



A COMPREHENSIVE ANALYSIS OF MANAGERS WORKING IN THE TURKISH TOURISM SECTOR

TÜRK TURİZM SEKTÖRÜNDE ÇALIŞAN YÖNETİCİLERİN KAPSAMLI ANALİZİ

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Abstract

The primary objective of this paper is to determine whether the present managers of Turkish tourism sector perform their jobs in accordance with their qualifications. For this purpose, questionnaires were distributed to managers and responses were evaluated. The secondary purpose of this study is to identify if employees in tourism industry has the required qualifications. Also, if the sector has low efficiency, reasons are investigated.

This study uses the survey method. Questionnaires were distributed to 222 managers in the tourism sector, who mainly work in Istanbul and Izmir. 183 managers in accommodation enterprises, 22 managers in travel agencies and 17 managers in food and beverage companies were interviewed face-to-face and questionnaire forms were filled. The survey includes 52 questions that collect information about managers and their organizations. The questionnaires should also test if the managers are in a fitting position and they use their authority properly.

Key Words: Tourism, management, employees, qualification, efficiency, evaluation, analysis

Öz

Çalışmanın birincil amacı Türk turizm sektöründe halihazırda çalışan yöneticilerin vasıflarına uygun bir mesleği icra edip etmediklerini belirlemeye çalışmaktır. Belirtilen hedef doğrultusunda, turizm endüstrisi yöneticilerine anket yöntemi uygulanmış ve sonuçlar analiz edilmiştir. Araştırmanın alt amacı ise çalışanların işe uygun vasıflara sahip elemanlar olup olmadıklarını tespit etmektir. Ayrıca sektörde düşük verim söz konusu ise, bunun arkasında yatan nedenlerin ortaya konulması tasarlanmıştır.

Araştırmada kullanılan anketler, çoğunluğunun İstanbul ve İzmir'de çalıştığı turizm sektörünün 222 yöneticisine dağıtılmıştır. Konaklama işletmelerindeki 183 yönetici, seyahat acentelerindeki 22 yönetici ve yiyecek içecek işletmelerindeki 17 yönetici ile yüz yüze konuşularak anket formları doldurulmuştur. Toplam 52 sorudan oluşan anket hem yöneticiler, hem de çalıştıkları kurumlarla ilgili bilgi toplamaktadır. Bunun yanında, yöneticilerin uygun bir görev ve pozisyonda bulunup bulunmadıkları ile yetkilerini gereği gibi kullanıp kullanmadıkları da test edilmektedir.

Anahtar Kelimeler: Turizm, yönetim, çalışanlar, vasıf, etkinlik, değerlendirme, analiz

I. Introduction

Tourism revenues are increasing every passing year in Turkey (TRT World, 2009). However, the percentage of tourism revenues in Gross Domestic Product (GDP) is generally going down since 2002. The share of tourism revenues (receipts) in GDP had been 5.2% in 2002, 4.3% in 2003, 4.1% in 2004, 3.8% in 2005, 3.2% in 2006 and 2.8% in 2007 (Republic of Turkey Ministry of Culture and Tourism, 2007). There is only a positive improvement in 2008, since the share of tourism revenues in GDP increased to 2.9% from 2.8% (Turkish Tourism Investors Association, 2008).

The rate of tourism revenues (receipts) in the export earnings is also lowering (Akar and Karamanb y k, 2006). The ratio was 33.9% in 2002, 28.2% in 2003, 25.1% in 2004, 24.7% in 2005, 19.7% in 2006, 17.2% in 2007 and 16.6% in 2008 (Republic of Turkey Ministry of Culture and Tourism, 2008).

Then, the benefit of foreign exchange revenues gained from international tourism is very important, especially for countries with a foreign trade deficit. The tourism sector attracts attention since the investments in this industry increase revenues seriously due to the multiplier effect. Employment opportunities provided by the tourism sector are also extensive, because it is a labor-intensive industry (Dwyer, Forsyth and Spurr, 2004: 310).

The number and quality of the accommodation establishments in Turkey are improving continuously (G rsoy and Ceylan, 2006: 506). However, employees are generally not trained in relation with the sector. The same problem also applies for managers of the tourism industry. If personnel suitable for the business and fit for the job are selected, many potential problems of the future will be eliminated beforehand (Akođlan, 1998: 29). Unfortunately, usually the opposite situation is observed in Turkey. This results in quality and efficiency to remain below the expected levels. Especially for service quality, effective use of human resources is a must. Obviously, human resources are more important than infrastructure (Aşıkođlu, 1997: 38).

The right management of accommodation establishments as key units of the tourism sector always creates a more efficient industry. The establishment and marketing of accommodation establishments, foundation of food and beverage facilities, enhancing and improving the tourism supply, improving transportation, communication, health and security measures, good promotion of Turkey and finally increasing the number of tourists lead to the growth and development of tourism economy. Moreover, this also contributes to gains in

foreign exchange as well as providing opportunities to enhance economic prosperity. For sure, balancing distribution of income is another advantage (Kar, Zorkirişçi and Yıldırım, 2004: 1). The structure of tourism industry is complex and several components are integrated in the mentioned sector (Aktaş et al, 1999: 124).

II. Average Spending of Tourists and Accommodation Periods, Locations and Figures in Turkey

One of the latest debates is about the effect of Turkish tourism industry's competitiveness and foreign tourists' low scale spending on the service quality (TurkEconomy, 2008). Especially, according to some authorities, tourists visiting Turkey are generally from lower groups of income and they do not spend much in the country (Culture and Tourism Magazine, 2010: 33). As a result, this negatively affects the sector's service quality. It is also said that visiting tourists to Turkey increase in numbers, but the country's tourism revenues are still under desired levels (Wood, 2010).

Concerning the average spending of tourists in Turkey, amount was 697 United States Dollar (USD) in 2002, 706 USD in 2003 and 705 USD in 2004. Then, it was about 679 USD in 2005 (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2005: 132). So, the increasing trend of average tourist spending did end in 2004. In the following years, average sum was 651 USD in 2006, 608 USD in 2007 and 635 USD in 2008 (Republic of Turkey Ministry of Culture and Tourism, 2008). Although the amount continued to decrease in 2006 and 2007, the recent average of 635 USD in 2008 can be evaluated as promising for the future. However, as mentioned before, Turkey's tourism revenues are still not satisfactory from the perspective of specific authorities (Güneş, 2009) (See Table 2.1, Appendix).

Accommodation figures and periods of the tourists also remain low in Turkey. For example, according to the data of 2007, total number of people accommodated in facilities with operational licenses was 26.8 million. 55.1% of this number corresponds to foreign tourists and 44.9% corresponds to Turkish citizens. Also, total number of nights spent was observed as 78.8 million and 71.8% of this figure was realized by foreign tourists, while 28.2% was realized by Turkish citizens. Additionally, average length of stay was 3.8 days for foreign tourists and 1.9 days for Turkish citizens. In general, it was 2.9 days. During the same year, 24.6 million tourists did stay in hotels. Among these, 13.1 million were foreign tourists

and 11.5 million were Turkish citizens (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2007: 21, 26).

Providing 2006 as an example, 23.5 million people did stay in facilities with operational licenses. 11.9 million of the mentioned individuals were foreign tourists and 11.6 million were from Turkey. Also, total numbers of nights spent was 68.1 million in 2006. 46.6 million of total nights spent did belong to foreign tourists and 21.5 did belong to Turkish citizens (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2007: 11, 25). Then, average length of stay was 3.7 days for foreign tourists and 1.8 days for Turkish citizens. Thus, in general, average length of stay was 2.7 days. In 2006, 20.9 million did stay in hotels. 10.1 million were foreign tourists and 10.8 million were Turkish citizens (Turistik Otelciler, İşletmeciler ve Yatırımcılar Birliği, 2006).

Another example can be given by providing the data of 2005. That year, 90.4% of accommodation took place in hotels. This was followed by holiday villages with a rate of 8.0%. Also, total number of people accommodated in facilities with operational licenses was 23.4 million. 12.9 million of the mentioned individuals were foreign tourists and 10.5 million were Turkish citizens (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2005: 19, 21). Then, total number of nights spent was observed as 74.9 million. 56.1 million of the mentioned individuals were foreign tourists and 18.8 million were Turkish citizens (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2007: 38). Additionally, average period of accommodation was 4.3 days for foreign tourists and 1.8 days for Turkish citizens. In line with this statistics, average period of accommodation was observed as 3.2 days in general. During the same period, 21.2 million individuals did stay in hotels. Among these persons, 11.3 million were foreign tourists and 9.9 million were Turkish citizens. Then, average period of accommodation in hotels was 4.1 days for foreign tourists and 1.7 days for Turkish citizens. So, average period of accommodation in hotels was realized as 3.0 days in general. Plus, the period of accommodation in Istanbul hotels was 2.2 days for foreign tourists and 1.6 days for Turkish citizens. Accordingly, average period of accommodation in Istanbul hotels was generally 2.0 days. On the other hand, performance of Izmir hotels was better. Average period of accommodation in Izmir hotels was 3.5 days for foreign tourists and 1.8 days for Turkish citizens. Thus, average period of accommodation in Izmir hotels for all tourists was 2.5 days in general (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2005: 23-25).

Analyzing the other years, we see that total number of people accommodated in facilities with operational licenses was 17.8 million in 2002 and 9.9 million here were foreign tourists and 7.9 million were Turkish citizens. In 2003, 17.4 million individuals did accommodate in facilities with operational licenses and 9.0 million here were foreign tourists and 8.4 million were Turkish citizens. In 2004, sum of individuals accommodating in facilities with operational licenses was observed as 20.7 million. That year, 11.0 million were foreign tourists and 9.7 million were Turkish citizens. Then, total number of nights spent was 58.5 million in 2002 and 43.3 million did belong to foreign tourists and 15.2 million did belong to Turkish citizens. In 2003, sum of nights spent was 57.1 million. 40.9 million did belong to foreigners and 16.2 million did belong to Turkish individuals. Next year in 2004, total number of nights spent was 68.1 million. 49.7 million did belong to foreign tourists and 18.4 million did belong to Turkish citizens. After that, average length of stay was 4.4 days for foreign tourists and 1.9 days for Turkish citizens in 2002. In general, it was 3.3 days. In 2003, average length of stay was 4.5 days for foreigners and 1.9 days for Turkish citizens. So, as a whole it was 3.3 days. The following year, average length of stay was again 4.5 days for foreign tourists and 1.9 days for Turkish citizens. Thus, final average of 2004 was 3.3 days too (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2005: 16, 24, 35, 69). As easily recognized, the numbers and quantities have not been fluctuating much for Turkey in the recent years.

III. Hypotheses of the Study

Our study has four hypotheses, which is based on the argument that organizational structure in Turkey's accommodation enterprises does not reflect division of labor and specialization:

Hypothesis 1:

H_0 = Managers in Turkey's accommodation enterprises, who function as the main spine of sector, do not have sufficient qualifications regarding their positions.

H_1 = Managers in Turkey's accommodation enterprises, who function as the main spine of sector, do have sufficient qualifications regarding their positions.

Hypothesis 2:

H_0 = Specialization has not developed in the sector.

H₁= Specialization has developed in the sector.

Hypothesis 3:

H₀ = Employees working under a senior do not have qualifications necessitated by their jobs.

H₁ = Employees working under a senior do have qualifications necessitated by their jobs.

Hypothesis 4:

H₀ = Attempts to improve the qualification and efficiency of employees are not undertaken duly.

H₁ = Attempts to improve the qualification and efficiency of employees are undertaken duly.

IV. Scope, Limitations and Methodology of the Study

In Turkey, it is a known fact that 79% of tourism products are related to hotel-management on the coastline and 21% are related to city hotels in central parts (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2005: 11). Within this framework, sample plan (selection) is applied to reflect the mentioned structure.

Also, the cost of sampling is high, as it is thought that face-to-face interviews yield more dependable data collection rather than applying the questionnaires through mail or e-mails. High cost of sampling makes it impossible for the study to cover whole Turkey. This is why the sample generally represents Istanbul and Izmir. In other words, study concentrates mostly on the managers of 4 and 5 star hotels, accommodation establishments and travel enterprises generally located in Istanbul and Izmir. Several managers in hotels, accommodation establishments and travel enterprises are analyzed to test the organizational structures.

Questionnaires used for this study are distributed to 222 managers of the tourism sector. 183 managers in accommodation enterprises, 22 managers in travel firms and 17 managers in food and beverage companies are interviewed face-to-face and questionnaire forms are filled. 149 of accommodation, food and beverage facilities are located in Istanbul, 45 in Izmir and 6 in other cities of Turkey. Additionally, a total of 22 travel agency managers did take the questionnaires. 20 of them do work for a travel agency located in Istanbul, 1 in

Izmir and 1 in Antalya. Our study is restricted with the mentioned establishments (See Figure 4.1, Appendix).

Following that, questionnaire used by the study is distributed to 5.2% of hotels in Turkey. This is a limiting factor for the study's representation. However, transfer of labor (employee turnover) is high in the tourism sector (Selvi and Demir, 2007: 394), coastline hotel business is seasonal (Paşamehmetoğlu, 2005) and study generally concentrates on big cities such as Istanbul and Izmir. These are advantageous factors although the study's representation is restricted.

Finally, study uses the SPSS 11.5 pack software for the analysis of questionnaire responses. Results are originally obtained as frequency tables and cross-tables.

V. Study Results

The results of study are evaluated under two categories. The first category is results about enterprises and the second category is results about managers.

Results about Enterprises

Our research outcomes indicate that, in 72% of enterprises, managers of a specific department do also hold the responsibility of other departments simultaneously. When managers are asked if they hold the responsibility of other departments, 159 say yes. However, 62 managers say no and state they are only responsible of their own department. One manager did not provide feedback about the mentioned question (See Table 5.1, Appendix).

Besides, 4% of the enterprises do not have a general director. Enterprises which do not have an assistant general director account for 50%. Also, enterprises with two or more assistant general directors account for 11%.

Plus, 65% of employees work under one senior officer and 35% are responsible to multiple senior officers. The rate of employees who have a specific area of responsibility, but are responsible to another senior officer is 49% (See Figure 5.1, Appendix).

Managers who work in a department related to their specialty are less satisfied with the efficiency of employees, compared to managers who work in a department not related to their specialty. Following that, 70% of managers are satisfied with the efficiency of employees who are working under their responsibility. This corresponds to 155 managers

taking our questionnaire. On the other hand 20% of managers are very satisfied with the efficiency of employees who are working under their responsibility. The number of managers who answered so is 44. Then, 13 managers are less satisfied with the efficiency of personnel under them and their valid percent is 6. Concerning managers who are extremely satisfied with the personnel employed under them, their frequency is 10 and valid percent is 4.

Managers associate the low efficiency of employees to specific factors. The mentioned factors are listed below in order:

- a. Low education
- b. Low salary level
- c. Lack of motivation
- d. Problems in speaking foreign languages
- e. Inadequate job qualification
- f. Poor social benefits
- g. Unfavorable job atmosphere

Managers and their firms carry out a series of activities to increase the efficiency of employees. The mentioned activities are listed below in order of priority:

- a. Increasing motivation
- b. Improving the job atmosphere
- c. On-the-job training
- d. Training within the enterprise
- e. Satisfactory increase in salary
- f. Improvement of social benefits
- g. Short-term external training
- h. Short-term training programs abroad
- i. Long-term domestic training programs
- j. Long-term training programs abroad

Activities such as salary increase and the improvement of social benefits are usually provided by enterprises which are active for 1-5 years. Results of our study also show that, as the age of firms goes higher, the percentage of implemented training programs goes lower.

The most reported customer complaints about employees to managers were examined too. Below, most reported complaints of customers are listed in order:

- a. Service delay
- b. Lack of necessary attention
- c. Problems in speaking foreign languages
- d. Lack of genial treatment
- e. Inexperience
- f. Lack of positive attitude in human relations
- g. Aggressiveness

Our study also shows that, complaints related to the inexperience of employees are frequently observed in two types of enterprises. These are enterprises which are active less than a year and enterprises that are active more than 25 years.

Also, we find that the problem concerning genial treatment becomes more frequent as enterprise gets older. Plus, our research results indicate that 67% of enterprises evaluate their staff every year.

Results about Managers

According to the findings of our research, 67% of managers are university graduates and 27% of them have high school degrees. The remaining 6% have an education level lower than high school degree. If we should express the education level of managers with numbers, 149 of them are university graduates, 59 have high school degrees and 14 do not have a high school diploma.

Besides, 60% of the managers had training related to their specialty. The percentage of managers who had a minimum of 2 years training abroad related to their specialty is 7%.

In addition, the number of years managers worked in their specialty is listed below:

- | | |
|----------------------|-----|
| a. 0-5 years | 18% |
| b. 6-10 years | 22% |
| c. 11-15 years | 27% |
| d. 16-20 years | 21% |
| e. 21 years and more | 12% |

(See Figure 5.2, Appendix).

As easily observed, most of the managers worked in their specialty for 11-15 years. This group is followed by those who worked in their specialty for 6-10 years. Also, our study states that 95% of the managers speak a foreign language.

Then, 98% of the managers who have education in their specialty are working in a fitting position. Most of the managers are working for their recent business for 1-5 years. The mentioned managers account for 36%. Those who are working for their recent business for 6-10 years account for 26%. As the number of years managers work for their business go higher, their percentage in total sample goes lower.

Our study also puts forward that, 95% of the managers work in a position and department fitting their specialty. 68% of managers undertake tasks and responsibilities that are not parallel to their specialty. Moreover, 62% of managers who have training in their specialty undertake tasks and responsibilities that are not relevant to their specialty. On the other hand, 76% of managers who have training in fields excluding their specialty undertake tasks and responsibilities that are not linked to their specialty.

We then find that, 70% of managers who are working in their specialty up to 15 years are university graduates. But, managers holding an undergraduate diploma and working in their specialty up to 16 years and more are 50%. Next, managers working up to 20 years in a specialty relevant to their training account for 71%. However, managers working up to 20 years in a specialty not relevant to their training account for 61.5%. The rates decrease as much as 40%, as working period for managers exceeds 20 years.

Plus, as the number of years managers work in their specialty increase, they make decisions more independently. 51% of managers who took our questionnaire said that, they make decisions more independently as their experience in a specialty go up.

After that, our study finds 58% of managers are charged with the responsibility of more than one department. 72% of enterprises charge a single manager for the responsibility of multiple departments. Also, as mentioned, more than half of the managers are charged with multiple departments. This suggests that there is not a full specialization in the sector and enterprises run their activities with insufficient numbers of managers.

Next, managers working in their specialty up to 20 years and holding the responsibility of other departments are represented with a rate of 60%. This rate becomes 50% for managers working more than 20 years. The mentioned rates show that, at least half of sector's managers hold the responsibility of different departments.

Besides, our study underlines the fact that 72% of managers give their decisions parallel to the decisions of their seniors and the board of directors. Also, 51% of managers

state that approval of their seniors is required for their decisions to be put in practice (See Figure 5.3, Appendix).

However, 78% of managers say they usually make independent decisions within their responsibility area. The rate of managers who sometimes make independent decisions within their responsibility area is 15%. Also, the ratio of managers who rarely make independent decisions within their responsibility area is 7%. If we should mention the numbers in addition to percentages, 173 managers usually make independent decisions within their responsibility area. In regards to managers who sometimes make independent decisions within their responsibility area, they are 33 in number. Then, 15 managers rarely make independent decisions within their responsibility area.

Following that, 85% of managers are independently authorized for the recruitment of new employees under them. This rate increases for managers who have higher experience in their specialty. For example, 63% of young managers are influential in recruitment of new employees under them. But this rate is 100% for old managers.

After that, 72% of young managers believe the number of employees working within their responsibility is sufficient. On the other hand, only 50% of old managers believe the number of employees working within their responsibility is sufficient. Generally speaking, almost half of all managers do not consider the number of their employees to be sufficient. Our study also finds that, managers and related authority are not completely independent in recruiting sufficient number of employees. In other words, sector is not operating with enough personnel.

Plus, this paper finds that managers who work in a department related to their specialty consider specific factors to be the reason of employees' lack of efficiency. The mentioned factors are in order low level of education (36.5%), insufficient salaries (28.7%) and lack of motivation (18%). On the opposite side, managers who do not work in a department related to their specialty do associate employees' lack of efficiency generally with low levels of education (63.6%).

Moreover, managers who work in a department related to their specialty but not think that number of employees working under them is sufficient do associate employees' lack of efficiency with insufficient salaries (42.5%), low level of education (35%) and lack of motivation (10%). On the other hand, managers who work in a department related to their specialty but think that number of employees working under them is sufficient do associate

employees' lack of efficiency with low level of education (41.4%), lack of motivation (20.2%) and insufficient salaries (19.2%).

Finally, 98% of managers who work in departments fit for their specialty consider themselves to be successful. But for managers who do not work in departments fit for their specialty, the rate is 91%.

VI. Conclusion

Most of the enterprises subject to this study are active for 11-15 years. But, a great majority of managers are working in their companies for 1-5 years. Thus, this paper defends that managers of the tourism sector do not work in the same enterprise for a long period.

Also, managers undertake tasks and responsibilities of different departments not relevant to their specialty. This is an important sign that companies of the tourism sector are tend to carry out more tasks with less managers.

Similarly, in 72% of enterprises, a single manager is charged with the responsibility of multiple departments. At this point we conclude that, the tourism sector lacks full specialization and companies are running their activities with insufficient number of managers.

Then, 72% of managers make their decision parallel to the wish of seniors and board of directors, and 51% of managers need the approval of a senior for the implementation of their decision. So, we reach to a general conclusion that, managers of the tourism sector are not able to make their decision independently.

After that, customer complaints about employees are generally focused on service delay, lack of necessary attention and problems in speaking foreign languages. The mentioned complaints confirm that employees of tourism sector do not have the required qualifications.

Definitely, conclusions regarding the hypothesis of our study are also very important. For instance, in regards to hypothesis 1 of this paper, H_0 is rejected and H_1 is accepted. This means, managers in Turkey's accommodation enterprises, who function as the main spine of sector, do have sufficient qualifications regarding their positions. However, they are not efficient in using their authority.

In contrast to hypothesis 1, H_0 is accepted and H_1 is rejected for hypothesis 2. This means, specialization has not developed in the sector. Managers are charged with tasks and

responsibilities not relevant to their specialty, and employees are responsible to multiple senior officers. All these underline the fact that specialization has not developed in the tourism industry.

Hypothesis 3 reflects an identical result, since H_0 is accepted and H_1 is rejected. In other words, employees working under a senior do not have qualifications necessitated by their jobs. Related with this, managers associate the low efficiency of employees to specific factors. The leading factor here is low education. Also, for increasing the efficiency of employees, managers do first consider recruiting employees suitable for the task. These support our argument, which emphasizes that personnel working under a senior do lack qualifications required by their job. Currently, the number of universities and institutions is increasing in Turkey (NetHaber, 2009). Thus, the presence of employees who lack qualifications signals some important issues. Companies are making incorrect employee selections, hiring inappropriate personnel and they do prefer cheap labor.

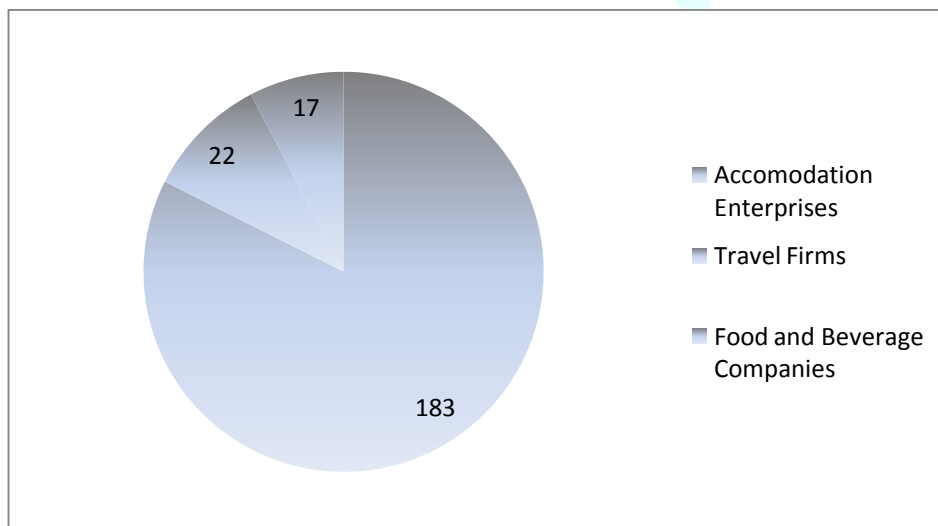
Finally, for hypothesis 4, H_0 is accepted and H_1 is rejected. This means, attempts to improve the qualification and efficiency of employees are not undertaken duly. Both the enterprises and managers take measures such as improving the job atmosphere, ensuring peace in the business, providing on-the-job training and increasing motivation of the employees. However, implementations such as enabling employees to take advantage of training programs, increasing personnel salaries and improving the social benefits are less frequent.

APPENDIX

Table 2.1 Average Spending of Tourists in Turkey (2002-2008)

Year	Average Spending of Tourists
2002	697 USD
2003	706 USD
2004	705 USD
2005	679 USD
2006	651 USD
2007	608 USD
2008	635 USD

Source: Table generated by authors using data from the Republic of Turkey Ministry of Culture and Tourism Website (2008) and Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises (2005).

**Figure 4.1.: Distribution of Managers Taking the Questionnaire****Table 5.1 Frequency and Valid Percent of Managers who Hold the Responsibility of Other Departments**

		Frequency	Valid Percent
Valid	Yes	159	72
	No	62	28
	Total	221	100
Missing	System	1	
Total		222	

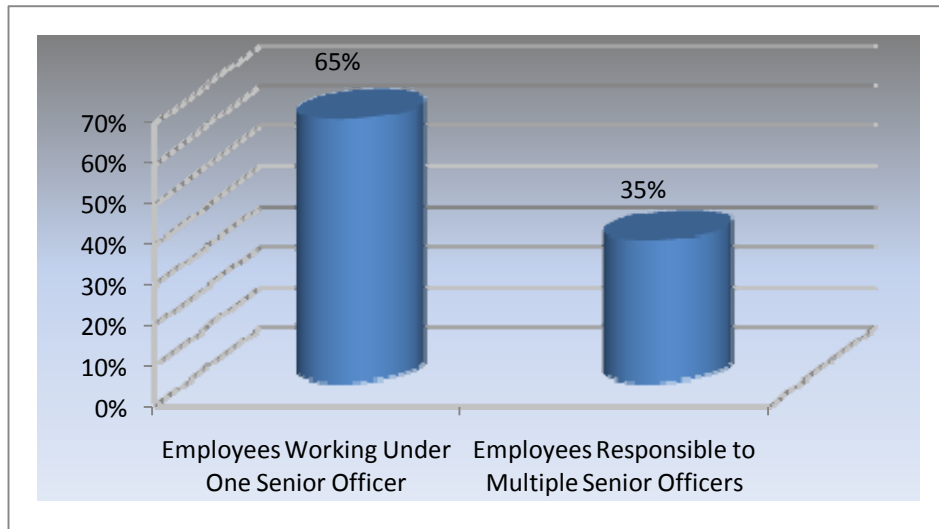


Figure 5.1.: Responsibility Structure of the Employees

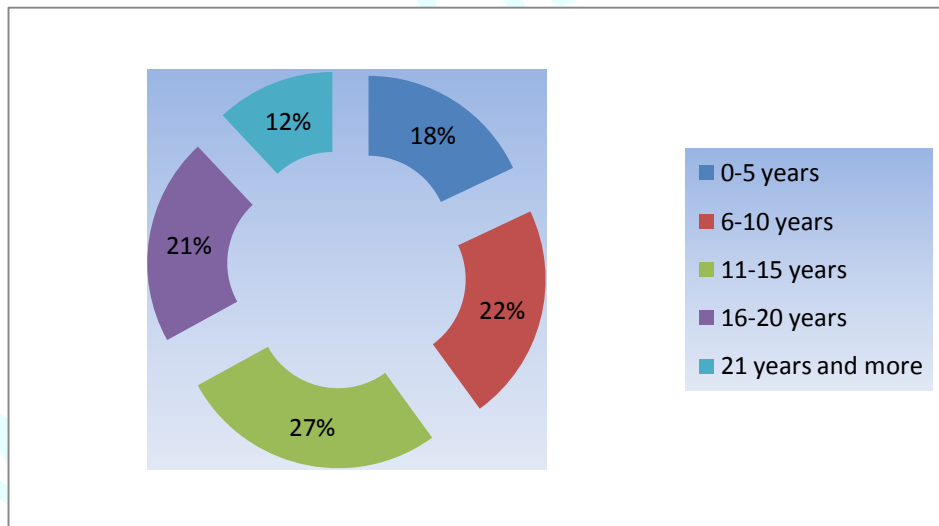


Figure 5.2.: Percentage of Number of Years Managers Worked in Their Specialty

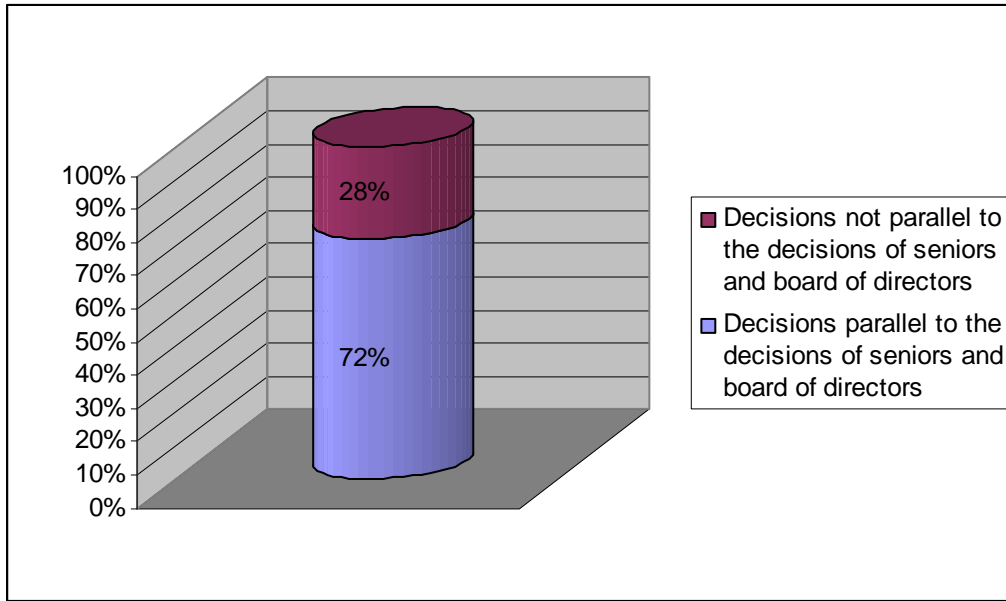


Figure 5.3.: Parallelism of Manager Decisions to the Decisions of Seniors and Board of Directors

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