



RESEARCH ARTICLE

The challenges on talent management in Turkish container shipping industry

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ABSTRACT

Talent management (TM) is a critical aspect of organizational success, particularly in industries characterized by constant change and intense competition, such as the Turkish container shipping industry. This study aimed to explore the barriers to talent management practices and identify potential actions that companies in this industry can take to overcome these challenges. Through structured interviews with 31 participants employed in Turkish shipping companies, a range of barriers emerged, including economic conditions, the employment of incompetent individuals, lack of investment in talent management, disregard for employee value and development, lack of institutionalism, high employee turnover, failure to implement education effectively, and time constraints. In response to these barriers, potential actions were identified, including the development and utilization of innovative and remedial strategies, valuing employee development, providing employee welfare, and allocating adequate time and budget resources. These findings provide valuable insights into the challenges faced by organizations in the Turkish container shipping industry and offer actionable recommendations to enhance talent management practices. By implementing these actions, companies can create an environment that attracts, develops, and retains talented individuals, contributing to their long-term success in a competitive industry. Acknowledging and addressing these challenges is crucial for organizations seeking to improve talent management practices and remain competitive in the Turkish container shipping industry.

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Introduction

Talent management is a new and emerging research field (Cooke et al., 2014; Gallardo-Gallardo & Thunnissen, 2016). Despite an increase in the number of studies in talent management (particularly conceptual studies), many authors continue to emphasize the scarcity of experimental research (Cappelli & Keller, 2014; Anlesinya et al., 2019; Joos et al., 2021).

The majority of talent management research focuses on the service industry, specifically the tourism and hospitality sectors. Maritime is another growing service industry (Stopford, 2009; Lun et al., 2011; Balci et al., 2018; Bratton & Watson, 2018; Pantouvakis & Karakasnaki, 2018; Yildiz et al., 2023). Talent management is viewed as a crucial driving factor in the shipping industry, allowing the attainment of company objectives and the successful execution of corporate strategy (Progoulaki & Theotokas, 2016; Pantouvakis & Karakasnaki, 2018, Yildiz & Esmer, 2021).

Upon reviewing the literature, it is evident that the talent management field, which has not yet reached a mature stage, can be clearly examined in institutionalized and multinational companies (Yildiz & Esmer, 2021). According to Haralambides (2019), talent management in the shipping industry may be best investigated in the context of container shipping because to the involvement of several international corporations and high institutionalization. Furthermore, Pantouvakis & Karakasnaki (2018) demonstrated that, owing to the exceptional human skills and abilities required in the business, investigating the core components of talent management within the container shipping is essential.

This research examines the key players in the container shipping industry, mainly container shipping lines and maritime logistics companies, in this setting. Maritime logistics companies, which occasionally act as carriers, suppliers, and agents, have begun to serve as shipping lines through long-term agreements (Yildiz & Esmer, 2021). Previous studies on the container shipping, in the literature found that, in addition to container shipping lines, maritime logistics companies are also the sector's main representatives (Balci et al., 2018, 2019; Yildiz & Esmer, 2021; Yildiz et al., 2023).

Examining the challenges on talent management in the container shipping industry is critical owing to the sector's significant effect on operational efficiency, sustainability, and growth. Container shipping, as a cornerstone of global trade, relies significantly on talented people in a variety of jobs, from container agent officials to logistics specialists and managers.

However, the sector has a number of significant issues, including a lack of skilled and qualified staff, a lack of institutionalization, and a lack of attention on talented employees and their growth (Yildiz & Esmer, 2021).

Based on this point, the aim of the study is to identify the barriers to talent management in the Turkish container shipping industry and present alternative solutions and strategies to overcome these obstacles. In line with the purpose of the study, an interview study conducted on 31 participants from 29 different companies operating within the sector. The study utilized a structured interview method to collect data from the participating container shipping companies. This method allowed for an in-depth exploration of the challenges faced by these companies in managing talent. The collected data was then analysed using the MAXQDA content analysis tool, enabling a systematic and rigorous examination of the themes and patterns that emerged from the interviews. The methodologies and analysis used to reach the main goal of the research have been driven by two key research questions:

Research Question 1: What are the primary challenges on TM within the context of Turkish container shipping industry?

Research Question 2: What are the countermeasures and strategies that can be utilized to overcome these obstacles?

The findings of the study shed light on the key barriers identified by 31 participants, who were employees of various companies within the Turkish container shipping industry. These barriers can be categorized into several distinct codes: economic conditions, employing and authorizing incompetent individuals, lack of investment in talent management, disregard for employee value and development, lack of institutionalism, high employee turnover rate, failure to put education into practice, and time constraints. These challenges, if left unaddressed, can hinder organizations from effectively attracting, developing, and retaining talented individuals within the Turkish container shipping industry.

However, the study also revealed potential actions that companies can take to overcome these barriers. The identified actions encompass developing and utilizing innovative and remedial strategies, valuing employee development, providing employee welfare, and allocating sufficient time and budget resources. By implementing these actions, organizations can foster a supportive environment that promotes talent management practices and enhances the overall performance

and competitiveness of the Turkish container shipping industry.

Understanding the challenges and potential actions in talent management is of paramount importance for companies operating in the Turkish container Shipping Industry. The findings from this study provide valuable insights into the specific challenges faced by organizations within this sector and offer potential solutions to address these challenges. By acknowledging and acting upon these findings, companies can better position themselves to attract, nurture, and retain talented individuals, contributing to their long-term success in a rapidly evolving and competitive industry.

In conclusion, this study highlights the significance of effective talent management system in the Turkish container shipping industry. By recognizing the barriers and potential actions identified through the structured interview study, companies operating in this industry can develop comprehensive strategies to address these challenges. Ultimately, such efforts will contribute to the overall growth and success of organizations within the Turkish container shipping industry, positioning them for sustained competitiveness in the global market.

Talent Management in Shipping Industry

Talent management in the maritime industry encompasses various aspects that are crucial for the success and sustainability of shipping companies. Several factors and challenges need to be considered in order to effectively manage talent in this industry. One important aspect is the retention of talent, particularly in the context of work-life balance. Research has shown that creating a work-family balance logic is essential for retaining talent, especially women managers in the shipping sector (Lavissière & Lavissière, 2022). This includes providing support and flexibility to employees to manage their work and personal responsibilities. Additionally, promoting gender equality and addressing gender biases in the industry can help enlarge the talent pool and foster innovation and smart growth (Gissi et al., 2018).

Knowledge management is another critical factor in talent management for shipping companies. The shipping industry is both capital and knowledge-intensive, and human resources and knowledge management capabilities are essential for sustaining industry competitiveness (Lin et al., 2009). Effective knowledge sharing and management practices, such as training and education programs, can enhance the skills and competencies of employees and contribute to the overall success of the organization. The implementation of new

technologies, such as block-chain, presents both challenges and opportunities in talent management. Factors such as sufficient capital, staff training, ease of local legislation, and support from senior management and the shipping community are critical for successful block-chain implementation in the shipping industry (Zhou et al., 2020). Shipping companies need to invest in talent acquisition and development in the field of block-chain to leverage its potential benefits.

Soft skills development is also important in talent management for the shipping industry. Employees need to possess transferable soft skills, such as effective communication, teamwork, and problem-solving abilities, to perform effectively in the workplace (Chala & Bouranta, 2021). These skills contribute to employee contextual performance and overall organizational success. Furthermore, the welfare and quality of work-related life for shipping workers are crucial considerations in talent management. Organizational culture, support, and employee well-being play significant roles in enhancing the health and quality of work-related life for shipping employees (Kim & Jang, 2018). Shipping companies need to prioritize the welfare and talent development of their employees to ensure a motivated and competent workforce.

Ultimately, talent management in the shipping industry involves addressing various challenges and factors, including work-life balance, knowledge management, technological advancements, soft skills development, employee welfare, and gender equality. Shipping companies need to implement effective strategies and practices to attract, retain, and develop talent in order to thrive in this competitive industry.

Talent management in the container shipping industry is a critical aspect for the success and competitiveness of shipping companies. Several factors and challenges need to be considered in order to effectively manage talent in this industry. One important consideration is the definition and approach to talent in the container shipping industry. The concept of talent is often associated with employees and their development, including competence and knowledge management (Yildiz & Esmer, 2021). However, it is important to strike a balance between focusing on individual employees and considering broader talent development practices.

Sustainable shipping practices are also relevant in talent management for container shipping companies. The integration of stakeholder and behavioral theories can help identify the antecedents and outcomes of sustainable shipping practices (Yuen et al., 2017). This includes considering factors such as company policies, procedures, shipping equipment, and environmental responsibility. The container shipping industry

is characterized by complex networks and vertical integration. Understanding the main processes of vertical integration and the evolution of major shipping companies is crucial in talent management (Wang et al., 2020). This knowledge can inform strategies for talent acquisition, development, and retention.

Risk management is another important aspect in talent management for container shipping companies. Identifying and addressing risk factors related to management, operations, and external factors is crucial for ensuring the safety and efficiency of container supply chains (Wan et al., 2019). This includes managing human resources and working environments effectively to mitigate risks. The implementation of new technologies, such as block-chain, can also impact talent management in the container shipping industry. Smart contracts and automation can streamline processes, reduce paperwork, and optimize resource allocation (Kaur et al., 2022). Shipping companies need to adapt to these technological advancements and invest in talent development in relevant areas.

Efficiency and performance evaluation are key considerations in talent management for container shipping companies. Assessing the cargo and eco-efficiencies of shipping companies can provide insights into their performance and identify areas for improvement (Kuo et al., 2020; Hsieh et al., 2021). This includes evaluating inputs such as employee numbers, total assets, and capital expenditures, as well as outputs such as sales and market performance. Finally, talent management in the container shipping industry involves addressing various challenges and factors, including talent development practices, sustainable shipping practices, complex networks and vertical integration, risk management, technological advancements, and efficiency evaluation. Shipping companies need to implement effective strategies and practices to attract, retain, and develop talent in order to thrive in this competitive industry.

Challenges on Talent Management for Shipping Companies

Talent management in the shipping industry faces several challenges that need to be addressed by shipping companies. One of the key challenges is the retention of ship officers and cadets at sea. Research has identified factors such as job satisfaction, opportunities for career progression, and good working conditions as crucial for retaining seafarers (Caesar et al., 2015). Shipping industry employers need to focus on managing these factors effectively to improve retention rates.

Another challenge is the shortage of qualified seafarers. The industry has been experiencing recurrent shortages for some officer positions, and there is a need to attract and increase the supply of suitably qualified seafarers (Thai et al., 2013). This requires effective marketing of the shipping industry and seafaring career to enhance its image and appeal to potential candidates.

Cultural diversity and intercultural relations also pose challenges in talent management. The mix of different nationalities on board ships can create problems at the managerial level, particularly in crew management strategies and the philosophy of shipping companies regarding multiculturalism (Progoulaki & Theotokas, 2016). Managing cultural diversity and promoting cultural awareness become essential competencies for shipping companies. Additionally, the implementation of new technologies, such as block-chain, presents challenges in talent management. The successful implementation of block-chain in the maritime industry requires factors such as sufficient capital, staff training, ease of local legislation, support from the shipping community, support from senior management, and professional consultation and assistance (Zhou et al., 2020). Shipping companies need to address these challenges to effectively utilize new technologies and stay competitive.

Furthermore, gender equality is an important issue in talent management. The maritime industry has traditionally been male-dominated, and there is a need to address gender disparities and promote gender equality (Dragomir, 2019). Research has highlighted the complexity of intercultural relations and the role of shipping companies, ship management practices, and maritime education and training institutions in addressing gender equality issues (Dragomir, 2019). Lastly, the human element onboard ships are crucial in emergency situations. The prompt response of ship's officers is essential in controlling and preventing the escalation of threats during major emergencies (Aly et al., 2023). Therefore, training and competency development in emergency response become critical for shipping companies to ensure the safety and security of their operations. In conclusion, talent management in the shipping industry faces challenges related to retention, shortage of qualified seafarers, cultural diversity, technological advancements, gender equality, and emergency response training. Shipping companies need to address these challenges by implementing effective strategies, promoting job satisfaction and career progression, attracting and retaining qualified seafarers, managing cultural diversity, embracing new

technologies, promoting gender equality, and providing comprehensive training for emergency situations.

To overcome the challenges on TM, shipping companies can take various actions. One important action is adopting an inclusive approach to talent management. This approach considers talent as something owned by all employees and emphasizes the discovery and development of talent through necessary practices and processes (Yildiz & Esmer, 2021). An inclusive approach fosters a pleasant working environment characterized by openness, trust, and overall employee well-being, which can serve as a catalyst for motivation and determination.

Furthermore, shipping companies can focus on talent acquisition, development, and retention practices. Talent acquisition can involve utilizing appropriate available sources to reach out for available talent, especially in the context of talent scarcity (Kravariti et al., 2021). Talent development can include the implementation of innovative and remedial strategies, valuing employee development, and providing employee welfare (Yildiz & Esmer, 2021). Talent retention can be enhanced by offering a range of intrinsic and extrinsic incentives to retain the talented workforce (Kravariti et al., 2021). In addition, shipping companies can prioritize the development of a strong organizational culture that values talent and promotes employee engagement. This can be achieved by aligning talent management practices with strategic business objectives, hiring employees who are empathetic to the business values, and building a healthy mix of perspectives through collaboration between internal and external talent (Kumar, 2019). Creating a culture of continuous learning and development can also contribute to talent management success.

Moreover, shipping companies can leverage technology and digitalization to enhance talent management practices. This can involve the use of digital tools for talent acquisition, development, and performance management. Additionally, container shipping companies can invest in training and development programs to equip employees with the necessary skills to adapt to technological advancements in the industry.

Methodology

The phenomenology approach was used in the study's research design. The goal of phenomenology research design is to reveal an individual's original ideas and interpretations about the phenomena (social conditions/events, business processes, etc.) that he/she experiences and observes throughout his/her working life from the researcher's perspective (Bloor & Wood

2006). The interview data collecting method is an appropriate tool for use in phenomenological research to understand and interpret ongoing events shaped around the respondent (Sığır, 2018). In this scenario, a structured interview format was developed using open-ended questions found in relevant literature. These questions were organized based on research questions and design. The interview format was then applied to human resources officials employed in the container shipping industry. Prior to conducting the interviews, the questions were translated and checked for accuracy and content.

Structured interviews involve researchers asking pre-arranged open-ended questions to participants in a consistent and standardized manner. This approach ensures that data production is consistent and allows for appropriate comparisons between participants' responses (Savin-Baden & Howell-Major, 2013). Since the specific and clear points that the study aims to investigate and address are defined, a structured interview method has been employed to obtain more precise answers to the same research questions. Considering the time constraints of the respondents as well as the possibility of deviation from the target subjects and the risk of obtaining unanswered questions in various areas, the structured interview method has been utilized.

The validity of the interview method is determined by expert opinions and follows several steps, including establishing the research framework, designing the data collection form, preparing an interview guide, and posing questions to participants. The validity of the data collection tool is determined by its comprehensiveness, while the reliability of the results is assessed through factors such as credibility, transferability, dependability, confirmability, and integrity (Wallendorf & Belk, 1989). The Wallendorf & Belk (1989) methodology was used to assure the reliability of the qualitative study, and the activities listed in Table 1 were taken (Sağlam & Karataş Çetin, 2022).

The data collected from interviews was analyzed using MAXQDA 2020, a software for qualitative content analysis. MAXQDA offers a more systematic approach to data analysis compared to manual methods (Kuckartz & Rädiker, 2019). During the analysis process, two experienced coders were selected from experts who had participated in similar studies one is the author's itself and the other is a qualitative methodology analyst working in a company which serves as the distributor and official representative of MAXQDA in Türkiye. The author attended a total of 16 hours of training provided by the official representative of MAXQDA program for content analysis. The other coder is already the qualitative analysis

expert of this company. This expert holds a bachelor’s degree in psychology and a master’s degree in human resource management. Additionally, she has participated in certificate programs related to talent management and talent acquisition. By comparing the coding results, it was found that the Cohen’s Kappa coefficient scores were consistently above 0.75, indicating a high level of agreement between the coded texts (McHugh, 2012). The inter-coder reliability regarding the coding of the qualitative data was calculated using the Eq. (1):

$$Ir = \sqrt{\left\{ \left[\left(\frac{F_o}{N} \right) - \left(\frac{1}{k} \right) \right] \left[\frac{k}{(k-1)} \right] \right\}} \quad (1)$$

F_o demonstrates the amount of coder agreements, N stands for the total number of coder decisions, and k identifies the number of categories (Perreault Jr & Leigh, 1989; Bitiktas &

Tuna, 2020). The inter-coder reliability value for this study was calculated as 0.83.

The coding methodology developed by Corbin & Strauss (1990) was used as the foundation for the analysis. The coding process began with open coding, followed by the combination of axis codes. Selective coding was then employed to develop themes for the research. Throughout the coding process, the data was read repeatedly, and primary codes were generated. Initially, the interview questions were treated as a broad category, but as codes emerged, interrelated codes were grouped under themes. The obtained themes were then visually presented in a way that would be easily understood by readers (Yildiz et al., 2023). Finally, the findings were interpreted to give meaning to the results obtained from the analysis. Table 2 provides an example of how codes and categories were created during this process.

Table 1. Rigor of the study

Criteria	Action
Credibility	<ul style="list-style-type: none"> • Structured questions were conducted. Concepts were explained whenever requested from the interviewee. Supportive questions were asked to clarify and refine the points further. • The interview coding was done independently by the author and the other expert. When there was a discrepancy between the codes, additional examination was performed. MAXQDA 20 software was used for code comparison.
Transferability	<ul style="list-style-type: none"> • Participants were selected through purposive sampling based on their areas of expertise and industry involvement. All hierarchical levels of the HRM department attempted to be included in the sample.
Dependability	<ul style="list-style-type: none"> • The number of interviews was not fixed, and the data gathering phase was extended until theoretical saturation was reached. • Participants shared instances of the phenomenon across a wide time span.
Confirmability	<ul style="list-style-type: none"> • Prior to the interviews, all personal information about the topic was documented to guarantee awareness of any previous biases. • Where interviewers inquired about how other interviews answered a certain question, it was left unanswered. • The results section was created to reflect the number of matches between interpretations and quotations.
Integrity	<ul style="list-style-type: none"> • The names of the interviewees and their companies were kept private. • In the event that respondents supplied examples involving other firms, the identities of those companies were likewise withheld. • When interviewees requested that any of their comments be kept “off the record,” their responses were not transcribed or cited in the study.

Table 2. Example coding and categorization

Theme	Category	Code	Raw Data	Researcher’s Interpretation
TM in Turkish Shipping Industry	Challenges on TM	Shortfall of Time	The biggest obstacle is time. Being a people-oriented sector, we often lack the time to apply the appropriate coaching methods. The demands of the job don’t always allow for it.	Participant states that the main challenge in the Turkish container shipping industry is the lack of time in a labour-intensive sector.

Table 3. Interview questions and referring studies

Question	Referring Study
Do you have an effectively functioning talent management system in place?	Makram et al. (2017)
Do you think talent management is being implemented correctly in our country, especially in the container shipping industry?	Cooke et al. (2014)
In your opinion, what are the main obstacles to talent management in our country, especially in the container shipping industry?	Wiblen & McDonnell (2019)
What countermeasures are you taking in response to these obstacles?	Cooke et al. (2014)
In your view, what other countermeasures could be employed?	Cooke et al. (2014)
What strategies need to be developed to address these obstacles?	McCracken et al. (2015)

The reporting of the findings began by presenting the main themes identified. Subsequently, theme-based categories were elaborated on with the aid of visual representations, and the findings were interpreted. The organization of the findings involved demonstrating the relationships between the codes, establishing cause-effect relationships, and drawing conclusions based on the obtained findings. This process aimed to develop a comprehensive understanding by examining the connections and implications derived from the data (Yildiz & Esmer, 2021; Yıldiz et al., 2023).

Data Collection

The data for this study were collected through online, structured interviews. The data collection tool was developed based on questions gathered from relevant literature (see Table 3). The form was carefully reviewed by five academics from different institutions: one professor from the University of Piraeus, one assistant professor from Warsaw University of Technology, one professor and one associate professor from Dokuz Eylul University, and one assistant professor from Ankara Science University. Their goal was to assess whether the questions were comprehensive and appropriate for obtaining reliable data. Additionally, to test the construct validity, five human resources specialists were interviewed using the structured form. The interviews were repeated one week later to determine if the responses would be consistent. Obtaining similar answers confirmed that the data collection tool demonstrated the expected validity.

Purposeful sampling, also known as purposive sampling, is a commonly used technique in qualitative research. Its aim is to select individuals or groups with extensive knowledge and familiarity with the phenomenon under investigation, allowing for efficient analysis and utilization of limited resources (Palinkas et al., 2015). In this study, a sample of 13 HR officials from 11 different container shipping lines and 18 HR executives

from 18 different maritime logistics companies was specifically chosen using purposive sampling. The selection criteria included their active involvement in the industry, as well as their expertise and command in the field. The 11 container shipping lines participating in the research are among the top 20 listed in the Alphaliner Top 100, while 8 of the maritime logistics companies belong to the Top Ocean Freight Forwarders NVOCC 2022 list. The remaining 10 companies were selected based on their well-established and rooted HR departments, along with their active implementation of a talent management system. Data collection took place between January and June 2023. The interviews lasted approximately 45 minutes, and audio recording was not feasible in most cases to respect the privacy concerns of the participants and organizations. Therefore, the interviewer carefully transcribed the participants’ opinions verbatim into written texts.

Descriptive information about the participants was categorized into five main groups. Out of the total 31 participants, 17 were female, and the remaining 14 were male. In terms of educational qualifications, 19 participants had completed bachelor’s degrees, while 12 participants held master’s degrees. Upon examining the occupations of the participants, it was found that 15 of them held positions as HR managers, 11 were HR specialists, 2 were HR assistant managers, 2 were HR business partners, and 1 participant held the role of HR chief. Furthermore, when considering their experience levels, 11 participants had 1-5 years of experience, 9 participants had 6-10 years, 4 participants had 16-20 years, 4 participants had 21 years or more, and 3 participants had 11-15 years of experience. Lastly, in terms of age distribution, the screening revealed that 8 participants were between 20-30 years old, 16 participants were between 31-40 years old, and 7 participants were 41 years old or older.

Findings

The theme of talent management in the Turkish container shipping industry have been examined under two categories. These are barriers to talent management practices and potential actions against these barriers. The category of barriers to talent management practices is defined by participants as economic conditions, employing and authorizing incompetent individuals

individuals, lack of investing in TM, disregarding, ignoring the value and development of employees, lack of institutionalism, high employee turnover rate, failure to put education into practice, and shortfall of time (see Table 4). The category of potential actions against these barriers is defined by codes such as developing, utilizing innovative and remedial strategies, valuing the employee development, providing employee welfare, and time and budget allocation.

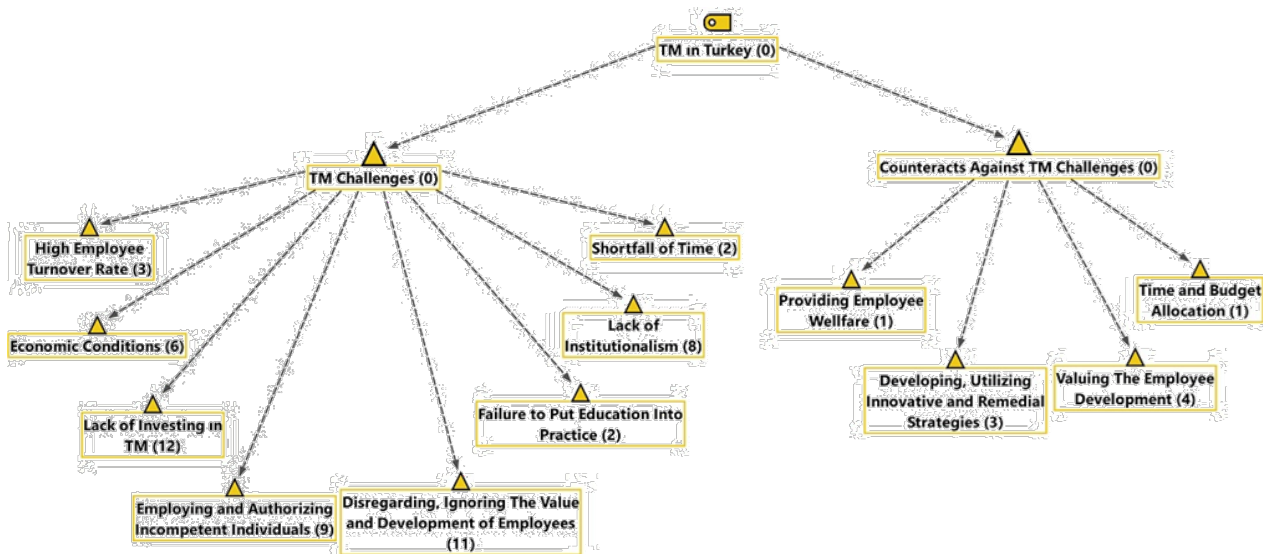


Figure 1. The theme of talent management in the Turkish container shipping industry code / sub-code sections model

Table 4. Brief explanation of identified challenges

Challenge	Explanation
Lack of Investing in TM	The Turkish container shipping industry has shown a remarkable lack of investment in talent management systems. Despite obvious benefits such as encouraging employee growth, improving labor skills, and nurturing long-term organizational sustainability, the industry has been slow to fully embrace talent management ideas. This is due to a variety of issues, including a lack of knowledge about the benefits of talent management, a lack of understanding of its implementation tactics, and a predominance of short-term operational concerns over long-term human capital development. Furthermore, the industry’s historical reliance on old hierarchical structures may impede the implementation of modern personnel management approaches. To reap the potential advantages of talent management, players in the Turkish container shipping business must acknowledge the importance of investing in talent.
Disregarding, ignoring the value and development of employees	The Turkish container shipping companies have a troubling propensity to overlook and dismiss the importance of their employees’ growth. Despite the numerous advantages of a highly motivated and trained staff, such as increased operational efficiency, greater customer service, and overall organizational growth, the industry has generally ignored the necessity of investing in employee development. This is due to cost-cutting initiatives, a concentration on urgent operational demands, and a lack of emphasis on long-term human capital improvement. Employee unhappiness and potential contributions to the sector may be hampered by a lack of thorough training, career growth chances, and recognition methods. To ensure long-term prosperity, the Turkish container shipping industry must adjust its focus and prioritize the environment.
Employing and authorizing incompetent individuals	The Turkish container shipping industry has been dealing with the issue of hiring and approving inept people. This practice, which involves putting people in crucial positions who lack the essential skills and certifications, can have a negative impact on operational performance, safety, and the overall industry reputation. Inadequate recruiting methods, nepotism, and a failure to emphasize merit-based selection are all factors contributing to this problem. Allowing people without the necessary skills to maintain positions of responsibility risks undermining decision-making, stifling innovation, and potentially jeopardizing the safety of both workers and cargo. To address this, the sector should focus on creating strong recruiting and promotion policies based on competency and credentials, ensuring that individuals entrusted with critical tasks are capable of navigating the industry’s complexity.

Table 4 (continued)

Challenge	Explanation
Lack of institutionalism	The Turkish container shipping industry has been plagued by a noticeable lack of institutionalism, which refers to the absence of long-standing organizational structures, procedures, and conventions. This shortcoming can be linked to causes such as frequent leadership changes, a lack of consistent methods, and a focus on short-term goals rather than long-term stability. In the absence of solid institutional underpinnings, inconsistent decision-making, low operational predictability, and difficulty responding to changing market conditions might occur. A lack of institutionalism limits the industry's capacity to establish long-term competitive advantages and may make obtaining investments and maintaining consumer trust difficult. To overcome this, the industry must emphasize the creation of long-term structures, established methods, and a culture of long-term planning.
Economic conditions	Within the Turkish container shipping industry, economic constraints have emerged as a serious hurdle to efficient people management. Market volatility, currency depreciation, and economic uncertainty can all have an influence on the industry's capacity to devote resources to talent development programs. Companies may emphasize short-term cost-cutting measures above long-term expenditures in staff training, growth, and retention during times of economic uncertainty. Furthermore, economic constraints may limit the industry's ability to offer competitive salary packages and incentives in order to recruit and retain top employees. These economic conditions make it difficult to implement comprehensive talent management strategies, emphasizing the need for industry stakeholders to find innovative ways to navigate economic fluctuations while still prioritizing workforce development and engagement.
High Employee Turnover Rate	Because of its high staff turnover rate, the Turkish container shipping sector presents a substantial hurdle to efficient personnel management. The demanding nature of the profession, which frequently requires long working hours, time away from home, and exposure to volatile market circumstances, leads to a tough work environment. This, along with restricted professional growth possibilities and an insufficient work-life balance, can lead to increasing employee discontent and consequent attrition. High turnover destroys continuity, erodes institutional knowledge, and strains resources since businesses must continually recruit and educate new employees. Overcoming this obstacle necessitates a comprehensive strategy that addresses employee well-being, provides clear routes for career progression, and improves job satisfaction, all of which may lead to lower turnover and a more stable and engaged workforce.
Shortfall of Time	Time constraints are a significant impediment to successful people management in the Turkish container shipping business. The sector operates in a fast-paced and time-critical environment marked by tight timetables, stringent deadlines, and the need to adapt quickly to market dynamics. This makes it difficult to implement complete talent development efforts, training programs, and performance reviews. The ongoing emphasis on operational efficiency sometimes takes precedence over devoting adequate time to cultivate employee skills, growth, and engagement. As a result, talent management practices may fall by the wayside, hampering the industry's capacity to build a talented and motivated staff. To tackle this difficulty, the sector must strike a balance between operational demands and investing time and money in good personnel management techniques, realizing that long-term performance is dependent on successful talent management practices.
Failure to put education into practice	In the Turkish container shipping industry, a fundamental impediment to successful personnel management is the failure to put knowledge into practice. While the sector may provide personnel with training and education programs, there is sometimes a disconnect between academic knowledge and its practical application in real-world settings. This might be due to reasons such as a lack of hands-on training opportunities, insufficient alignment between school programs and industry demands, and a lack of mechanisms to reinforce learning on the job. This barrier causes a mismatch between the talents people have and the skills needed to flourish in their professions, affecting operational efficiency and overall performance. To overcome this issue, the industry must improve the integration of practical training, simulations, and real-life scenarios into classroom instruction.

The category of challenges on talent management in the Turkish container shipping industry is defined by 8 different codes. The participants have extensively mentioned the lack of investment in talent management. They emphasize that the importance of investment in talent management is not yet understood by companies. They also state that when investments are made in employees, the company can also thrive. The statements of participants with codes P5 and P16

regarding the lack of investment in talent management are as follows:

“The biggest barrier to talent management in our country, in my opinion, is at the level of mindset. There is a prevalent tendency to perceive it as a burden or solely as a practice for the benefit of employees. However, the truth is that as employees develop, their contribution to the job increases, their perspective improves, and their productivity enhances (P5).”

Table 5. Brief explanation of identified countermeasures

Countermeasure	Explanation
Valuing the employee development	To solve difficulties on TM, valuing employee development is a critical countermeasure in the Turkish container shipping industry. The industry may develop a culture of continual learning and progress by recognizing the need to foster and strengthen the skills and capacities of its workers. This means investing in extensive training programs, mentorship activities, and possibilities for professional progression. Employee development not only improves individual performance but also adds to the long-term success of the business by boosting operational efficiency, customer service, and overall competitiveness. The container shipping sector may alleviate talent-related difficulties and establish a resilient and adaptive workforce positioned for long-term success by emphasizing employee growth and providing an atmosphere that encourages skill acquisition and professional advancement.
Developing, utilizing innovative and remedial strategies	To address barriers to TM, the Turkish container shipping sector might use a multidimensional strategy that includes creating, implementing, and adapting novel and corrective techniques. The industry may improve the efficiency and efficacy of talent development programs by embracing innovative technology and techniques such as digital training platforms and simulation tools. Adopting remedial tactics customized to specific skill gaps helps guarantee that existing employees receive the required training and support to flourish in their professions at the same time. This dual approach not only provides the workforce with up-to-date skills but also provides fast remedies to performance difficulties. The industry can build a dynamic learning environment that supports continual development, adaptation, and long-term success in the ever-changing container shipping sector by combining innovation and correction.
Providing employee welfare	Implementing comprehensive employee welfare programs is critical in the Turkish container shipping business as a countermeasure to talent management challenges. Prioritizing employee well-being through programs like work-life balance assistance, health and safety precautions, and mental health services may result in higher job satisfaction, engagement, and retention. Companies may establish an atmosphere that honors employees' holistic needs by understanding and addressing the industry's physical and emotional demands. As a result, their loyalty, motivation, and general performance improve, resulting in a more resilient and productive staff. Employee welfare tackles current concerns while also positioning the sector for long-term prosperity by cultivating a skilled and contented workforce pool.
Time and budget allocation	A strategic allocation of time and budget within the Turkish container shipping sector is critical as a countermeasure to issues in personnel management. The sector may support skill enhancement and employee growth by allocating enough money and time to talent development activities such as training, mentorship, and career progression programs. This necessitates a proactive approach to training budgeting, employing qualified trainers, and developing defined development programs. It is critical to balance the needs of day-to-day operations with long-term investments in human resources. Allocating time and resources wisely not only tackles present personnel management concerns but also sets the sector up for future success by creating a skilled, flexible, and motivated staff.

“The lack of sufficient support and investment from management is the biggest barrier to talent management practices (P16).”

Another code expressed by participants in the category of challenges on talent management is the disregarding, ignoring the value and development of employees. According to the participants, necessary trainings, additional tasks, and responsibilities are not provided to employees. They emphasize that this hinders the development of both employees and the company, and can even lead to the loss of employees. The statements of participants with codes P11 and P26 regarding the code are as follows:

“Giving mediocre tasks to talented individuals, not providing opportunities and initiatives for them to showcase their talents (P11).”

“Not providing education or providing incorrect education, not evaluating the suitability of the employee for the position, persistently keeping them in the same position, and not giving importance to the employees' desires. As a result, the talent that

could be suitable for a different job is lost due to improper management. At this point, the most important task falls on the unit managers (P26).”

The third most frequently expressed code in the category of barriers to talent management practices, according to the participants, is employing and authorizing incompetent individuals. Participants state that one of the biggest barriers to talent management practices is that those managing the process are not experts in their field and, instead of using objective assessment tests to discover talents, they consider personal relationships. The statements of participants with codes P17 and P31 regarding the employment of unskilled individuals are as follows:

“In our country, particularly in companies that lack global standards and culture of supervision, there is a lack of meritocracy in the recruitment processes. When acquaintances and similar individuals are hired, it results in incorrect recruitment. This, in turn, leads to the misdirection of talent (P17).”

“Prioritizing personal relationships in talent identification or career development, non-objective and non-transparent practices, and the failure to delegate talent management responsibilities to competent professionals in the field and the lack of expertise among those managing the process are among the most important barriers (P31).”

Another obstacle expressed by participants in the category of talent management is the lack of institution culture and mentality in Turkish shipping companies. According to the participants, one of the major challenges on talent management in Turkish container shipping industry is the limited number of companies that are corporate and aim to enhance workplace productivity. The statements of participants with codes P12 and P23 regarding the lack of institutionalism in companies are as follows:

“There is a limited number of truly institutionalized and efficiency-focused companies in the industry (P12).”

“An employee who is part of a talent pool that has received investment through various training and development seminars may decide to leave their job for higher salary or promotion opportunities. This is not attributed to any fault on the part of the employee or the employer, but rather stems from the industry’s limited presence of institutionalized, systematic, and international companies (P23).”

The fifth obstacle, which is reiterated by a significant number of participants, is economic conditions. According to the participants, companies are unable to invest in talent management due to unfavorable economic circumstances. The statements of participants with codes P20 and P22 regarding economic conditions are as follows:

“The economic constraints and uncertainties in the container shipping industry pose some serious obstacles (P20).”

“For instance, when we cannot find candidates through job postings, we should resort to headhunting, but in such cases, we need to offer salaries above average. However, existing salary policies, increasing personnel costs, and Türkiye’s economic situation hinder this. (P23).”

According to the statements of the participants, another category that emerges under the theme of talent management in the Turkish maritime sector is the actions that can be taken against obstacles. The category of actions that can be taken against obstacles is defined by four different codes: valuing the employee development, developing, utilizing innovative and remedial strategies, providing employee welfare, and time and budget allocation (see Table 5).

Participants extensively emphasized the importance of prioritizing employee development. They mentioned that practices such as training and rotation can be implemented to enhance employee development. The statements of participants with codes P1 and P17 regarding prioritizing employee development are as follows:

“In my opinion, in order to retain talents, the future career advantages of working in this field in the country should be highlighted more. Emphasis should be placed on the development and rotation of forward-thinking talents, rather than just focusing on individuals who will perform the job (P1).”

“The education and training practices provided for the development of employees can be increased (P17).”

The second most emphasized code expressed by participants in the category of actions that can be taken against obstacles is the development of new strategies. Participants emphasize the importance of academic studies in this field and highlight those new strategies can be developed based on the findings obtained from these studies. The statement of the participant with code P2 regarding the development of new strategies is as follows:

“We can review and analyze national and international academic studies conducted on the subject, and then adapt the strategies outlined in those studies to align with our own company (P12).”

When we examine talent management in Turkish container shipping industry based on the challenges on TM and actions can be taken to overcome them, it is evident from Figure 2 that participants who express that these policies are not implemented correctly in Türkiye mainly emphasize the lack of investment in talent management, lack of emphasis on employee development, and the employment of unskilled individuals. Furthermore, participants who indicate that talent management policies are not implemented correctly in Türkiye also express a stronger focus on employee development when it comes to overcoming barriers to talent management practices. They have also provided ideas regarding other barriers and potential solutions to address these obstacles.

When examining the theme of talent management in Turkish container shipping industry based on logistics companies and container lines, as seen in Figure 2, participants working in both logistics companies and container lines have evaluated talent management in Turkish container shipping industry within a broad framework. It is evident that participants employed in logistics companies predominantly

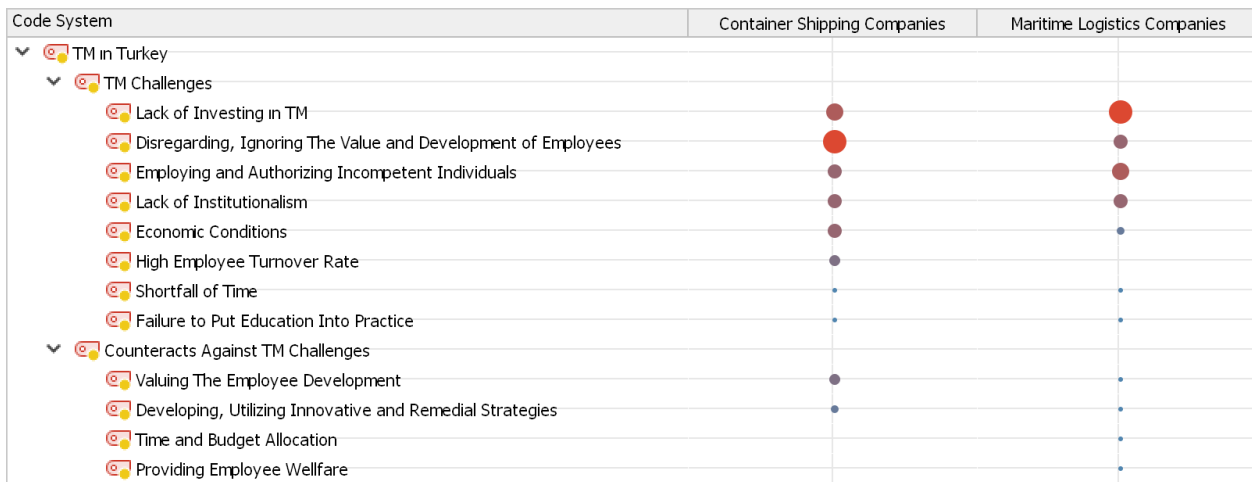


Figure 2. Barriers to talent management in the Turkish container shipping sector and countermeasures based on participant company profiles



Figure 3. Code cloud of barriers and countermeasures to tm in Turkish container shipping industry.

expressed their views on the lack of investment in talent management. Additionally, they provided insights regarding the lack of emphasis on employee development, employment of unskilled individuals, and the absence of corporate culture within companies. Participants working in container lines primarily expressed their views on the inadequate focus on employee development. The other codes they frequently mentioned align with those of participants employed in logistics companies.

The distribution of participants’ statements regarding the theme of talent management in Türkiye, based on intensity, is presented in Figure 3. The codes shown in larger font sizes indicate more frequently used expressions, while the ones in smaller font sizes indicate less frequent usage of the codes. It’s seen from the code cloud that the biggest challenge on TM in Turkish container shipping industry is seen as Disregarding, Ignoring the Value and the Development of Employees, it is common in collectivist societies like Türkiye for individuals to be seen as mere instruments or tools (Yıldız et al., 2023). The findings of the study also indicate that this perception is recognized as a problem within the sector. The findings of study also create an impression that the barriers to TM are more

prevalent throughout the sector and that the countermeasures in place are still not at a satisfactory level. However, it is understood that despite these challenges, participants perceive placing importance and value on employee development as a key countermeasure and the main solution to the problems. In this case, it is believed that talent-focused approaches, and therefore, people-centered approaches, need to be adopted for talent management to become widespread and feasible in Turkish container shipping companies. The mentality of valuing individuals, their talents, and the development of existing skilled personnel should be widely promoted in the industry. The prevailing view is that by cultivating this mindset and removing the barriers to talent management, the implementation of talent management practices in the sector can be achieved.

Discussion

The challenges highlighted in the literature regarding talent management in the shipping industry exhibit notable similarities and comparisons with the findings of our study. By examining these challenges, we can gain a deeper understanding of their implications and the potential overlap

with our study's results. Retention of employees at sea is identified as a key challenge in the shipping industry (Caesar et al., 2015). While the study did not specifically focus on ship crew, the high employee turnover rate revealed in the research aligns with the broader issue of retention. Factors such as job satisfaction, career progression opportunities, and good working conditions mentioned in the related literature resonate with the study's findings regarding the importance of valuing employee development and providing employee welfare.

Another challenge emphasized is the shortage of qualified employees, which impacts talent acquisition in the shipping industry (Thai et al., 2013). Although the study did not directly investigate this shortage, the barrier of employing and authorizing incompetent individuals identified in our research aligns with the need to attract and increase the supply of suitably qualified seafarers mentioned in the above text. Cultural diversity and intercultural relations also pose challenges in talent management within the shipping industry (Progoulaki & Theotokas, 2016). While the study did not explicitly explore cultural diversity, the challenges associated with managing cultural diversity and promoting cultural awareness highlighted in the regarding literature align with the study's findings regarding the broader challenge of lack of institutionalism. This indicates that companies must recognize and value employees' diverse backgrounds and experiences to effectively manage talent.

The implementation of new technologies is another significant challenge in talent management, as mentioned in the engaged literature (Zhou et al., 2020). Although the study did not specifically examine this aspect, the need for companies to address challenges related to new technologies, such as securing sufficient capital, providing staff training, and obtaining support from senior management, can be related to the barrier of lack of investment in talent management identified in the research. According to Dragomir (2019), gender equality is identified as an important issue in talent management within the shipping industry. Although our study did not specifically investigate gender equality, the need to address gender disparities and promote gender equality highlighted in the interrelating literature aligns with our study's findings regarding the broader challenge of disregarding and ignoring the value and development of employees.

Lastly, the significance of training and competency development in emergency response is mentioned as a challenge in the engaged literature (Aly et al., 2023). While our study did not focus on emergency response training specifically, the importance of developing employees' skills and putting

education into practice, which were identified as barriers in our research, can be related to the need for effective training and competency development in emergency situations. In conclusion, an evaluation of the challenges discussed in the literature reveals similarities and comparisons with the findings of our study on the barriers to talent management in the Turkish container shipping industry. These challenges underscore the importance of addressing various aspects of talent management to enhance overall practices within the shipping industry. By recognizing and tackling these challenges, companies can create an environment that attracts, develops, and retains talented individuals, contributing to their long-term success in this competitive industry.

One important action highlighted in the previous literature is adopting an inclusive approach to talent management (Yildiz & Esmer, 2021). This aligns with the broader challenge identified in our study of disregarding and ignoring the value and development of employees. By recognizing talent as something owned by all employees and fostering a pleasant working environment, the proposed inclusive approach resonates with the need to value employee development and provide employee welfare. Another action emphasized in the related literature is talent acquisition, development, and retention practices (Kravariti et al., 2021). Talent acquisition strategies, as discussed in the regarding literature, align with the need to address the challenge of the shortage of qualified personnel identified in our study. Similarly, the actions of implementing innovative and remedial strategies, valuing employee development, and providing employee welfare align with the study's findings regarding the barriers of employing and authorizing incompetent individuals, lack of investment in talent management, and disregarding employee value and development.

The focus on developing a strong organizational culture that values talent and promotes employee engagement, as mentioned by Kumar (2019), parallels the need for addressing the challenge of lack of institutionalism identified in our study. Both highlight the significance of aligning talent management practices with strategic objectives and creating a culture of continuous learning and development. The use of technology and digitalization to enhance talent management practices, as proposed in the interrelating literature (Yildiz & Esmer, 2021), aligns with the broader challenge of the implementation of new technologies discussed in the study. Leveraging digital tools for talent acquisition, development, and performance management can address the need to invest in training and development

programs and adapt to technological advancements in the industry.

There are also studies in the existing literature that draw contradictory and opposing conclusions to the findings presented in this study on barriers to talent management in the Turkish container shipping sector. These studies offer insight on various views and outcomes related to talent management strategies and the issues they entail.

Cho & Ahn (2018), for example, question the concept that investment in talent management is the key barrier in the sector. They underline in their research that, while investment is clearly significant, it is not the only factor in efficient talent management. They contend that company culture and leadership have a significant impact on talent management strategies. According to their research, companies with excellent leadership and a culture that appreciates people tend to thrive in talent management even in the absence of considerable financial investments. This viewpoint differs from the current study's emphasis on a lack of investment as a key obstacle.

In addition, Chen & Chen (2022) performed research on the impact of economic situations on talent management techniques. Contrary to the present study's statement that economic restrictions are the key impediment, Johnson and Brown's research reveals that resilient businesses discover inventive methods to manage talent even in difficult economic situations. They suggest that dynamic adaptability to market swings and resource restrictions can lead to the creation of innovative talent acquisition, development, and retention strategies. This frame of view contradicts the notion that economic constraints are insurmountable obstacles to successful talent management.

Another study, conducted by Lu et al. (2022), investigates the effect of employee turnover on talent management system. While the current study identified high personnel turnover rates as a serious concern, Lu et al. (2022) contend that a modest amount of turnover might potentially benefit firms. According to their findings, a certain level of turnover promotes variety, introduces fresh viewpoints, and discourages complacency in the workplace. They believe that businesses that deliberately manage turnover through well-defined succession planning and knowledge transfer systems can capitalize on its positive elements, differing from the current study's unfavorable picture of turnover.

Finally, Gardiner et al. (2023) offer insights on talent management strategies in collectivist cultures, which are applicable to the Turkish container shipping industry. In

contrast to the current study's argument that collectivist nations such as Türkiye overlook employee worth, Gardiner et al. (2023) show how these societies frequently, encourage cooperation and mutual assistance. According to their findings, firms in such societies tend to prioritize collective growth above individual talent, and this strategy can result in good talent management results. This opposing viewpoint calls into question the widely held belief that collectivist cultures impede individual talent development.

In short, while the current study focuses on specific difficulties and potential solutions linked to personnel management in the Turkish container shipping sector, the literature indicates a variety of perspectives and outcomes. These opposing viewpoints highlight the importance of leadership, corporate culture, adaptation, turnover, and cultural context in defining talent management techniques and outcomes. Recognizing and resolving these disparate points of view can help build a more complete knowledge of the industry's personnel management dynamics.

In the context of the Turkish container shipping industry, the concept of "investing in talent management" carries significant implications. It signifies a strategic approach by companies to nurture, develop, and harness the skills, capabilities, and potential of their workforce. This investment extends beyond traditional monetary expenditures, encompassing efforts to provide targeted training, mentorship, and growth opportunities to employees. By prioritizing talent management, companies acknowledge the pivotal role that skilled and motivated individuals play in achieving organizational success and maintaining a competitive edge within the dynamic global shipping environment. Through effective talent management practices, companies in the Turkish container shipping industry strive to cultivate a pool of capable and adaptable professionals who can not only navigate industry challenges but also drive innovation and sustainable growth (Yıldız & Esmer, 2021). The current study has revealed that overlooking these investments is perceived as a significant obstacle to the development of talent management. The absence of investments in talent management can have detrimental effects on Turkish container shipping companies. Without adequate focus on nurturing and developing their workforce, these companies may face challenges in attracting, retaining, and effectively utilizing skilled personnel. The lack of targeted training, mentorship, and growth opportunities can result in decreased employee morale, reduced job satisfaction, and lower productivity. Additionally, the inability to identify and groom potential leaders within the organization could lead to a

leadership gap, hindering the company's ability to navigate industry complexities and drive innovation. Furthermore, the competitive global shipping landscape demands a workforce that can adapt to evolving trends and technologies. Failing to invest in talent management may leave companies ill-equipped to keep up with industry changes, potentially leading to decreased competitiveness and sustainable growth prospects.

Significant contributions to the existing literature have been produced, in addition to findings that are consistent with earlier investigations. Time limits and economic challenges, in particular, are viewed as significant barriers by the participants. The mention of time restrictions reveals a belief that the concept of talent management is still perceived as an additional burden and a system that demands extra time, whether thought required or not, by employers in the industry. Furthermore, participant responses indicate that these investments are not prioritized, and investments in talent management are not viewed as lucrative. From this vantage point, it appears that industry executives do not fully comprehend the notion of people management, its advantages to organizations, and its importance in today's global competitive market. One of the primary causes for this predicament is that Türkiye is a collectivist nation (Tatoglu et al., 2016; Yıldız & Esmer, 2021).

Investing time and money in talent management and employee development provides a slew of intangible advantages that reverberate throughout an organization's performance and longevity. To begin with, developing and sharpening the abilities of brilliant employees improves overall productivity and performance, resulting in improved operational outcomes and higher-quality outputs. Furthermore, a significant emphasis on personnel development fosters a culture of constant learning and innovation, allowing businesses to quickly adjust to changing market dynamics and technological breakthroughs. As a result, the organization's competitiveness improves, and it is positioned as an industry leader. Furthermore, a focus on personnel management increases employee loyalty and satisfaction, lowering attrition rates and the expenses associated with recruiting and onboarding. As these individuals advance within the firm, they provide a source of future leaders, supporting smooth succession planning and organizational stability. Finally, deliberate investments in talent management not only cultivate a talented and engaged staff but also move the company toward long-term growth, adaptation, and success in an ever-changing business landscape.

As seen in previous studies that also investigate the concepts of the Turkish container industry and talent management together, such as Yıldız & Esmer (2021) and Yıldız et al. (2023),

container lines, mostly of foreign origin and with a global nature, approach the concept of talent management in a more established and systematic manner in this study as well. Building on this point, it is discovered that in the current study, representatives of container lines value talent development more than representatives of marine logistics firms. In the obstacles part, they identify a lack of adequate attention to talent development as the key problem, and in the solutions section, they highlight talent development the most. It is possible to exemplify the importance attached to talent development by container lines through actual implementations.

For example, the Mediterranean Shipping Company (MSC) implements a specialized training and learning program called the Talent Development Center. This center continually assesses the training and learning needs of existing talents and offers personalized learning programs to enhance their performance and potential. Another example is, MAERSK globally implements a "Student Assistant" program for all new and prospective talents. This program aims to accelerate their onboarding process and equip them with the necessary competencies related to best business practices. Additionally, MSC operates an adaptation and job rotation program named "MyRoute," enabling new talents to gain experience in various positions over a three-month period. This process is further complemented by overseas training, which allows new talents to cultivate diverse perspectives and acquire the essential competencies required for global workflow.

Another distinction is observed in terms of investments made in talent management. Maritime logistics companies express greater concerns about the scarcity of investments. One possible reason for this is that investments in container lines are often planned from the central headquarters, which is the global structure located abroad. This global structure is well aware of the impact of individuals, i.e., talents, within its dynamic and competitive environment. The prevalence of Turkey-based companies among participating maritime logistics firms could potentially be a fundamental reason for this difference, stemming from cultural disparities in their approaches.

In summary, it is seen that the actions proposed in the previous literature mostly align with and complement the findings of this study. However, some critical differences also provide significant inferences, which will be a valuable addition for the current concept. The research address key challenges such as the shortage of qualified employees, lack of institutionalism, disregarding employee value and development, and the implementation of new technologies. By

adopting an inclusive approach, focusing on talent acquisition, development, and retention practices, building a strong organizational culture, and leveraging technology, shipping companies can overcome these challenges and enhance their talent management practices. Further research could explore the specific implementation and effectiveness of these actions within the context of the Turkish container shipping industry to provide deeper insights into their impact on talent management success.

Conclusion

Talent management in the Turkish container shipping industry presents various challenges that require careful consideration and strategic actions. The findings from the conducted study shed light on these challenges and provide insights into potential actions that container shipping companies in Türkiye can take to overcome them. The challenges identified in talent management for container shipping companies include economic conditions, employing and authorizing incompetent individuals, lack of investment in talent management, disregarding the value and development of employees, lack of institutionalism, high employee turnover rate, failure to put education into practice, and a shortfall of time (Tafti et al., 2017; Anlesinya et al., 2019; Kajwang, 2022). These challenges highlight the need for proactive measures to address talent management issues in the industry.

To overcome these challenges, container shipping companies can take several actions. Firstly, adopting an inclusive approach to talent management can foster a positive working environment and enhance employee engagement and retention (Yildiz & Esmer, 2021). This can be achieved by valuing employee development, providing welfare programs, and utilizing innovative strategies (Yildiz & Esmer, 2023). Secondly, container shipping companies can focus on talent acquisition, development, and retention practices. This includes utilizing appropriate sources for talent acquisition, implementing training and development programs, and offering intrinsic and extrinsic incentives to retain talented employees (Yildiz et al., 2023). Thirdly, prioritizing organizational culture and employee engagement is crucial. Container shipping companies can align talent management practices with strategic business objectives, hire employees who align with the company's values, and foster a culture of continuous learning and development.

Furthermore, leveraging technology and digitalization can enhance talent management practices in the container shipping

industry. This can involve the use of digital tools for talent acquisition, development, and performance management, as well as investing in training programs to equip employees with the necessary skills to adapt to technological advancements. Additionally, container shipping companies can address the challenges by investing in talent management integration programs, employee developmental planning, and effective reward programs (Tafti et al., 2017; Kajwang, 2022). These actions can contribute to attracting and retaining talented individuals in the industry.

In conclusion, talent management in the Turkish container shipping industry faces various challenges. However, by implementing strategic actions such as adopting an inclusive approach, focusing on talent acquisition, development, and retention, prioritizing organizational culture and employee engagement, leveraging technology and digitalization, and investing in talent management integration programs, container shipping companies can overcome these challenges and enhance their competitiveness in the industry. These actions will contribute to attracting and retaining talented individuals, fostering a positive work environment, and ensuring the long-term success of container shipping companies in the Turkish shipping industry.

This study holds significant importance for both academic literature and the practice of talent management in the Turkish container shipping industry. Academically, this study contributes to the existing literature by providing insights into the specific challenges faced by shipping companies in talent management practices. The findings shed light on barriers such as economic conditions, incompetence in hiring, lack of investment, disregard for employee value, institutional deficiencies, high turnover rates, failure to implement education effectively, and time constraints. Additionally, the study identifies potential actions to address these challenges, including innovative strategies, employee development, welfare provisions, and resource allocation. This research adds to the body of knowledge on talent management in a specific industry context, allowing scholars to further explore and expand upon these themes.

In terms of practical implications, this study offers valuable guidance to shipping companies operating in the Turkish container shipping industry. By highlighting the challenges and proposing potential actions to overcome them, the study provides a roadmap for improving talent management practices. The unique contribution of this research lies in its industry-specific focus, considering the Turkish container shipping industry. The findings provide a tailored

understanding of the challenges and actions that are particularly relevant to this specific sector. This offers practical insights and recommendations that companies in the industry can directly apply to enhance their talent management strategies, thereby promoting employee engagement, talent acquisition, development, and retention. The study's unique focus on a specific industry context strengthens its relevance and applicability to the practice of talent management in the Turkish container shipping industry.

While the study on talent management practices in the Turkish container shipping industry provides valuable insights, there are several constraints that should be acknowledged. The study's sample size of 31 participants from various shipping companies within the Turkish container shipping industry may limit the generalizability of the findings. A larger and more diverse sample could provide a broader perspective on the challenges and actions related to talent management practices in the industry. The study focused specifically on the challenges and potential actions within the Turkish container shipping industry. While this specificity is useful for industry practitioners, it may limit the transferability of findings to other industries or contexts. Future studies could consider conducting comparative research across different industries to gain a broader understanding of talent management challenges and actions. The study relied solely on qualitative data gathered through structured interviews. While qualitative data provides rich insights, the absence of quantitative data limits the ability to establish statistical relationships and measure the magnitude of the identified challenges and actions. Future research could incorporate quantitative data to complement the qualitative findings.

Future research can also investigate the effectiveness and outcomes of the actions recommended in the study. By examining the impact of innovative strategies, employee development initiatives, welfare provisions, and resource allocation on talent management practices, researchers can provide valuable insights into which actions yield the most significant benefits and contribute to organizational success. To further strengthen the link between talent management and organizational outcomes, future research can investigate the direct relationship between effective talent management practices and key performance indicators within the Turkish container shipping industry. By examining metrics such as employee productivity, retention rates, customer satisfaction, and financial performance, researchers can demonstrate the tangible benefits and return on investment associated with robust talent management practices.

Compliance With Ethical Standards

Conflict of Interest

The authors declare that there is no conflict of interest.

Ethical Approval

For this type of study, formal consent is not required.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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