerfor the organization to meet its goals. The second is the development of the human resource pool's strategic capability through organizational HRM practices".

According to Armstrong (2006b, p. 368); while it is generally made according to the organizational sector, human resource planning aims for the following:

1.   Preserving the needed employee number that has optimal skills, expertise, and competence and rendering the job attractive,

2.   Foreseeing potential asset surplus and employee shortcomings,

3.   Developing a well-trained and flexible labor force thus ensuring the organization's adaptation to the uncertain and ever-changing environment,

4.   Decreasing the organization's external dependence and keeping the personnel in their jobs by developing the necessary skills of the employees through in-service training strategies.

5.   Ensuring the more optimal utilization of people by setting up more flexible working systems.

Distinctively Stredwick (2005, p. 47) looks into human resource planning in 4 groups which answer to continuity, stability, and auditing.

1.   *Providing a continuous flow*: It means recruiting the right people with the required skills at the right time for the right place. It includes recruitment, substitute planning, and training policies.
2.   *Preserving-maintaining stability*: Remunerations mean preserving stability through benefits to employees and career planning.
3.   *Answering to change*: It should be able to answer to changes originating from big strategies such as relocation, retraining, or redistribution.
4.   *Auditing*: Directing employees in the right way through ensuring standards, a performance auditing system, and building long-term employee relations.

It is impossible to consider the goal of human resource planning apart from the organization's basic strategic goal. For an organization, joint strategy and human resource planning are two important processes that cannot be interpreted separately. Proper conducting of these two processes can be carried out within a cycle of certain activities (DeCenzo et al., 2010, p.119). In Figure 3, these activities are shown in summary.

Figure 3: The Cycle of Certain Activities in Human Resource Management
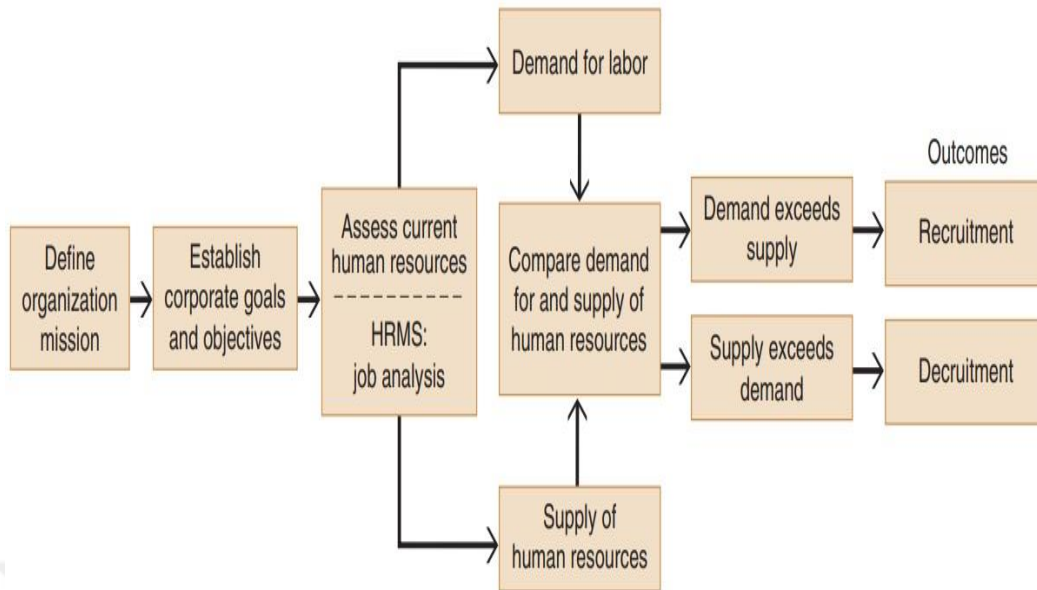
Source: (DECENZO, David, A, ROBBINS, Stephen P., VERHULST, Susan L. (2010), Fundamentals of Human Resource Management, 10th Edition, p. 119)

According to Sabuncuoğlu (2012, p. 36), while human resource planning is done by evaluating the organization's state of development relating to the future, new emerging jobs are identified. Where and how can employees who are competent enough to conduct these jobs can be provided; recruitment, training, development, promotion, evaluation, and remuneration policies are prepared in line with the plans the organization has pinned down. For example; Is the employee need going to be preferred primarily from internal resources or external resources? What are the required qualifications in age, gender, educational background going to be for the institution's employee? How are occupational promotions going to work? Is shutdown going to be implemented when necessary, or is an employment in another job going to be provided? All of these elements are the elements to be assessed within the scope of human resource planning.

2.2.2.3. Stages of Human Resource Planning

Two different approaches could be mentioned on the stages of human resource planning as the traditional and the modern approach. However, this approach should not be mistaken for the concept of manpower planning. Even though the traditional approach bases itself on manpower planning for planning, it also includes the broad perspective of human resource planning (Armstrong, 2006a; Bramham, 1989, Torrington et al., 2008). The essential idea in this approach is; the estimation of supply

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and demand and development plans aimed at balancing these estimations. While the most widely used model of this approach was formed by Braham in 1976, it was improved by Pilbeam and Corbridge (2002) (Beardwell et al., 2004, p.160).

The traditional human resource planning process could be tackled in 4 stages (Beardwell et al., 2004, p. 159-172):

1. Analysis and research
2. Estimation
3. Planning
4. Conducting and auditing

Analysis and Research: For analysis and research to be performed in accordance with the facts, a human resource data system should be established first. This data-building process starts with collecting and processing data from previous years; continues with current and future estimation and planning (Sabuncuoğlu, 2012, p. 40). At this stage, internal and external manpower is analyzed. The establishment capacity and strategy are designated.

Internal Labor Force Resource: The qualitative and quantitative data of the employees working for the organization will provide data on the labor force resource. These data are pieces of information such as skills, qualifications, the term of employment, previous jobs, gender, and disabilities. Having the said data recorded and evaluated in the host system is important in terms of optimal utilization of the internal manpower resource. Moreover, it will have prevented the problems that could if the organization is not able to meet expectations in general or make use of the skills of the organization's employees. In-house promotions, lateral-vertical transfers should also be analyzed in time (Beardwell et al., 2004, p. 161). Additionally, the rates of continuity and release are calculated (Özgen and Yalçın, 2011, p. 80).

Through devising an organizational scheme that demonstrates the current employees of the organization, the employee positions, authorities and responsibilities, and promotion chances are enabled to be monitored. Job analysis and job descriptions that would be made in addition to this would show if the personnel working is fit for the structure of the job or not or has the characteristics required by the job (Sabuncuoğlu, 2012, p. 40). We can list the factors that affect internal labor force

resource as the following (Bingöl, 2010, p. 66-72, Ertürk, 2011, p. 64-65); organization's mission, values, policies, culture, the manners and behaviors of senior executives, other units of the organization, collective labor agreements, geographic differentiation, quality of the data system, characteristics of the labor force.

Many large organizations attempt to develop their own entry-level employees for higher positions. These promotions can occur through an internal search of current employees who have bid for the job, been identified through the organization's HRM system, or even been referred by a fellow employee (DeCenzo et al., 2010, p. 137).

External Labor Force Resource: Human resource planning gathers information on business and skills mostly through the local, national and international labor market (DeCenzo et al., 2010, p. 140). Information is gathered through formal and informal means, in other words; local and national surveys (Roberts, 2005, p. 669-700), it is gathered through the method of benchmarking, through the CVs of the applicants, and the forms filled by them (Beardwell et al., 2004, p. 160). The current situation in external recruitment, the qualifications of the personnel to be recruited from the external labor force, resources, and wage levels also constitute a part of the external recruitment research (Özgen and Yalçın, 2011, p. 80).

As the external labor force resource is affected by several factors, analysis and research would involve several elements. We can briefly list these elements as follows (Beardwell et al., 2004, p. 161; Bingöl, 2010, p. 56-65); conducts of rival organizations, geographic location of the organization, means of transport, economic cycle, unemployment rates, educations levels, codes, community, unions, shareholders, rivalry, and economy.

Estimation: Estimation methods could be looked into in two categories as demand and supply estimations. Both of the methods apply qualitative and quantitative methods.

Demand Estimation Methods: Accurate estimation of the human resource demand in both quality and quantity depends on the effective and appropriate use of; objective methods in which various statistical and mathematical methods are utilized, subjective methods created based on the judgments, predictions, and experiences of expert administrators (Beardwell et al., 2004, p. 163; Özgen and Yalçın, 2011, p. 81).

Objective estimation methods enable past trends to light the way for identifying future needs by utilizing statistical and mathematical methods. The most commonly used methods are; ratio analysis, time trends, work-study, regression analysis, and simulation methods. (Ertürk, 2011, p. 79-80, Sabuncuoğlu, 2012, p. 54; Beardwell et al., 2004, p. 163; Saruhan and Yıldız, 2012, p. 260; Greener, 2003, p. 344)

From demand estimation methods, the subjective methods that executives apply based on their judgment, foresight, and experiences are one of the most frequently used methods (Saruhan and Yıldız, 2012, p. 265). While this method is quite flexible and applicable, it has the least amount of certainty level (Beardwell et al., 2004, p. 163-164).

Supply Estimation Methods: Estimating human resource supply calls for the assessment of internal and external supply resources in both qualitative and quantitative respects. The quantitative estimation of human resource supply is conducted based on the labor force turnover or leave rates and the personnel mobility in the form of promotion, transfers, and career moves (Özgen and Yalçın, 2011, p. 84). While a loss in the labor force could stem from voluntary reasons such as getting another job, leaving due to educational or family reasons, spouse's career move, and retirement, it could also be out of obligation as in; misconduct, illness, or surplus staff layoffs (Stredwick, 2005, p. 56-57, (Sabuncuoğlu, 2012, p. 46).

Several methods of analysis could be applied in order to foresee the existence of the candidates who would be appointed inside and outside the organization. Thanks to the Markov Analysis conducted in the organization, by analyzing the vertical and horizontal employee mobility, a non-organization-wide labor force planning could be provided on a departmental basis (Bingöl, 2010, p. 185, Rothwell and Kazanas, 2003, p. 218-219).

Organizations may not be able to employ internally when a vacancy occurs in their staff. For this reason, recruiting from external supply resources becomes inevitable. While recruiting personnel from external resources, the techniques of receiving job applications, personnel selection and evaluation, training and development, and job placement should be established beforehand (Özgen and Yalçın, 2011, p. 89-90, Stredwick, 2005, p. 59-60).

Planning: Action planning; is criticizing demand and supply estimations and evaluating the minimization of the personnel quantity that could be assigned to its areas which are decided to be of importance to achieve organizational goals as wells as to whether the most appropriate human resource planning is being conducted (Tyson, 2014, p. 121, Özgen and Yalçın, 2011, p. 92, Beardwell et al., 2004, p. 168)

Conducting and Auditing: The final stage of human resource planning is conducting and auditing. While the subject of conducting and auditing is not mentioned frequently in the literature, it is one of the most important stages. At this stage, various people such as executives, employee representatives, and employees come into contact. The impact of these may vary according to the scale of the line of work (Beardwell et al., 2004, p. 171-172).

For the conducting to be successful, the personnel cadre requirement, current rate of efficiency, personnel flow rate, estimated outputs versus outcomes, and budget goals versus the cost of labor force should be evaluated well (Schuler, 1995, p. 119 as cited in Bingöl, 2010, p. 193).

CHAPTER III

MARITIME AND MANAGEMENT OF SEAPORTS

In this chapter, the importance of maritime and its historical development process within the scope of maritime and seaport management is explored; ship management, yachting, yacht tourism, and marina management concepts are explained, and classification of marinas is made. Finally, at the end of the chapter, general information is presented regarding how HRM and in particular HRP are developed in seaport and marina managements.

3.1. THE SIGNIFICANCE OF MARITIME AND ITS HISTORICAL DEVELOPMENT

About 71% of the world's surface, in other words, an area approximately 2.5 times larger than the total amount of land, is covered by the sea. The most important element that feeds all the governments and ensures the liaison is the sea. Since the early 2000s, 85% of the World's loads and more than 90% of the oil are transported by sea. It's known that a big portion of the global trade centers was founded on coasts. Approximately 75% of the world population lives on coasts or in the regions close to the coast. Seas, in addition to their large capacity transport, means, innumerable food, and natural resources, constitute the foundation of humanity's common and indispensable life space and economic struggle with alternative energy resources. The great importance of maritime became more prominent in history, especially in the 15th century, with the discoveries (Çetin, 2009, p. 36).

The sea had been a significant element in almost every period of history, which brought civilizations closer due to its connector characteristics, enabled cultural exchange, popularized the developments in social, economic, and technical areas, and regulated the political relations among states. Because the sea constitutes the primarily important routes that envelop the lands, which are collective homes to human communities, and clearly prove its connecting characteristics when land routes come

to an end. Therefore, the sea is not the place where the land trade centers; thus, the land trade roads and transportation end, but where they actually start. The governments who know about these characteristics of the sea and assess them accurately have gained a considerable advantage in becoming a significant force (Boston et al., 2009, p. 11).

Since the early 1900s, maritime technologies had started to develop in the world and Turkey, and considerable mobility occurred in the trade activities at sea. International trade started to increase, countries exerting effort to intensify their trade volume by sea for their economic structuring had importance for the governments of the period. The modernization process, especially in marine technologies, started. Various kinds of activities were carried out, not merely from an economic point of view but also to allow maritime culture and ideal to be cultivated (Arı, 2010, p. 162).

While the term "maritime" has no definition generally acknowledged by Turkey, the Second National Maritime Affairs Council Report describes it as follows "maritime sector; as much as being an industrial area by itself through is 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)

The reasons for seafaring to be preferred in the world and Turkey include accessibility without exceeding borders, being the safest mean of transport, transporting the biggest amounts in the fastest way at once, and the cheapness derived from the ease of all of these, etc. While the ratio of the maritime lines in 2018 was 83% on the percentage distribution chart of world transportation between 2008-2018, the percentage estimated for 2019 is also 83% (Chamber of Shipping, 2020, p. 79)

By location, Turkey being in the Mediterranean basin with its hinterland at the junction point situated on the East-West, North-South axes is at the focal point of transport from Europe to the Atlantic, the Arabian Peninsula, the Middle East, and the Far East. This geographical advantage also secures a position in which marine transportation would be effective domestically to each region with its 4500 (8333 km) nautical miles long coastline. In 2018, 84% of the world's maritime trade and 88% of Turkey's external trade were transported via maritime lines (Chamber of Shipping, 2020, p. 80).

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

3.2. MARITIME AND SHIP MANAGEMENT

Ship management: is defined as the care-maintenance and reparation of a ship, supplying its needs, having it equipped with personnel and able to carry loads while keeping it operational for the longest possible time from the point of the ship's operators (Çetin et al. 2013, p. 345).

A service or more services being provided by a professional business by a management firm separate from the ship's ownership is referred to as third-party ship management. Here, the term professional providing stands for the supplier's (ship manager) service/s, which are contractually provided to the user (ship-owner) in return for a management fee. In doing so, the ship manager is expected to manage the ship securely, following the international rules and regulations at a low cost without threatening the environment at all times (Willing and Spruyt, 1998, p. 11; Çetin et al., 2013, p. 345).

3.3. THE DEFINITION OF YACHTING AND YACHT TOURISM

A yacht is a watercraft used for pleasure or sports (Merriam, 2018). The term originates from the Dutch word "jacht" (which means "hunt") and originally referenced light, fast sailing vessels that the Dutch Republic navy used to pursue pirates and other transgressors around and into the shallow waters of the Low Countries. The yacht was popularized by Charles II of England as a pleasure or recreation vessel following his restoration in 1660.

A yacht is any sail or power vessel used for pleasure, cruising, or racing. 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 normally range from 7 meters (23 ft.) up to dozens of meters (hundreds of feet). A power craft smaller than 12 meters (39 ft.) with overnight accommodations called a cabin cruiser. Yachts may be classified as "large" (over 24 m (79 ft.), which have higher construction standards; "commercial," carrying no more than 12

passengers; "private," which solely for the pleasure of the owner and guests, or by the flag, the country under which it is registered (Leonidas and Ziros, 2021). A <u>superyacht</u> (sometimes "mega-yacht") generally refers to any yacht (sail or power) above 40 m (131 ft.) (Coles and Lorenzon, 2013)

In Turkey, the definition of a yacht was officially explained in 1983 by the Regulation on Yacht Tourism. Within this scope, the term "yacht" is described as "marine vessels that are built in the form of a yacht, enjoyed for cruising and sports purposes, limited to carry 36 yachters at most, not qualified as a cargo or a passenger ship but qualified as "Commercial Yacht" or "Private Yacht" on the tonnage certificates (measurement certificate).

According to another definition, a yacht; is a waterborne marine vessel intended for travel and tourism, which consists of spaces including accommodation, kitchen, and bathroom (shower, restroom) (Özer, 1990).

While people who sail a yacht by de facto joining yachting are considered yachters, the act of yachts being used for fun, sports and tourism purposes is also named yachting (Özer, 1990).

As for Çağlayan, the definition of a yachter and yachting are as follows; People who temporarily rent a yacht for cruising or sports purposes with a crew or people who can sail a yacht which they own or have rented if they happen to have a license are called yachters, the total of the activities done by these people is called yachting (Çağlayan, 1992).

The desire to travel and discover the unknown in human beings is as old as the history of humanity. The aspiration to get to know the world outside of where they are and see new things directed them towards traveling (Bektaş, 1994, p. 39). In this context, yachts attract attention as they have been pretty popular marine vessels in recent years in enabling humankind to realize this desire within. Thanks to these yachts, people get to have a chance to see untouched bays and engage in recreative activities in these parts. The dimensions and the impact areas of yacht tourism that emerged with this intention have been expanding every passing day.

Yacht tourism has two important actors. One of them is the motor vessels utilized only for cruising (tour) and sportive purposes. The other is the yacht port equipped with davits called the marina in which the vessels would harbor, take in water or fuel, purchase food products, and if necessary, be disembarked and suspended (Doğanay and Zaman, 2001, p. 539).

Yacht tourism is a tourism activity that consists of several natural and human factors coming together. This activity, where particularly the coasts are utilized, is one of the supporting sectors of sea tourism. In this context, in addition to providing significant contributions to the development of coastal tourism and by providing more alternatives, it lays the foundation for tourism to get rid of its monotony and become diversified. Furthermore, it creates significant potential economically as it also appeals to the high-income group. Additionally, yacht tourism seems to have positive effects on decreasing the concretion along coastlines.

The most appropriate coastlines for yacht tourism are vast gulfs and transverse coast ranges in which approximate circular bays are present. The coastlines in 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, rainfall, etc., which are far from settlings and industrialization yet close to yacht tourism lines and possess archeological and historical ruins as well as a developed infrastructure and superstructure (Doğanay and Zaman, 2001, p. 38)

In Turkey, the most appropriate coastlines from the point of these conditions are viewed as the Aegean and Mediterranean coasts. The suitability of these fields to yacht tourism was first discovered by the foreign yachters who had come to visit these coasts. In domestic tourism, yacht tourism started as crewed yacht renting by a couple of fishing and sponger boats in Bodrum and Marmaris, and the activity in question was introduced as the blue cruise through the efforts of a few writers (Güner, 1999, p. 201).

According to the research done, the vessels that transported tourists in the 1960s to come to Turkey caused the yachters coming from Europe and America in the 1970s to require facilities that would provide services such as accommodation, repairing, overwintering, shopping, etc. At the end of the 1970s, various marinas within the body of the Ministry of Tourism were identified, and their developing plans were prepared by the State Planning Organization (SPO).

Following the Tourism Promotion Law in the 1980s, marinas holding certain qualities and statuses were built mostly in the natural bays generally along the regions where yacht tourism was lively from Çeşme to Antalya (Tourism Coastal Structure Master Plan, 2010). As a consequence of the marina shortcomings in the west and the middle Mediterranean and the taxes implemented in the European Union countries, the yachters started to have a tendency towards the East Mediterranean.

Official works regarding yacht tourism in Turkey started with the establishment of the inter-ministerial committee on marina auditing in 1967. In the second development plan, which coincides with 1968-1972, a conclusion was reached to establish a chain of marinas envisioned to be managed by the Ministry of Transport. The tourism movement which started in Kuşadası in 1960, has branched into various sub-branches in itself through time and changing demands. In recent years, the interest of foreign tourists has opened a road for yacht tourism in Turkey; the individual yachters who could be addressed as marina customers in yacht tourism have also shown an increase in the demand (Eriş, 2007)

In the recent period, the increase in the capacity of marinas has excited the interest in sea tourism nationwide. Turkey is a candidate for becoming the favorite yachting center of the European and World's yachters in terms of its natural and historical richness, geographically safe sailing facilities, meteorological and oceanographic conditions. Regarding all these facilities due to their superior characteristic, Turkey possesses naturally beautiful bays and gulfs that yachters could drop their anchors in.

In Turkey, according to the 4th article of the Regulation on Procedures and Principles Regarding the Permit Granting to Shipyards, Shipbuilding and Slipway Points, the term slipway point; is defined as the facility that provides care and maintenance, and winterization services for any kind of ships/watercraft up to exactly 60 meter high and building and repairing services up to 15 meters of height. (Regulation on Procedures and Principles Regarding the Permit Granting to Shipyards, Shipbuilding and Slipway Facilities, 2008). The capacities and areas of Turkey-managed marinas, slipways, and yacht harbors are provided in Table 1-3.

Table:1 Marinas Certificated by the Ministry of Culture and Tourism (2019)

	Facilities with Business Tourism Documentation of Yacht Harbor		CAPACITY	
NO	PORT NAME	CITY OF	SEA	SHORE
1	Setur Antalya Marinas	ANTALYA	200	150
2	Alanya Yacht Port	Alanya/ANTALYA	287	160
3	G-Marina Kemer	Kemer /ANTALYA	150	150
4	Setur Kuşadası Yacht Port	Kuşdası/AYDIN	310	-
5	D-Marin Didim Marinas	Didim / AYDIN	576	600
6	Setur Ayvalık Marinas	Ayvalık/ BALIKESIR	200	150
7	Ataköy Yacht Port	Atakoy/İSTANBUL	1.040	60
8	West İstanbul Marinas	Beylikdüzü/ İSTANBUL	600	370
9	Alaçatı Yat Limanı	Çeşme / İZMİR	260	100
10	Teos Marinas	Seferihisar/İZMİR	480	80
11	I&C Çeşme Yacht Port	Çesme / İZMİR	377	100
12	Mersin Yacht Port	MERSIN	500	500
13	Marmaris Yacht Port	Marmaris/MUĞLA	676	122
14	Club Marinas	Göcek / MUĞLA	121	-
15	Kumlubükü Yacht Club	Marmaris/MUGLA	10	-
16	D-MarinTurgutreis Yacht Port	Bodrum/MUĞLA	455	100
17	Ece Marina	Fethiye / MUĞLA	230	-
18	Milta Bodrum Yacht Port	Bodrum / MUĞLA	425	50
19	My Marina Ekincik	Marmaris/MUĞLA	67	15
20	D-Marin Port Göcek Marinas	Fethiye /MUĞLA	379	-
21	Marintürk Göcek Village Port	Göcek-Fethiye/ MUĞLA	116	200
22	Port lasos	Milas/ MUĞLA	100	-
23	Skopea Marinas	Fethiye/MUĞLA	80	-
24	Marmaris Adak6y Marinas	Marmaris/MUĞLA	33	-
25	Güllük Yat Marin	Milas / MUĞLA	270	-
26	Gökova Ören Marinas	Milas/ MUĞLA	416	130
27	Setur Yalova Yacht Port	YALOVA	240	80
TOTAL			8598	3.117
GENERAL TOTAL			11.715	

The majority of marinas with Tourism Business Documentation are located on the Aegean coast of Turkey. It is seen that there are many marinas especially in Marmaris, Milas, Bodrum and Fethiye districts on the coastline of Muğla.

Table 2: Yacht Slipway Facilities Certificated by the Ministry of Culture and Tourism and Marinas with Tourism Investment License (2019)

	Facilities with Business Tourism Documentation of Yacht Slipway		CAPACITY	
NO	PORT NAME	CITY OF	SEA	SHORE
1	Ayvalık Yacht Slipway	Ayvalık / BALIKESIR	-	140
2	Yat Lift Yacht Slipway	Bodrum / MUĞLA	-	400
3	Aganlar Yacht Slipway	Bodrum / MUGLA	-	200
4	Göcek Yacht Slipway	Fethiye /MUĞLA	-	156
5	Neta Marinas Yacht Slipway	Bodrum / MUĞLA	-	21
6	Ege Yacht Slipway	Milas/MUĞLA	-	50
TOTAL			0	967
GENERAL TOTAL			967	

Yacht slipway known as a ramp on the shore by which yachts can be moved to and from the sea. Slipways are usually using for repairing and maintenance of yachts. The majority of the slipways with Business Tourism Certificate are located in Muğla due to the geographical convenience of the sea coastline.

Table 3: Yacht Harbor Certificated by the Ministry of Culture and Tourism and Marinas with Tourism Investment License (2019)

	Facilities with Yacht Harbor Investment Tourism Documentation		CAPACITY	
NO	PORT NAME	CITY OF	SEA	SHORE
1	Ataport Yacht Port	Zeytinburnu/İSTANBUL	1.000	100
2	Tümsağ Kumkuyu Yacht Port	Erdemli/ MERSİN	200	200
3	Alacatur Touristic Facility	Turgutreis / MUGLA	40	12
4	Meersea Körmen Yacht Port	Datga / MUĞLA	246	56
5	Kalkedon Marinas	Bodrum / MUĞLA	200	200
6	Mandalya Dock	Milas / MUĞLA	50	-
7	Yalıkavak Bodrum Marinas	Bodrum / MUĞLA	710	140
8	Marti Marinas	Marmaris/ MUĞLA	306	70
TOTAL			2.752	778
GENERAL TOTAL			3.530	

Source: *(Table1,2,3) Chamber of Shipping Maritime Sector Report 2019 (2020)*

Unlike the Tourism Certificate, the Investment Certificate is the first document issued for marinas at the investment stage. The majority of the yacht harbors and marinas listed in Table 3 are newly established businesses and it is seen that the Aegean coasts are the majority as settlements.

There are 41 yacht harbors and marinas that have the necessary permit certificate from the Ministry of Culture and Tourism. Yacht mooring capacities of these facilities, separately at sea and on shore, are shown in Table-4.

Table 4: Total Yacht Mooring Capacity Certificated by the Ministry of Culture and Tourism

Facilities Certificated by the Ministry of Culture and Tourism	YACHT CAPACITY			
	Number of Facility	Sea	Land	Total Mooring
Business Tourism Documentation of Yacht Harbor	27	8.598	3.117	11.715
Business Tourism Documentation of Yacht Slipway	6	-	967	967
Yacht Harbor Investment Tourism Documentation	8	2.752	778	3.530
GENERAL TOTAL	41	11.350	4.862	16.212

2019)

Source: *(Chamber of Shipping Maritime Sector Report 2019 (2020))*

3.4. MARINA MANAGEMENT AND CLASSIFICATION OF MARINAS

The concept of marina management started in the 1930s in the modern sense and developed in 1950 in Europe. The 20-year long term in question is described as the first generation of marina management. The second generation in marina management came about in the 1970s, with seashore living becoming popular. The time-varying and ever-growing customer expectations acted as the beginning of the third generation of marina management starting from the early 1990s. (Bourne, 1993).

In the 1970s, West European and American tourists began to travel to Turkey 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 State Planning Organization. Between 1970 and 1980, the Bodrum, Kuşadası and Çeşme Marinas were brought into service (Açıkbaş, 2006).

While there are natural harbors on the seashores that could provide sheltered harboring, artificial harbors are also required for the sake of meeting the other needs of marine vessels. In this sense, when the word harbor is mentioned, 'Areas of which sea transportation vessels can approach and moor in a shelter at their docks or piers or stay without being attached to the shore within the harbor' come to mind. These areas are "delimited land and marine areas which possess facilities and opportunities as a boat to shore, boat to boat, shore to boat transport of loads and people, boats being able to park or moor at the pier and the conservation of the article until its delivery at land or sea" (Altınçubuk, 1989).

When the subject is harbors, facilities that provide for the needs of large ships generally come to mind. As for marinas are artificial harbors that can also be located in the settlements whose main function is not tourism and are built for the establishments that facilitate the activities of small crafts and yachts (Özgüç, 1998).

The definition of a marina in the world 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 (Balcı, 2011).

In another work of Doğaner, "yacht harbor" or as another term borrowed from the Italian language to other world languages, "marina" has been described as; "ensemble of facilities that are capable of providing various services (fuel oil, water, electricity, intercommunication, etc.) for yachts in and behind the water area that is enclosed with a special breakwater or that is reserved inside a harbor" (Doğaner, 1992).

In another definition for "marina" in the simplest form is defined as; "a water area that is enclosed with a special breakwater or reserved inside a harbor for small crafts and yachts to take shelter in (Chamber of Shipping (Deniz Ticaret Odası), 2005, p. 165).

Whereas there are 379 yacht harbors in Italy along its 6500 km long coasts, 356 along Spain's 4964 km long coasts, 159 along Croatia's 5835 long coasts, along our 8333 km long coasts, there are only 83 yacht berths.

While there are 19000 total yacht harbors worldwide, in Europe, there are only 5000 yacht harbors are present (Chamber of Shipping (Deniz Ticaret Odası), 2020, p. 225).

As of the end of 2002, while there were 25 marinas along with Turkey, by the end of 2019, the number of marinas (41 being Certificated by the Ministry) reached 83. The facilities named Ataköy Marina, Setur Marina in Antalya, D-Marin Marina in Turgutreis, D-Marin Marina in Didim, D-Marin Marina in Göcek, Ece Saray Marina, Kemer Türkiz G-Marina, TRNC Karpuz Gate Marina, Martı Marina, Yacht Marin in Marmaris, Milta Bodrum Marina, Palmarina Yalıkavak, Teos Marina and West Istanbul Marina Sea Tourism Facilities have been providing services as "Five Gold Anchored" facilities awarded to them by the Yacht Harbour Association. These facilities are not only marinas but also "marina villages" or, in other words, "sea holiday camps" that include water sports and shopping centers, a repair and maintenance base, a social and cultural activity center, etc.

In 2008, The Municipality of Fethiye was selected as the first and only member outside of the European Union by the Association of European Municipalities with Marinas (AEMA). Turkey's total coastal length being 8333 kilometers, by the end of 2019with the help of the new investments, the coasts of Turkey now have 83 Yacht Mooring Facilities (42 Certificated, 6 Municipality Yacht Harbors including the other pier and dock berthing facilities) and total 28361 (land + sea) berthing capacity available. In line with the Ministry of Transport and Infrastructure, Maritime Affairs, and Communications Vision for 2023, these numbers are expected to be increased through new investments (Chamber of Shipping (Deniz Ticaret Odası), 2020, p. 243).

3.4.1. Marina Management

Marinas divide into two groups depending on their managers as public marinas and private sector marinas. While public marinas are investments stimulated as state investments, some of them have been handed over to the private sector within the scope of privatization. Today the public marinas are generally the ones under municipality management (Çeşme Dalyanköy Yacht Harbor etc.) As the Shore Edge Line's sea zone is under the provision and in possession of the state, marinas with private sector investments realize their projects through long-term allocations from the government they receive for their estate.

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 the services they offer. They are generally the kind of yacht harbors that provide services aimed at meeting the basic needs of the vessel owners, such as mooring services, electricity, and water.

The marinas whose investments are made by the private sector (Yalıkavak Marina etc.) are the marinas managed by the private sector. As yacht tourism is a sector that prioritizes service quality, the private sector marinas are differentiated from the public marinas in terms of the variety and the quality of the service they provide. However, as required by commercialism, the financial cost of the service provided is generally higher compared to the public marinas.

There are differences in Turkey regarding the marina management issue. This situation is due to the fact that the management of marinas is carried out by public-related institutions and various private businesses. Thus, in many areas such as the marina's services and opportunities, personnel policies, management mindset, price policies, and differences are likely to emerge (Saatçıoğlu, 1995).

As for the yacht ports and marinas in France and Italy going on with their activities each as a business is carried out differently from Turkey as required by the tourism and yachting legislations. In both countries, marinas are 80% profit-oriented operations and are managed by the government. According to the law, the countries reserve their right to sell 90% of their berthing capacities. In respect of the general management policies, profit is made from the post-investment facility sales. In the remaining process, the main goal is service-oriented and financial objectives come second. Therefore, the one and main purpose is to strike an income-expense balance rather than profitability. In the French marinas, the berthing facility owner is a party to the marina management (Erkan, 2003).

The tourism sector and yachting are systems that continuously renew themselves. In Turkey, a breakthrough directed at this development has started since 1983. The aspect of paying attention to here is to ensure the sustainability of the developments in question through marketing methods.

The matter of yachting is not a closed system that boils down only to yachts and marinas. Therefore, in order for yachting activities to reach their goal, all lines of work related to the sector directly or indirectly must work together and in coordination (Kural, 2004).

Yachting is typically a costly interest in Turkey's conditions due to taxes. Owing to its said characteristic, it is an area of interest to which only groups with a certain income level show interest. However, this characteristic brings along yachting being the least affected sector from crises. This is why marina managing requires implementing modern marketing techniques that are based on foremost customer satisfaction. Customer needs and satisfaction must be assessed perfectly (Cerit et al., 1995).

3.4.2. Types of Marinas

According to Simpson (1998), while marinas possess similar service attributes, they could be categorized into three different groups according to their distinguishing attributes. According to this classification, marinas can be categorized into;

- Recreational Marinas
- Yacht Clubs
- Berthing Facilities (Simpson, 1998)

In Article 4 of the Regulation on Yacht Tourism of Turkey, the term marina is defined as; locations designated as "Main Yacht Harbor, Secondary Yacht Harbor, Yacht Berthing Facility and Slipway Facilities." The concepts of marina and yacht harbor, which are synonymous in Turkish and even both used in daily life, cause a contradiction in terms. The term marina was first started to be used in the United States of America in the late 1920s. Permanent International Association of Navigation Congresses (PIANC) defined a harbor. According to PIANC, a marina; is an area of activity where basic needs such as sleeping, cleaning, eating as well as vacation, fuel, food supplying or opportunity to stretch their sails and communication equipment can be provided and for seafarers and yachters (Aykut, 1993).

While Yüksel defined yacht harbors as "locations unlike harbors with extensive purposes where only yachts can berth and be catered for their needs as well have their maintenance, reparation, overwintering, electricity, communication and water needs met" (Yüksel et al., 1998).

In Turkey, with regards to the relevant legislation, the marinas that are considered yacht harbors have been subjected to a similar classification and certain

standards. According to the Regulation on Sea Tourism, which is still in effect, marinas are;

Locations that offer services such as navigation, maneuver, mooring, anchoring, harboring, beaching to marine vessels and own the infrastructure designed according to the physical attributes to carry out these services in line with the legislative provision in the manner to ensure the sufficient security level while holding the qualifications to provide the tourism service which is expected of the facility in the best way possible and having the necessary equipment, facilities and superstructure, as well as adequate land, marine space, and land transportation links, are the responsibilities (Regulation on Sea Tourism, 2009).

Yacht harbors divide into three categories (Regulation on Sea Tourism);

1. Three anchored yacht harbors,
2. Four anchored yacht harbors,
3. Five anchored yacht harbors.

Three anchored yacht harbors: In addition to the qualifications stated in the infrastructure and superfrastructure articles, three anchored yacht harbors also hold these characteristics:

- Sale units,
- Showers and toilets for at least as much as 5% of the berthing capacity for women and men yachters,
- Laundry and dishwashing locations,
- Social facility for the yachters to rest and come together,
- Toilets and special arrangements for the physically handicapped (Regulation on Sea Tourism, 2009).

The sketch of a 3-anchored yacht harbor, which can be considered as an example to be visualized in terms of layout and structuring, is as in figure 4.

Figure 4: As an Example, Layout Sketch of a 3-Anchored Yacht Harbor

Source: (https://www.gmarinakemer.net/marinaplan.aspx)

Four anchored yacht harbors: Four anchored yacht harbors hold the following qualifications alongside the required qualifications for three anchored yacht harbors:

- Restaurant or cafeteria,
- Showers and toilets for at least as much as 10% of the berthing capacity for women and men yachters,
- Dry-cleaning services,
- Dry dock area for yachts and crane systems,
- Maintenance and restoration services,
- Yachter warehouses,
- Parking lot area or parking lot services for at least as much as 20% of the berthing capacity,
- Tennis court,
- Swimming pool or beach area,

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- Units where apparatus gymnastics, massage, steam room, and bathhouse facilities are provided (Regulation on Sea Tourism).

The sketch of a 4-anchored yacht harbor, which can be considered as an example to be visualized in terms of layout and structuring, is as in figure 5.

Figure 5: As an Example, Layout Sketch of a 4-Anchored Yacht Harbor

Source: (https://cesmemarina.com.tr/marina-yerlesim-plani/)

Five anchored yacht harbors: Five anchored yacht harbors possess the following characteristics alongside the required qualifications for four anchored yacht harbors:

- Heliport,
- Banking services unit,
- Infirmary,
- Exhibition, concert, entertainment spots,
- Meeting room,
- At least two tennis courts,

- A parking lot for at least 30% of the berthing capacity (Regulation on Sea Tourism, 2009).

The sketch of a 5-anchored yacht harbor, which can be considered as an example to be visualized in terms of layout and structuring, is as in figure 6.

Figure 6: As an Example, Layout Sketch of a 4-Anchored Yacht Harbor

Source: (https://atakoymarina.com.tr/yerlesim-plani/
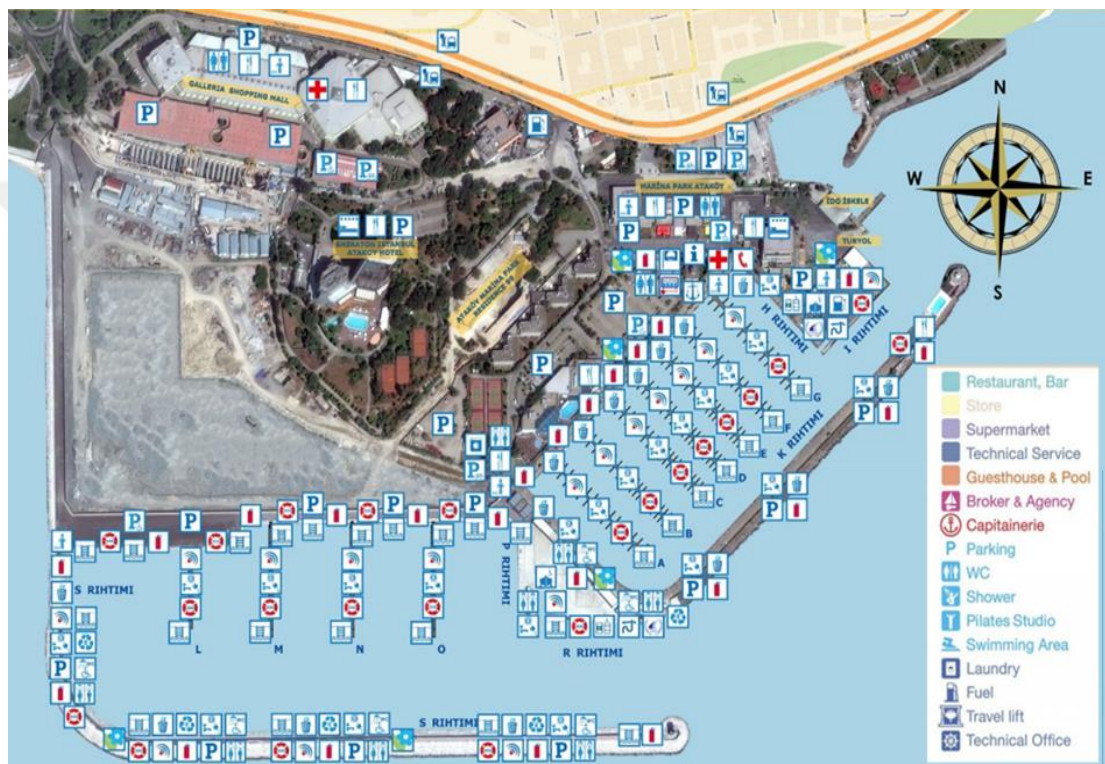
3.5. HR MANAGEMENT IN SEAPORT AND MARINA MANAGEMENT

Nowadays, ports are viewed as independent commercial undertakings aiming at full cost recovery and rapid response to the customer. The economic effects of seaport activities are no longer limited to the local environment but are spread over a much wider geographical area and among a large number of international players (cf. the impact of horizontal and vertical integration among market players) (Notteboom and Winkelmans, 2001). In other words, the economic benefits of port activities are expanding from the local port system towards a much larger economic system (Benacchio and Musso, 2001).

Waterfronts are also places for recreation. 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 (Notteboom, 2010: 16).

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 in which 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 of them is the employed staff – their knowledge, competencies, and communication skills. It is the staff of a given facility that plays a key role in shaping customer satisfaction and in the sustainable development of nautical tourism (Sevinç ve Güzel 2018).

There are no generally accepted standards regarding the number, structure of employment, and employee positions in these facilities. The adopted model depends on many factors such as the size of a given marina, location, profile and specificity of activity, customers served (residents, tourists), the type of vessels served, the number and scope of services rendered, etc.

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.

A number of European ports have become turntables in the yacht and cruise industry, with most cruise terminals located close to the city center. Cruise vessels near the city reinforce the maritime link between cities and ports and are visible signs of the touristic attractiveness of the city. In 2008, the European Cruise Council (ECC), Med Cruise, and their partners announced that the cruise industry accounts for 225,586 jobs in Europe, over 10 billion euro of direct expenditure by cruise companies, shipbuilding yards, and cruise passengers, and 15 million visits to European ports. Every millions of euro spent by the cruise industry create 2.2 million euro in business output and 21 jobs (Notteboom, 2010: 15).

The most popular countries for yacht and cruise ports of call in Europe are Italy, Spain, Croatia and Greece. Expenditure by passengers from visiting cruise ships may have a significant impact on the regional economy. It is most likely to occur where the port has relatively frequent visits by cruise ships, or the region is small. Cruise

passengers may also spend time in the metropolitan area before or after their voyages, generating additional economic impacts through their visitor expenditures. Cruise vessels calling a port also 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. Further employment is provided by inland transportation involving cruise passengers, including air, private car, bus, transit, and taxi. Rotterdam, Amsterdam, and Antwerp are regular ports of call for river cruises to/from the Rhine (Notteboom, 2010: 17).

In seaport management, different organizations are carried out at the same place, employees with different skill sets working at different organizations work together in the same workspace. The employees being able to perform better would enable the human resource works in seaport management to be managed with a system that would make working in harmony smoothly while encapsulating all managements and employees with different structures. For these reasons, HRM in seaport businesses has a more complex structure compared to several other managements (Tsai, 2014, p. 374).

It is necessary to take good advantage of the people who are brought together and manage these differences effectively and accurately for realizing the organizational purpose and goals. While conflict could arise in organizations where differences are not managed effectively, the perception of uselessness and injustice could develop in employees. Communication problems could emerge, and organizational commitment could get damaged (Gider and Şeycan, 2016, p. 192).

In the developing countries of the world, people are working under tough conditions for long hours yet contribute to the production a little amount. To work in a seaport more smartly, removing unnecessary tasks through conducting a job analysis, developing a strong sense of being a team, a continuous training, a good human resource planning through practices directed at employees on how to perform their jobs and solve their problems must be ensured (Meletiou, 2006, p. 9).

HRM in seaport management should work to increase efficiency and raise organizational quality. HR management should conduct works to enhance employee security and performance to ensure job satisfaction and contentedness (Türker, 2006, p. 1-2).

In seaports, the labor force requirement, required qualifications, and required numbers should be appropriately identified. Employees with sufficient qualifications

and numbers should be employed, trained, developed, motivated, orientated to the organization and the job in accordance with the organization's mission and vision. Ensuring the necessary legislative regulations relating to job safety and employee health, evaluating performance in compliance with the seaport management criteria can only be transferred into practice by moving with a wage system that is suited for the advancement and the change in the sector. Furthermore, the effective use of HRM practices is needed for regulating intercompany communication and relations (Özaslan, 2006, p. 89).

CHAPTER IV

METHODOLOGY

In this part of the study, information about the researched sector, the purpose, importance, problem, scope, method, and constraints of the research will be explained. Then, the research findings will be included in parallel with the structure of the research.

The countrywide increase in the yacht harbor capacity has started an increase in the interest in sea tourism. In line with the Ministry of Transport and Infrastructure, Maritime Affairs, and Communications Vision for 2023, the figures are expected to be raised through new investments. Turkey has become a favorite yachting center for the yachters from Europe and the World.

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

It is important 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. Therefore, either from the point of procuring the qualified employees from the right source or from the point of appointing the current employees to the right areas of work, it is useful to pay attention to human resource planning, which is the most basic function of HRM.

In this study, HRM practices that have been being carried out in Turkey's yacht harbor and marina managements that have been tried to be developed through the public and private sector endorsements notably in the last 20 years is examined, especially from the human resource planning point of view.

Surrounded on three sides by the sea, Turkey has a total coastline length of 8333 km. All located along this coastline, there are 83 yacht harbors and marinas with various types of capacities and features (Chamber of Shipping (Deniz Ticaret Odası),

2020, p. 79). Especially within the yacht harbors and marinas that are situated on the south and west coasts, more crowded staff resources are utilized. Therefore, it has been assessed that it would be appropriate for a study relating to human resource practices of yacht harbors and marinas to be conducted in the facilities along the south and west coasts of Turkey. Considering the difficulty of examining all these managements, which are spread along with a broad geography at once, the scope of this study has been focused on yacht harbor managements in the Aegean Sea, which are suitable to the scope of the study as regards to its paradigm.

In yacht harbors and marinas, it is also highly important to plan the right people with the required skills for the appropriate departments according to their job experience and their received education from the point of developing management of the yacht harbor and the marina and increasing the income from that revenue.

4.1. INFORMATION ABOUT RESEARCHED SECTOR

The maritime management sector, which had been perceived as passenger transportation, goods shipping, and shipbuilding, later on, brought along different types of tourism tendencies as the needs and expectations of individuals as regards to relaxation and entertainment started to change. With the help of a certain section of society starting to lean towards the vacations and trips that were more attractive to them, demand for the management who invested in yacht and cruise tourism increased. In order to cover this emerging demand, the need for the yacht harbor and marina management to improve themselves in every aspect also has arisen.

In the past, marinas had been classified as luxury consumption, but today they are demanded by people of middle income, as well as high-income groups. Therefore, marina operators should find ways of accommodating various boaters' needs for many kinds of 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 in developing the yacht tourism managements and facilities as a branch of sea tourism, drawing up the right plans, improving the scopes of service hold importance for the tourist's satisfaction who would be using this management and facilities.

In Turkey's case, especially the west and south coasts of the country is becoming more attractive for the worldwide sailing society. In this regard, it would be necessary and useful to analyze marinas on-site for their benefit and long-term planning. The aim of this study, in which marinas were examined on-site and marina managers were interviewed personally, is to make contributions to the field by presenting information related to the marina facilities and services, management and staff profiles, and human resource activities. At the same time, another aim of this study is to find out "How the human resource planning operations are being performed by the managers" in the marine facilities.

4.2. PURPOSE AND SIGNIFICANCE OF THE STUDY

Although there have been different studies with different approaches for the Human Resources Management (HRM) practices, it is accepted that there are similarities in general (Towers Perrin, 1992; Sparrow et al., 1994; as cited in Keating and 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 have influence over such differences (Pieper, 1990; Brewster et al., 2000, Clark, 1996 as cited in Keating and Thompson, 2004). Many models have been developed to understand and explain the differences between the national and international HRM systems. These models are explained in detail in the second chapter.

This study aims to identify the HRM understanding and structure and the factors affecting the HR management at yacht harbors and marinas in Turkey. Another purpose of the research is to review the industry-specific knowledge and know-how and professional training background of the personnel employed at yacht harbors and marinas in Turkey, to identify the points reached by the industry-specific HRM understanding within this scope, and to draw a general framework on how the HRM practices are realized. In addition, based on the idea that human resources have an important contribution to the success of the businesses that form the sample, it is aimed to put forth the findings that constitute examples for other businesses. In sum, this study aims to contribute to the field of HRM at the yacht harbors and marinas in Turkey in terms of both the literature and the practices/applications.

As the opportunities for people to make use of the sea increased, sea tourism started to make the faster process and has become more diversified. The countries with the individuals in the high-income group preferred for yachting activities has become an important part of the cross-continental tourism mobility. The number of yachts cruising the Mediterranean Basin, which also includes Turkey, has reached one million. As yachting and yacht tourism developed, the demand for yacht harbors with infrastructures and shelters has increased; thus, correspondingly, construction of relevant facilities has increased, too.

As mentioned in the 2018 European Union Economy Report, "Blue Economy" ranks among the economic activities which are fast-developing and significantly revenue-generating. Italy, with a 6500 km long coast, has 379, Spain with its 4964 km long coast has 356, Croatia with its 5835 km long coast has 159 yacht harbors in total offering services. Moreover, while Turkey includes an 8333 km long coastline and all the natural beauties in itself and has a total of 83 yacht harbors with a permit from the Ministry of Transport and Infrastructure, only 42 of them are sea tourism facilities with a tourism management certification (Yacht Harbor, Yacht Slipway, Harbor Cruise). When we look at the sea tourism data, there has been a significant decrease in the recent years both from the point of revenue amount and incoming yacht figures.

It is an obviously clear fact that in order for the yacht harbor management to be developed, it should be ensured that especially the foreign yacht owners choose the marinas along the coast of Turkey. It should be taken into consideration that forward-looking development is not only through physical facilities and the attractiveness of natural beauties, but building the satisfaction for the customers receiving services that would have them choose Turkey for the next year would also be contributive.

Despite the fact that the most important reason for the decrease that has occurred in the yacht harbor and marina management revenues is the political events taking place around Turkey, we could say it also stems from inadequate customer satisfaction that's been generated along with the shortcomings in the services provided in this area. As for customer satisfaction to be ensured and a sense of belonging on the customer group to be created, proper use of personnel resources and right personnel planning who could give quality services holds importance.

The primary problem of the research; is constituted of what type of factors should be taken into account to enable both the first-hand recruitment of the personnel providing service in the yacht harbor managements and the planning done so as to

appoint them to the right services inside the management to get them to bring out a positive effect.

4.3. THE RESEARCH PROBLEM

The works towards developing the yacht harbor and marina management sector, which has been demonstrating worldwide progress in recent years and encouraging opening up new facilities by making it easier, have been carried out in Turkey. 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 said plan has not been elaborated on, there are still pieces of advice relating to the need for trained managers and technical personnel who would be cultivated to participate in this sector.

- The analysis regarding the seaport business administration is mainly limited to commercial ports and touristic passenger transportation;
- There are few and insufficient detailed sectorial studies in the national and international literature in the context of business management regarding yacht harbors and marinas in Turkey
- The services provided for the yacht port and marina business administration, which is supported remarkably in recent years for the purposes of contributing to the economic development in Turkey and the promotion of the country, differ from other businesses in the service industry;
- The scientific research of labor planning and management in this industry will provide important contributions to the literature.

In accordance with the abovementioned reasons, the research question can be expressed as: ***"How are HR management and HR practices carried out at yacht harbors and marinas in Turkey, particularly in terms of HR planning?"***

4.4. SAMPLE, SCOPE, METHOD AND LIMITATIONS OF THE RESEARCH

4.4.1. Sample, Scope and Method of the Research

The research population is comprised of yacht harbors in Marmara, Aegean and Mediterranean regions of Turkey 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, 2020). In this study, a total of 41 businesses were examined from the relevant report: 27 yacht harbors in the list of "Ministry of Culture and Tourism, Yacht Harbors with Tourism Business Certification", eight yacht harbors in the list of "Ministry of Culture and Tourism, Sea Tourism Facilities, Yacht Harbors with Tourism Investment Certification", and six yacht harbors in the list of "Ministry of Culture and Tourism, Yacht Harbors with Tourism Certification" (Chamber of Shipping, 2020), 218-219). Since there are no businesses in the Black Sea region that have the abovementioned permits provided by the Ministry of Culture and Tourism, this region has been excluded from the study.

Qualitative methods instead of quantitative methods were used in the research in order to obtain extensive and purposeful findings. Accordingly, it will be useful to explain the applied qualitative method in detail. Qualitative studies examine the behavior of persons and societies. Qualitative research focuses on the phenomena within the course of social life and is the endeavor to analyze such phenomena without any transformation (Maxwell, 2008), and includes a wide array of perspectives that are used to define the multifaceted and complex nature of the modern social life (Kitzinger, 1995). It is extremely difficult to explain such social dynamics quantitatively. The assessments may show how many people may behave in what behavior, however, are not enough to find an answer to the question of why. At this point, the qualitative studies step in to understand the reason behind the human behaviors (Ergün, 2005: 13).

Qualitative research is a method that is qualitative and interpretive regarding the problem it examines and endeavors to understand the form of the problem within its natural environment (Guba and Lincoln, 1994; Klenke, 2016). Qualitative research, which utilizes data collection methods such as observations, interviews and document analysis regarding the solution of a problem, is a subjective-interpretive process

intended at realistically handling the natural phenomena in relation to the problem and discerning the unnoticed problems (Seale, 1999).

In other words, qualitative studies can be defined as research in which a qualitative process is followed in order to realistically put forth the perceptions and events within their natural environment by using the methods of observation, interviews and document analysis. In short, qualitative research is a principal approach that adopts researching and understanding social phenomena in relation to the society they exist in (Yıldırım and Şimşek, 2003: 19).

Qualitative research is also an approach that analyzes events that occur routinely in the lives of individuals by conducting case studies and taking advantage of individuals' observations and experiences through various experimental methods (Kuş, 2003: 77). In brief, qualitative studies discuss the intangible world and seek answers for the following questions (Ergün, 2005: 13):

- Why do people behave as they behave?
- How are people affected by what happens around them?
- How and why are cultures formed?
- What are the differences between social groups within a society?

This study uses a qualitative research method in order to identify the opinions of people who work in the field of human resources on the practice, to interpret such opinions, to identify the planning system, and to provide suggestions for the better.

Qualitative studies generally utilize different data collection methods such as observation, structured and semi-structured interviews, focus group interviews, and discourse and text analysis. Nevertheless, movies, various posters, works of art, media broadcasts (radio or television programs) and social media sources (blogs, social media accounts and instant messaging boards, etc.) can also be used as data collection tools (Forrester and Sullivan, 2018). A semi-structured (loosely structured) interview technique was utilized in order to collect the data within the scope of this research. This method is neither flexible as the unstructured technique nor rigid as structured interviews (Karasar, 2000: 165).

The most important advantage that the semi-structured interview technique offers to the researcher is that the interview questions are more systematic as they are carried out in a prebuilt format, while adding questions that can be deepened as desired increases the quality of the research (Yıldırım and Şimşek, 2003, 283).

In particular during the interview process, questions should be directed at the participant clearly and comprehensibly, and if necessary, the research subject should be deepened with additional questions. At this point, the effort of researchers to reach a large number of participants is a frequent mistake (Creswell, 2002; Makatouni, 2002). In interviews, quality rather than quantity is important, and even a single participant may provide the necessary data to solve the research problem. In addition, boring the participant with questions that have the same meaning or that were asked before in different manners, directing questions with recurring concepts and ambiguities, not recording the participant opinions, and undervaluing such opinions will decrease the quality of the data collected (Merriam, 1998; Patton, 1990; Teddlie and Yu, 2007).

In qualitative research, the researcher prepares in advance an interview form that contains the questions that they plan to ask. In addition to the questions included in the form during the interview, the researcher may develop side or sub-questions and thus deepen the research (Türnüklü, 2000: 78).

According to Siedman (1991), the main purpose of using this technique is not to test the accuracy of a hypothesis in general, but rather to draw conclusions from other persons' experiences. Therefore, another focal point is the stories and thoughts of other people, or in other words, the cultural categories envisioned by the individual.

In accordance with the purpose of the study, it was decided to interview the executives of the businesses that comprise the sample (marinas and yacht harbors) in order to acquire more detailed information and to better understand the reasons behind the emerging phenomena. Therefore, apart from questions about the characteristics of participants, a semi-structured interview with a total of 14 questions was used to allow assessments within the context of industry-specific training levels of the employees that influence the HRM practices and HR planning in the businesses (see Appendix 2).

During the interview process, executives of all businesses were tried to be included in the interviews, however, only the ones that answered all the questions were included in the assessment. Responses were received via email and video calls from the representatives of the 23 businesses that made up the sample for the interviews. At

this point, the opinions of the relevant executives were taken, provided that the same did not go beyond the topic at hand. As a result, all interview transcripts were subjected to content analysis. At this stage of the research, it would be useful to provide brief information about content analysis.

Content analysis is a research technique that makes objective and systematic definitions of the research content (Aslan and Tavşancıl, 2001: 17) and can be defined as inferences from the identification of specifically defined characters in the research. In content analysis, the content of participant opinions is parsed out systematically (Bengtsson, 2016; Crabtree and Miller, 1999; Merriam and Grenier, 2019).

The main goal of content analysis is to reach concepts that will help explain the collected data. The data interpreted as a result of the analysis is subjected to an in-depth process by analyzing the content, and new concepts are derived from such analysis. Interrelated data in content analysis is compiled within the framework of certain concepts and themes and presented in a manner that can be understood by the reader (Karataş, 2015: 74).

In short, content analysis can be defined as the whole of methodological tools and techniques, the process of controlled interpretation, objective description of data, examination according to pre-established criteria, meaning extraction, quantification according to clear instructions, and categorization process in order to extract certain meanings from concepts (Aslan and Tavşancıl 2001: 21-22).

The subject of content analysis is the text that exists within the research process. Its aim is to draw conclusions from the contents of the texts. From this point of view, there is always an inference, a connection in content analysis. Therefore, content analysis is not only aimed at analyzing a text, but also at establishing a relationship with content beyond the text (Gökçe, 1995: 26).

Content analysis aims to systematically identify the content of participants' opinions and facilitate the use of collected data for further analysis. Therefore, a large number of words/modules/units in the interview text are reduced to a smaller number of categories (Altunışık et al., 2007: 268-269).

Classification of concepts obtained in content analysis in a certain relationship with each other is expressed as categorization. Categories are grouped under a theme. Upon the analysis of categories, 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 and Grenier, 2019; Miles and 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 answer given by the participants to whom the questions were applied was coded according to the concepts extracted from the data in accordance with the content analysis technique. Commonalities between generated codes were identified and similar codes were categorized under the same color in a table. The findings in relation to the interviews were then summarized and interpreted under three themes. The table used in the interpretation of the data obtained is as in Appendix-1.

Specific attention was paid to ensure that the main themes supported each other. Data under the same themes were organized and interpreted in relation to each other. The areas of interest under the three main themes in the 14-question interview are explained below.

- The first five questions were aimed to identify, "how the personnel organization at the incorporation of the businesses was formed and how the planning of the recruitment needs was carried out".
- Questions 6, 7, 8, 9 investigated, "how the tasks of the current personnel were planned according to the in-house training and development processes and competencies".
- The final five questions tried to identify "the performance assessment and reward processes and the contribution of personnel performance to the general business performance".

The findings regarding the identified themes are explained in the following sections, and the assessments carried out in light of such findings are explained in the final chapter.

4.4.2. Limitations of the Research

It is possible to consider the limitations of research from two different perspectives: the overall study and the research process. We can state the limitations of the research in general as follows: the first limitation is that there are no proper HRM departments in the incorporation and organization of yacht harbors and marinas

in Turkey. In general, HRM activities in these businesses are carried out by a department called "Front Office". Therefore, it is possible to argue that the understanding of the businesses included in the research generally reflects a micro-perspective, or in other words, a fragmentary structure of HRM functions is present in the businesses included in the research.

Another limitation of this research is that HR planning and relevant works in the yacht harbors and marinas that constitute the basis for this study are almost non-existent.

The most important limitation in the process of carrying out the research was the negative attitude of businesses in terms of sharing information. While some of the businesses did not respond in any way, even though they received the interview text, others have reported their reasons for not participating before the interview began. The businesses which did not want to contribute to the research provided reasons such as ongoing restructuring processes, mid-season or end-season workload, nonconformance of the information shared during the interviews to the privacy policies of the businesses, etc.

Another fundamental limitation regarding the research is that there is no existing scale for the research subject. Therefore, the process of creating a semi-structured interview text took a long time, and the interview questions were designed to include only the most basic particulars due to the purpose and scope of the research.

The sample size was limited due to the constraints within the process of realizing the research. However, it is possible to argue that HRM practices of the businesses in the sample at least created an example within the context of Turkey for other businesses based on the idea that HR and effective HRM practices play an important role in the success of the interviewed businesses.

In addition, hesitations were observed by the interviewed business officials regarding the disclosure of the wages of the employees, and analyzable data could not be reached on this subject. Therefore, the issues related to payroll management are not included in the data analysis section of this study.

4.5. FINDINGS AND ANALYSIS OF DATA

When the world sea tourism trends and the continental position of Turkey are considered, it can be seen that the western and southern coasts of Turkey are in a very advantageous position in terms of yacht tourism. 41 yacht harbors and marinas that

comprise the research population are geographically established in the Marmara, Aegean and Mediterranean regions of Turkey. Since the 2000's, there has been a noticeable increase in the number of yacht harbors and marinas throughout Turkey, especially on the west coast.

The change in the number of marinas in Turkey was calculated at ten-year intervals from the data obtained during the research. Figure-7 shows the rapid increase in numbers, especially in the last 20 years.

Figure-7: Increase in the Number of Marinas in Turkey by Years
(*Certificated by Ministry of Transport Included*)
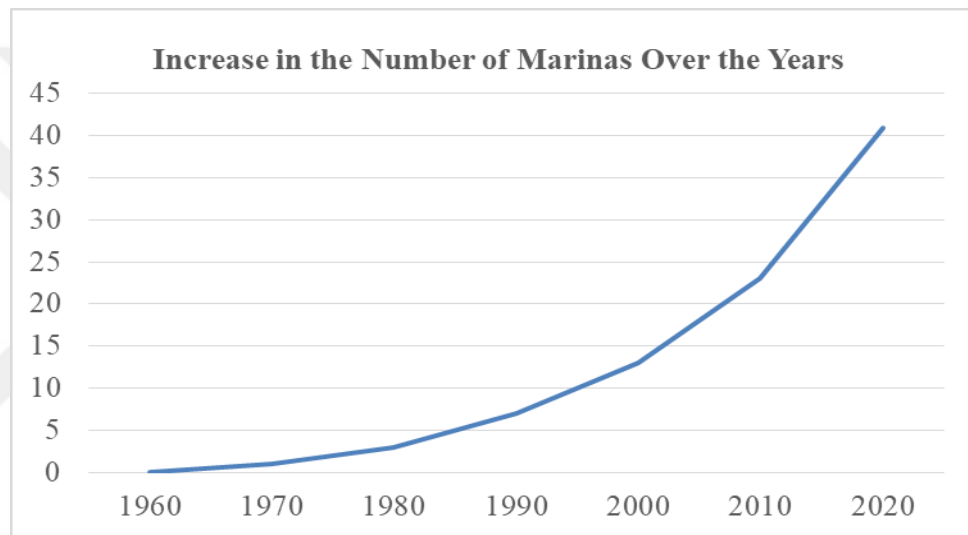
Even though there are large commercial ports in the cities on the coastline of the Black Sea Region, there are no public or private enterprises that operate solely as yacht harbors. Therefore, the Black Sea region could not be included in the scope of the study.

The findings regarding the geographical locations of the businesses interviewed within the scope of the research are explained in detail under the next heading.

4.5.1. Locations of Yacht Harbors and Marinas within the Scope of the Research

Of the 41 yacht harbors and marinas within the research population; 32 are located in the Aegean region, five are located in the Mediterranean region, and four are located in the Marmara region. The number of yacht harbors and marinas in the

Marmara and Mediterranean regions is significantly lower than that of the Aegean region. In other words, the majority of yacht harbors and marinas discussed in the study are in the Aegean region.

In the Mediterranean and Marmara regions, there are mooring opportunities for yachts via the low-structure finger-type piers located in both commercial ports and fishing ports. Although such businesses do not have touristic permits, they partially meet the mooring needs in both regions. A total of 10 port facilities, which are not yacht harbors or marinas as permitted by the relevant ministry but provide for yacht mooring space, can be found in the Marmara and Mediterranean regions, with each region having five such harbors, and three of such harbors are owned by municipalities.

The geographical locations of 41 yacht harbors and marinas, which are authorized by the Ministry of Culture and Tourism and are within the scope of the research and the businesses which participated in the semi-structured interviews within the scope of the research are presented in detail in Table 5.

Table 5: Geographical Locations of the Yacht Harbors and Marinas Included in the Research

Numbers of Yacht Harbors and Marinas	RESEARCH POPULATION	RESEARCH SAMPLE
MARMARA REGION		
Istanbul	3	2
Yalova	1	1
AEGEAN REGION		
Balıkesir	2	1
İzmir	3	3
Aydın	2	2
Muğla	25	10
MEDITERRANEAN REGION		
Antalya	3	3
Mersin	2	1
TOTAL	**41**	**23**

As it is shown in the table-5, the majority of the facilities that constitute both the population and the sample are located in the Aegean region and Muğla province due to the convenience of the coastline and climatic conditions.

4.5.2. Identifying Information About the Interviewed Businesses and Their Executives

According to the interviews with the executives of the businesses included in the research, it has been observed that the human resources organization may change according to the commercial structure of the businesses. Therefore, it was found useful to separately evaluate each business according to their commercial titles. 17 of the yacht harbors and marinas included in the research sample operated as businesses associated with a private for-profit business (holdings). The other six businesses included in the research sample operated in the sector as joint-stock companies. How the commercial titles/structures of the enterprises create differences in practice will be mentioned in the subsequent titles.

The executives of the businesses which participated in semi-structured interviews were also asked about their term of service in the most recent school they attended and workplace they worked at. However, 12 representatives from the interviewed businesses did not answer this question. Therefore, the characteristics of officials were limited to working titles. Information about the duties and titles of the interviewed business executives are presented in Table 6.

Table 6: The Titles of the Company Officials Interviewed

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

The criteria considered when classifying the yacht harbors and marinas were mentioned in detail in the second part of the research. It has been put forth that the infrastructure facilities owned and berthing services provided by the businesses within the sector subject to the research were the basic criteria in classifying such businesses.

In light of the information obtained from the yacht harbor and marina executives through the semi-structured interviews carried within the scope of the research, it was understood that there were differences in services provided by yacht

harbors and marinas in terms of both their berthing space capacities and infrastructure diversity. Differences in the variety of services offered and the number of vessels to be served have been found to have a direct impact on the personnel planning of businesses. Therefore, it would be important to consider the capacities of the yacht harbors and marinas that constitute the research sample in the analysis of the data obtained.

According to the interviews with the executives of the businesses included in the research, it has been observed that the number of personnel employed by the marinas varies according to the mooring capacity and the diversity of the services they provide to their customers and the intensity of the summer and winter seasons. Therefore it has been observed that number of personnel required to carry out the basic activities in the yacht harbors and marinas is not very high despite of difficulties in estimation. In parallel with this determination, the interviewed executives stated that the average number of core personnel carrying out marina administration and technical services is about 50 in peak seasons and 30 in winter season.

Although there are core personnel who provide basic services in yacht harbors and marinas, it has been stated that the number of personnel has increased by hiring temporary personnel or outsourcing in order to fully meet all services (accommodation, cleaning, security, catering, health etc.) provided to marina customers, especially during peak seasons. When the interviewed officials were asked to give the total number of personnel employed by evaluating the provision of all services provided in their enterprises, it was stated that the number of personnel doubled to 100 in the peak season and 60 in the winter season.

4.5.3. Thematic Summary of Answers to the Interview Questions

The responses were evaluated under the main title of the theme created in order to analyze the answers to the research questions in detail. An attempt was made to obtain a data set with similar answers to questions in order to support the qualitative assessments to be made at the end of the research.

As a result of the thematic distinction made in the semi-structured interview text, it was aimed to create a systematic structure in which the collected data can be organized in a meaningful way. The data collected based on this structure will be evaluated in the final chapter in terms of HRM and HRP of the businesses that comprise the research population.

4.5.3.1. Personnel Organization at the Incorporation of Businesses and Studies to Identify and Plan the Recruitment Needs

In this section, an attempt was made 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.

In this section, which consists of the first five questions of the semi-structured interview form, all executives who represented 23 different yacht harbors and marinas have answered all the questions. When the research-specific data acquired from these answers were examined:

- It was seen that there were differences in structure in terms of HRM during the incorporation of yacht harbors and marinas. It was identified that 17 businesses, which operate as for-profit organizations associated with private enterprises, had a personnel organization that is under the control of a centralized management rather than having an industry-specific HRM understanding. Therefore, it has been observed that there is no standard model of organization between the yacht harbors and marinas regarding the personnel and organization structures created at the stage of business incorporation. Regarding this, the statements of the representative of the facility-4 company are as follows:

…In the first establishment of our facility, personnel planning was made according to the needs of the company without being bound by any standard personnel structure…

Similarly, the opinions of the facility-3 company representative on the necessity of standard personnel structuring are given below:

…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. It has been understood that these businesses recorded basic HRM data via Microsoft Office and did not use the appropriate software for detailed personnel assessment and recruitment planning. It was identified that three of the remaining yacht harbors and marinas carried out HRM activities integrated with

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general business software such as Logo, Micro, etc., and 15 of them used human resources information system (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 at their business and the number of personnel to be recruited. In this manner, whether they had a master plan regarding the HRP activities in order to identify the personnel to be employed at the businesses included in the research was questioned. During the interviews, it was understood that six businesses did not have a master plan for the HRP, and others were periodically carrying out recruitment for new personnel. In addition, it was understood that the personnel and organization structures could change in parallel with the changes in the berthing capacities and infrastructure facilities of the 12 yacht harbors and marinas, and thus the HRP master plans were updated annually.

- When the works of the businesses participating in the research for the identification of personnel needs and recruitment were examined, it was identified that these businesses could be separated into two groups as those which recruit personnel at planned intervals and those who recruit personnel on need basis. Based on the responses received on the subject, it has been revealed that the main factor in this separation was directly related to the use of HRM software. It has been observed that six businesses which did not use professional HRM software recruited personnel on a need basis and without a certain plan, and 14 businesses which used professional HRM software recruited personnel through planning and on monthly, semi-annual and annual intervals. Regarding this, the opinions of the facility-5 and facility-7 company representative on the necessity of a HRIS software are given below:

> *…we are experiencing the lack of professional HRIS software in the execution of personnel plans and performance evaluation processes of our employees.*
> *…in personnel recruitment, candidates are tried to be determined according to the needs reported from the departments at that moment, not according to any plan. HRIS software could have helped us in these matters…*

- In addition to the data reported above, 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 to be recruited in terms of demographic criteria such as age, sex, educational background, professional experience, etc. It was observed

that none of the businesses discriminated against based on age and sex. However, it was identified that the personnel to be assigned to the management level were expected to receive higher education in the relevant field, and that the personnel to be assigned in the technical area, where vessel reception, towing and service is provided, were required to possess the professional experience requirements. On the other hand, it was observed that nine businesses recruited interns from among the students studying in maritime management departments of universities, especially to work in front office units. The said nine businesses stated that they participated in the career days at the universities aimed towards the final year students. The statements of the participants who expressed their opinion that there should be sectorial trained personnel in yacht harbors and marinas are as follows:

> *Facility-1 - ...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-4 -...we are having difficulty in finding maritime business graduate personnel to work in the technical departments of our marina. That's why we try to find technicians and sailors from different sectors. I think it is necessary to establish special education institutions in order to meet the need for technical staff...*

4.5.3.2. Studies to Identify the Training and Development Process of the Current Personnel of the Businesses and Assignment Planning According to Competencies

This section is aimed towards understanding the training and development processes of the current personnel employed at the yacht harbors and marinas and how their assignment planning was carried out according to their competencies. In addition, the planning processes for the capacity-building trainings regarding the personnel performance and the manner of execution for the professional career planning were examined.

When the services provided by the yacht harbors and marinas to their customers are considered, it can be seen that there are differences with other businesses in the service industry. When the areas of activity are examined, customers of the industry subject to the research go to the yacht harbors and marinas with their motor yachts, sails, speedboats, etc. to acquire services.

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The customers are provided services different from other accommodation facilities in the service industry, such as accompanying the customers on the sea till the vessel reaches the berthing spaces, disembarking malfunctioning vessels or vessels in need of maintenance, repairing devices and systems on vessels, or providing customs services for vessels that are to sail in international seas. When the areas of activity for yacht harbors and marinas are considered, it was considered that the personnel employed in this industry would possess different technical and managerial skills compared to the employees in other industries. The activities towards maintaining and improving the professional competencies of the personnel employed at the businesses subject to this study were also examined.

In this section, the executives who represented 23 different yacht harbors and marinas answered questions 6, 7, 8 and 9 in the form of semi-structured interviews. The representatives who represented four yacht harbors and marinas did not answer question 8 regarding "what trainings are provided for the personal development of the personnel". When the research-specific data acquired from these answers are examined:

- The interviewed representatives of the yacht harbor and marina businesses were asked their source of recruitment (internal or external) for the senior personnel. As a result of the answers received from the representatives, and in parallel with the explanation made at the beginning of the section about the differences in the services of the businesses subject to research, it was observed that the representatives paid attention to recruit from internal sources by utilizing the current personnel. Only three out of all the business representatives participating in the study stated that employment from an external source was preferred to meet the personnel needs in the senior staff.

- It was identified that all the businesses examined within the scope of the study carried out studies to build personnel capacity through in-person and distance trainings for the purposes of maintaining the competencies of current employees and increasing the knowledge regarding the industry. It was understood that the personnel employed at the port and sea departments of the businesses were specifically delivered occupational safety trainings such as firefighting, safety and prevention of accidents, and technical trainings such as technical device operation (cranes) and new repair systems. In addition to the on-the-job trainings, it was identified that industrial orientation activities were carried out by providing pre-assignment trainings to newly hired employees.

- It has been observed that especially the employees assigned to the technical departments of yacht harbors and marinas differed in terms of expertise in comparison with other service industry employees (the fact that they are qualified, critical personnel), and thus, they were preserved by the businesses subject to the research. In this context, the yacht harbor and marina executives were asked how they planned the careers of their personnel. Out of those business representatives who participated in the study, eight have stated that no career planning was carried out, and 10 stated that a promotion system based on success was in place. It was understood that only five businesses explained the employees their career path (map) during the recruitment process and explicitly informed them of the positions that they can be promoted to according to their performance and professional experience. It was found out that the same five businesses also carried out job enrichment and employee empowerment activities that are viewed as significant in HRM, and thus were able to transfer personnel between the departments when necessary.

The opinions of some of the participants on the necessity of maintaining the education level of the current personnel and increasing the quality of the personnel are as follows:

Facility-2 - …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-11 -…in order to ensure the continuity of the existing personnel and to provide high-level service to our customers, it is necessary to plan personal development and task-oriented trainings frequently…

4.5.3.3. Studies to Identify the Performance Assessment and Rewarding Processes for the Employees of the Businesses and the Contribution of Personnel Performance to the General Business Performance

In this section, the performance assessment and reward processes of employees in yacht harbors and marina businesses and the contribution of employee performance to the efficiency of businesses 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 faculties and colleges (Maritime and Harbor Management Faculties-Colleges, etc.) and the employees who did not receive industry-specific higher education.

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All questions in this section, which consisted of the final five questions in the 14-question semi-structured interview, were answered by the executives who represented 23 different yacht harbors and marinas. When the research-specific data acquired from these answers are examined:

- It was found out that no performance assessment activities were carried out in four of the interviewed yacht harbors and marinas. It was observed that five businesses out of the remaining 19 were carrying out assessment works based on only supervisor assessment, which could be considered outside of the performance assessment methods and standards of HRM. It was identified that the remaining 14 businesses utilized the performance-based assessment techniques in the HRM literature (360-Degree Assessment System, Behaviorally Anchored Rating Scales). In addition, 14 businesses which applied the performance assessment techniques were found to be businesses using professional HR Information Systems (HRIS).

- It was identified that all yacht harbors and marinas which carried out performance assessments for their employees were also rewarding their personnel. In the operation of the reward system, it was observed that various applications were practiced, such as awarding certificates of success, awarding gifts, awarding additional leave, awarding bonuses, announcing the success, setting the salary raise rate, and contributing to the promotion of the personnel. It was observed that 10 of the businesses which participated in the study only rewarded their employees with increases in salary rate and bonus payments. It was identified that other businesses have also applied personnel motivation improving methods such as awarding additional leave, promotions, gifts and success certificates.

- The analysis of the assessments carried out for the underperforming employees has shown that 11 businesses gave feedback to their personnel through written and verbal warnings. 12 businesses were observed to ensure that their personnel took additional trainings to improve their shortcomings. Six out of the 12 business which preferred to deliver additional trainings were observed to switch the department of the personnel who did not show adequate performance increase. It was identified that the personnel who did not achieve the desired level of development through warnings, trainings or department changes were terminated according to the relevant legislation. It was observed that four of the businesses that were included in the study announced the information regarding the terminated employees and the reasons behind the termination and made it known to the other personnel.

- The personnel turnover rate was also examined in parallel with these questions. Five businesses which participated in the study stated that they do not carry out works in this regard. On the other hand, 18 businesses were observed to calculate the personnel turnover rate at the end of each year and created charts to contribute to the next year's personnel planning.

- The executives of the 23 yacht harbors and marinas which participated in the study were asked the differences in performance between the employees who graduated from industry-specific faculties and colleges and the employees who did not have any higher education. According to the feedback received, it has been found out that the employees who have received higher education in the sector were assigned to administrative positions, especially in the front office, customer relations, sales, marketing and accounting.

- 14 yacht harbor and marina representatives participating in the study stated that the contributions to the business by the employees with industry-specific higher education were higher. It was reported that these employees adapted faster to their assignments when first recruited and had a higher level of development in later periods when compared to other employees. It was understood that those who have received industry-specific training were preferred by these businesses, especially during the recruitment stage.

- However, it was also stated that professional experience was at the forefront, especially for the technical personnel employed in the port and sea departments. It was observed that the businesses did not discriminate between those who did and did not have industry-specific higher education when evaluating the performance of technical personnel employed in these departments or recruiting new personnel to these departments.

- Finally, business executives participating in the study were asked to evaluate the contribution of personnel performance to the overall business performance in comparison with 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 from their personnel, were asked to explain how they evaluated their personnel with respect to HRM. When the answers given by all the participants who contributed to the research were examined, it was identified that the added value created by the employees contributed 50% or more to the overall

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performance of the enterprise. Representatives of six different businesses stated that this ratio (the contribution of employees to the overall performance of the business) 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:

Facility-1 - ... We frequently apply the performance-based reward system to increase the commitment of our employees to their jobs. In this way, we can both express our expectations from our employees and show those who are at superior level as an example...

Facility-8 -... it is obvious that the employee who is satisfied with his job and duty makes a high contribution to our company. For this reason, we are trying to provide the continuity of the personnel who are good at their job with bonuses, promotions and similar awards...

Facility-6 -...the marina business relies on satisfying high-income customers. therefore, the performance of the employees providing the service directly affects the profitability of the company...

Facility-8 - ...the contribution of the employees to the company performance is high, it would not be wrong to say that this rate is 80% or more...

CHAPTER V

DISCUSSION AND CONCLUSION

In the previous chapters of the study, the studies on the development of yacht harbors and marinas in recent years have been mentioned in detail, recognizing the importance of the contribution of the industry under examination to the economic development and touristic recognition of Turkey.

It was observed that the number of yacht harbors and marinas have increased in the past 20 years, and that these businesses were equipped with the appropriate structures and technical means according to the necessities of the age. It was put forth that the aim was to achieve the level of competition with the facilities in other countries, which can be counted as competitors within the geography, through the steps taken in the right direction by the political administration in Turkey in support of this development.

It was argued that studies needed to be conducted in determining how to carry forward the yacht harbor and marina management, which has revealed itself to be important in the recent years. It was argued that, besides the historical and geographical advantages of Turkey for the yacht harbor and marina businesses to develop and the technical capacities and equipment of the newly build ports, the development of the personnel who will be employed in such facilities in the right direction in terms of quality and competency would also provide contributions.

For all of the above reasons, it was also seen that there was a need to study how the modern HRM understanding, and especially the applicable HR planning techniques, which have evolved through the ongoing managerial studies throughout the centuries, were perceived and would be developed at the yacht harbors and marinas.

To sum up, the following subjects, which are provided below as main points, were examined at the yacht harbors and marinas located in Turkey, and detailed questions were created to deepen the examination.

- HR planning techniques that are applied in yacht harbors and marinas and that are prevailing in the HRM literature;

- Professional HRM approaches carried out in terms of HR planning in yacht harbors and marinas;

- Difficulties in identifying human/personnel resources and personnel recruitment activities in yacht harbors and marinas;

- Activities for employee training and development;

- Contribution of HRM activities practiced in yacht harbors and marinas to business performance;

- Practices to be developed in terms of HRM in yacht harbors and marinas,

In the third part of the research:

- Questions were prepared to identify the problem areas and problems in terms of HRM in yacht harbors and marinas in accordance with the research purpose;

- The study's method of utilizing the qualitative research techniques and application methods used in the social sciences were explained in order to find answers for the established problem areas and questions regarding these areas.

Considering the industry on which the study is focused, the literature review on the international and national academic studies on the HRM activities in yacht harbor and marina businesses has shown that there was an insufficient number of sources. Through the literature review, it was observed that the research focused on HRM studies in different branches of maritime trade and tourism, such as commercial port and dockyard management, were more prominent than that of yacht harbors and marinas. Although it is possible to access a large number of books, articles, reviews, dissertations, and studies published in written and visual media in the said areas,

academic studies and publications related to yacht harbor and marina management were found to be limited in quantity.

Due to the limited number of published textual and visual resources for HRM activities in yacht harbors and marinas, discourse and text analysis research methods could not be utilized adequately. In addition, since the beginning of 2020, the COVID-19 pandemic caused by the SARS-CoV-2 virus has emerged in our geography and all across the world. Due to social distance rules stipulated within the scope of disease prevention measures declared by both the World Health Organization (WHO) and the Republic of Turkey Ministry of Health, field research within the scope of the study could not be carried out adequately. In other words, remote video calls were made with the yacht harbor and marina executives, and it was not possible to examine the issues expressed by the executives through site visits to the yacht harbors and marinas.

The above limitations are detailed in the third part of the research. The semi-structured interview method was used due to the aforementioned limitations.

A semi-structured interview form consisting of 14 questions, an example of which is found in Appendix-2, was created to include the subjects that were to be answered for the purposes of the research. The Scientific Research Proposal and the interview form to be used within this scope were approved for the purposes of ethics by the Çankaya University, Social Sciences and Humanities Scientific Research and Publication Ethics Board on October 09, 2020.

The research population included 41 yacht harbors and marinas, which operated on the Marmara, Aegean and Mediterranean coasts of Turkey as per the international business management norms and which acquired the necessary permits from the Ministry of Culture and Tourism within the framework of legislations. As part of the research, the executives of these businesses were contacted via telephone, email and face-to-face in order to obtain permission to interview them. However, majority of (23 out of 41) yacht harbors and marinas were interviewed for the purposes of this research. For each yacht harbor and marina representative, the "Interview Recording Form", a sample of which can be found in Appendix-3, was used to record the interviews.

The content analysis method was used to analyze the data. In this context, the 14 questions in the semi-structured interview form were grouped under the three main themes, and the answers received from the participants were converted into data sets under the same three main themes.

As a result of the research, it was seen that the yacht harbors and marinas operating on the Marmara, Aegean and Mediterranean coasts of Turkey were able to partially carry out the three main elements of HR planning: *the estimation of human resource demand, the identification of personnel supply, and the creation of plans by comparing such supply and demand*. However, it was also revealed that the businesses subject to this research did not have the personnel organization that would enable them to qualitatively and quantitatively identify the personnel to be assigned to 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, it was identified that there was a need to conduct research and reviews to determine the standard personnel organization structures. It is foreseen that future research on this issue will contribute to a clear definition of the demand for the human resources needed by the yacht harbors and marinas, and the proper planning in terms of raising a qualified workforce that is trained and has the necessary skills.

It was identified that majority of the studied yacht harbor and marina businesses had been preparing plans that were close to the understanding of strategic human resources planning in accordance with their general business plans. However, it was found out that not all these businesses followed the principle of employing the correct number of personnel at the right position and right time. On the other hand, all the businesses that contributed to the study were striving towards integrating the business goals with the personal goals of their employees, and in this context, provided promotions, rewards, trainings and development activities in order to keep the employees within their organizations, to increase their efficiency, and to meet the needs, which are the fundamental purposes of the HR planning.

Although it is considered that there is no sufficient majority; it was revealed that majority of the businesses included in the research had human resources personnel who received higher education, majority of them utilized professional HR Information Systems (HRIS) in order to better perform the HRM activities. And half of them were revising their resource planning at the end of each year according to the changing business needs and goals. In light of such data, it was concluded that the HRM and HR planning in yacht harbor and marina businesses were not understood correctly, and the professional approaches in this direction were not applied correctly at a sufficient level. In other words, it is argued that HRM and HR planning can be carried out more efficiently in yacht harbors and marinas.

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When the business executives who were operating in the industry subject to the research were asked about the input that provided the highest added value in terms of efficiency and effectiveness, they responded that the human resource provided the highest contribution. Preferring approaches that are fit for the needs of the era in order to best implement, develop and plan this resource by the yacht harbor and marina businesses would make positive contributions to their efficiency and effectiveness. It is argued that, in terms of proper management of human resources, it will be useful for HR departments to prioritize the employment of specialized personnel with higher education in this field and to apply professional HR approaches by using modern software.

It was observed that, during the recruitment phase of the employees to be employed in the yacht harbor and marina businesses that were examined, there were no difficulties in finding personnel for administrative positions such as front office, accounting, and public relations. However, it was understood that there were problems, especially in the recruitment of technical personnel who provided vessel reception at sea and maintenance services at the port. On the other hand, it was observed that the necessary trainings were planned and carried out for the maintenance and development of the qualifications for the positional requirements of the personnel employed at the businesses that contributed to the research.

It was understood that majority of the businesses utilized performance assessment and rewarding activities and tried to maintain the personnel who had the necessary knowledge and skills. And majority of the businesses carried out the planning for the upcoming years by calculating the personnel turnover rates. It was concluded that HR needs in these yacht harbor and marina businesses were tried to be estimated and analyzed under changing conditions, and in this context, the businesses made an effort to correctly carry out the HR planning in order to meet the current HR needs. However, it was found that difficulties were encountered in the implementation of HR plans due to constraints in the recruitment of personnel, especially in the technical departments which provide port and maintenance and repair services.

As part of the research, it was identified that there was a lack of personnel at the yacht harbors and marina businesses who can operate the outboard vessels and yacht carrying cranes in order to dock and disembark the vessels serviced at the ports. In addition, it was found out that there were difficulties in recruiting personnel who could paint and maintain wooden and fiber boats and repair small-scale motorboats. It

was understood that, despite the activities carried out for the sustainability of the qualified personnel who had the necessary training and skills, temporary personnel, who had experience in different industries, were employed during the high season for the maintenance and repair services at the ports and marinas due to the difficulties faced in the recruitment of personnel who had technical expertise.

When the difficulties faced in recruiting qualified HR are considered, it can be argued that, within the scope of university-industry/business world collaboration, taking the initiative for acquiring trainings for the areas of need (*vessels, machinery, seaport management, etc.)* at the yacht harbors and marinas, especially via the universities at the cities with a coastline, and having the relevant departments and programs opened at the universities would be beneficial.

On the other hand, it is argued that 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 be beneficial for the yacht harbor and marina businesses.

As part of the improvements that can be made in terms of HRM in yacht harbors and marinas, it is stipulated that the employment of the right number of personnel at the right time and in the right place can be achieved, the turnover rate of personnel can be reduced, the recruitment of the temporary personnel who cannot meet the desired qualifications can be prevented, and thus the personnel and training costs can be reduced and the quality of personnel can be improved.

Raising the quality of the services provided by the yacht harbors and marinas to the world standards and beyond can only be possible with the qualified human resources. Therefore, competing with the yacht port and marina businesses in some other countries (e.g., Greece, Croatia, Italy, Spain, etc.), which can be considered as competitors to the yacht harbor and marina businesses in Turkey, and acquiring the dominant position in the market can only be possible through conducting many other studies similar to this one.

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DATA INTERPRETATION TABLE

INTERVIEWED YACHT PORT/MARINA	Number of Branches	QUESTIONS/ANSWERS							
		1	2.a.	2.b.	3	4	5	6	7
FACILITY-1	9	planning	HRIS	No difference, monthly synced	Avaliable, documented	estimation within plan	experience and education	priority internal	online orientation program
FACILITY-2	3	planning	HRIS	No difference, monthly synced	Avaliable, documented	estimation within plan	experience and education	external especially management	task oriented training
FACILITY-3	3	planning	NONE	No difference, monthly synced	Avaliable, documented	estimation within demand	experience and education	priority internal	orientation when needed
FACILITY-4	1	according to need	HRIS	No difference	no plan	no estimation	experience and education	external	task oriented intensive training
FACILITY-5	1	according to need	HRIS	No difference, syncs	Avaliable, documented	estimation within plan	experience and education	priority internal	task oriented training
FACILITY-6	1	according to need	NONE	yes, when needed	avaliable, not updated	no estimation, when needed	experience and education	priority internal	online and intensive orientation
FACILITY-7	1	according to need	general business	yes, when needed	no plan	no estimation, when needed	experience and education	priority internal	task oriented training
FACILITY-8	1	according to need	general business	yes, when needed	avaliable, not updated	no estimation, when needed	experience and education	priority internal	task oriented training
FACILITY-9	1	planning	HRIS	No difference, syncs	Avaliable, documented	estimation within plan	experience and education	priority internal	task oriented training
FACILITY-10	1	according to need	NONE	No difference, syncs	no plan	no estimation, when needed	experience and education	external	introduction and information
FACILITY-11	1	planning	general business	yes, when needed	no plan	no estimation, when needed	experience and education	external especially technical	introduction and information

INTERVIEWED YACHT PORT/MARINA	Number of Branches	QUESTIONS/ANSWERS							
		8	9	10	11	12.a.	12.b.	12.c.	13	14
FACILITY-1	9	personal and professiona	feedback, promotion	Assesment and apraisal on plan	no difference	reward system / miscellaneous	warning, feedback	dismissal, no announcement	annually turnover	50%
FACILITY-2	3	personal and professiona	career pathing	360 degree evaluation	no difference	reward system/ salary increase	training, reassignment	dismissal, no announcement	annually turnover	50%
FACILITY-3	3	personal and professiona	career pathing	Assesment and apraisal on plan	no difference	reward system/ salary increase	training, reassignment	dismissal, no announcement	none	60%
FACILITY-4	1	personal and professiona	feedback, promotion	360 degree evaluation	no difference	reward system / miscellaneous	review training	dismissal, no announcement	annually turnover	very high
FACILITY-5	1	personal and professiona	career pathing	Assesment and apraisal on plan	no difference	reward system / miscellaneous	review training	dismissal, no announcement	monthly tracking	90%
FACILITY-6	1	personal and professiona	feedback, promotion	Assesment and apraisal on plan	educated, fast adaptation	reward system / bonus, leave	training, reassignment	dismissal, announcement	annually turnover	80%
FACILITY-7	1	personal and professiona	no pathing	apraisal when needed	educated, fast adaptation	reward system / miscellaneous	training, reassignment	dismissal, no announcement	none	70%
FACILITY-8	1	personal and professiona	no pathing	apraisal when needed	educated, fast adaptation	reward system / bonus, leave	warning, feedback	dismissal, announcement	monthly tracking	80%
FACILITY-9	1	personal and professiona	feedback, promotion	Assesment and apraisal on plan	educated, fast adaptation	reward system/ salary increase	training, reassignment	dismissal, no announcement	monthly tracking	50%
FACILITY-10	1	personal and professiona	no pathing	apraisal when needed	educated, fast adaptation	reward system/ salary increase	review training	dismissal, announcement	monthly tracking	100%
FACILITY-11	1	personal and professiona	no pathing	apraisal when needed	educated, fast adaptation	reward system/ salary increase	warning, feedback	dismissal, announcement	monthly tracking	70%
TOTAL FACILITIES REPRESENTED	23									

SEMI-STRUCTURED INTERVIEW QUESTIONS FOR THE MASTER'S THESIS RESEARCH TITLED " HUMAN RESOURCE PRACTICES IN YACHT HARBORS AND MARINAS IN TURKEY ":

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 any other programs similar,
   a. If so, could you provide us some information about how the system is established?
   b. Is there a 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 planning that is currently applied / in force at the marina/yacht harbor (official / recorded/documented)?

4. Is there any structure of institutions, personnel and organizations aimed towards identifying 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 are the qualifications (e.g., age, sex, educational status, etc.) sought in the personnel (employee) candidates? How are these criteria identified?

6. Do you meet the need for personnel primarily through internal sources or external sources?

7. How are the trainings for the newly recruited personnel (orientation, etc.) planned and delivered?

8.   What are the trainings delivered to the personnel in order to ensure the customer satisfaction?

9.   Do you plan the careers of your personnel? How do your employees get promoted in the profession?

10. How do you evaluate the performance of your employees?

11. When the personnel performance is considered, 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 at 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 who 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 of this process?

13. Do you measure your employees' tenure (continuity) 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 personnel in comparison to the contributions provided by your values such as infrastructure, facilities, buildings, tools/equipment, service diversity, etc.; could you provide a percentage for such contribution?

APPENDIX-3

SEMI-STRUCTURED INTERVIEW REGISTRATION FORM

INTERVIEWED BUSINESS/BRANCH	
NAME REGISTERED IN THE TRADE REGISTRY OR TITLE	
THE PROVINCE	
DISTRICT	
OTHER CONTACT INFORMATION (St., Ave., Tel.etc.)	
THE AUTHORITY INTERVIEW ON BEHALF OF THE BUSINESS	
NAME AND SURNAME	
POSITION/TITLE	
PROJECT OWNER	
NAME AND SURNAME	Emre YAVUZEL
POSITION/TITLE	- - Çankaya University, Institute of Social Sciences, Master of Business Administration (MBA), Graduate Student - Coast ██████████████ Command, Personnel and Administrative Division Supervisor (SG İda.████████.)
CONTACT INFORMATION	emreyavuzel@███l.com, 0533 ███████
Explaination: This form was prepared within the scope of the master's thesis on " Human Resource Practices in Yacht Harbors And Marinas in Turkey" and was filled after the "Semi-Structured Interview" consisting of 14 questions. Personal information written on the form will not be used in any unlawful environment.	