



EVALUATION OF MANAGERS EMPLOYED IN THE TURKISH TOURISM SECTOR'S ACCOMMODATION ESTABLISHMENTS¹



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Abstract

The primary objective of this paper is to determine whether the present managers of accommodation establishments perform their jobs in accordance with their qualifications. For this purpose, questionnaires are distributed to managers in accommodation firms and responses are evaluated. The secondary purpose of this study is to identify if employees in

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tourism industry has the required qualifications. Also, if the sector has low efficiency, reasons are investigated.

This study uses the survey method. Questionnaires are distributed to 222 managers of tourism sector, who are mainly working in Istanbul and Izmir. 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. The survey includes 52 questions that collect information about managers and their organization. Questionnaire also tests if the managers are in a fitting position and they use their authority properly.

Results of our research reflect some interesting findings. Managers of accommodation enterprises, who function as the main spine of tourism sector in Turkey, have sufficient qualifications regarding their positions. However, they are not efficient in using their authority. Then, specialization has not yet developed in the sector and employees working under a senior do not have qualifications necessitated by their jobs. A final result of our study indicates that, attempts to improve the qualification and efficiency of employees are not undertaken duly.

Keywords: Tourism, management, evaluation, accommodation establishments

TÜRK TURİZM SEKTÖRÜ KONAKLAMA İŞLETMELERİNDE ÇALIŞAN YÖNETİCİLERİN DEĞERLENDİRİLMESİ

Özet

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

Araştırmada anket metodolojisi kullanılmıştır. Araştırmada kullanılan anketler, çoğunluğunun İstanbul ve İzmir’de çalıştığı turizm sektörünün 222 yöneticisine dağıtılmıştır. Konaklama işletmelerindeki 183 yönetici, seyahat acentelerindeki 22 yönetici ve yiyecek



İncecek işletmelerindeki 17 yönetici ile yüzyüze konuşularak anket formları doldurulmuştur. Toplam 52 sorudan oluşan anket hem yöneticiler, hem de çalıştıkları kurumlarla ilgili bilgi toplamıştır. Bunun yanında, yöneticilerin uygun bir görev ve pozisyonda bulunup bulunmadıkları ile yetkilerini gereği gibi kullanıp kullanmadıkları da test edilmiştir.

Tamamlanan araştırma ile dikkat çekici sonuçlara ulaşılmıştır. Türkiye’de turizm sektörünün ana omurgasını oluşturan konaklama işletmelerinde yöneticiler işleriyle ilgili yeterli vasıflara sahiptirler. Ancak, sahip oldukları yetkileri kullanmada etkin değildirler. Ek olarak, araştırma turizm sektöründe uzmanlaşmanın henüz gelişmediği göstermektedir. Sektörde bir üste bağlı olarak çalışanlar, çalıştıkları işin gerektirdiği vasıflara da sahip değildirler. Bunların yanında, çalışma sektöründe istihdam edilenlerin vasıflarını ve verimliliklerini arttıracak çabaların yeterince gösterilmediğine işaret etmektedir.

Anahtar Kelimeler: Turizm, yönetim, değerlendirme, konaklama işletmeleri

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 Karamanbüyük, 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).



Anatolia, surrounded by the seas in three directions, has a great tourism potential with its long coastal line and favorable climate conditions. This enables tourists to experience several seasons simultaneously. Additionally, the number and quality of the accommodation establishments in Turkey are improving continuously (Gürsoy and Ceylan, 2006). 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 (Akoğlan, 1998). 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 (Aşıkoğlu, 1997).

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). The structure of tourism industry is complex and several components are integrated in the mentioned sector (Aktaş et al, 1999).

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). 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). 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).

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). 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). 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). 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).

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). 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.

H_1 = Specialization has developed in the sector.

Hypothesis 3:

H_0 = Employees working under a senior do not have qualifications necessitated by their jobs.



H_1 = Employees working under a senior do have qualifications necessitated by their jobs.

Hypothesis 4:

H_0 = Attempts to improve the qualification and efficiency of employees are not undertaken duly.

H_1 = 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). Within this framework, sample plan (selection) is applied to reflect the mentioned structure.

The cost of sampling is also 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.

According to the statistics of 2005, total number of accommodation establishments in Turkey which are investment and tourism licensed is 3451. There are a total of 394 accommodation establishments in Istanbul, which are classified as both qualified and unqualified. Among them, 339 are hotels. On the other hand, Izmir has a total of 180 accommodation establishments, which are classified as both qualified and unqualified.



Among them, 139 are hotels (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2005).

Then, the data of 2006 indicate that, there are 3344 investment and tourism licensed accommodation establishments in Turkey (Republic of Turkey Ministry of Culture and Tourism Directorate of Strategy Development Department, 2006). Also, total number of accommodation establishments in Istanbul for 2006 is 407. 268 of these are hotels. Concerning Izmir, the total quantity of accommodation establishments is 174 (Turistik Otelciler, İşletmeciler ve Yatırımcılar Birliği, 2006). The number of hotels in Izmir for 2006 is 168 (Yanardağ and Yanardağ, 2009).

Plus, in line with the statistics of 2007, total number of accommodation establishments which are investment and tourism licensed is 3290. Generally, 414 accommodation establishments exist in Istanbul, which are classified as both qualified and unqualified. 348 of the mentioned accommodation establishments located in Istanbul are hotels. Concerning Izmir, 181 accommodation establishments exist, which are classified as both qualified and unqualified (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2007). Number of hotels in Izmir for 2007 is 126 (Çetik, 2007).

Concerning the statistics of 2008, total number of accommodation establishments which are investment and tourism licensed is 3338 (Turkish Tourism Investors Association, 2008). Also, total number of accommodation establishments in Istanbul is 341 (Istanbul Metropolitan Municipality, 2008). Among them, 284 are hotels (Turistik Otelciler, İşletmeciler ve Yatırımcılar Birliği, 2008). Also, the number of accommodation establishments in Izmir for 2008 is 180 (Turizm Gazetesi, 2008).

After that, parallel to the data of 2005, total number of travel agencies in Turkey is 4493 (TURSAB, 2006) and the total number of licensed food and beverage enterprises is 1044 (Republic of Turkey Ministry of Culture and Tourism General Directorate of Investment and Enterprises, 2005). In regards to 2006, travel agencies all around Turkey are approximately 4500 (Kozak, 2007). Plus, total number of licensed food and beverage enterprises is 1030 (Republic of Turkey Ministry of Culture and Tourism, 2006). Concerning 2007, the total number of travel agencies in Turkey is 5184 (TURSAB, 2007). Also, the sum of all licensed food and beverage companies in the country is 937 (Republic of Turkey Ministry of Culture and Tourism, 2007). Then, travel agencies all around Turkey



for 2008 is 5672 (TURSAB, 2008). In addition, total number of licensed food and beverage enterprises for 2008 is 926. (Türkiye Cumhuriyeti Kültür ve Turizm Bakanlığı, 2008). These figures represent the universal set of our research, which was initiated in 2008.

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), 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.

The questionnaire includes a total of 52 questions. The first 8 questions require information about the managers and the following 8 questions require information about their organization. The remaining 36 questions test if the managers are in a fitting position and if they use the authority duly. 12 of the mentioned questions are about organizational structure, 15 are related to the general efficiency of managers and 9 measure the efficiency of managers (See Figure 4.2, Appendix).

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

First of all, questionnaires are applied to 183 accommodation enterprises, 22 travel agencies and 17 food and beverage firms, which are generally located in Istanbul and Izmir. 20 of the travel agencies have class A operational licenses. 16 of the food and beverage firms are first-class and 1 is exclusive (luxury). 28 of the accommodation enterprises have 5 stars, 77 have 4 stars, 43 have 3 stars, 17 have 2 stars and 9 are holiday villages.

Then, most of the enterprises are specialized. 74% have more than 5 departments. Those with less than 3 departments only account for 9% of the total sample.

Next, 34% of the enterprises are active for 11-15 years. This group is followed by the enterprises which are active for 1-5 years with a rate of 17%. Also, enterprises which are active for 6-10 years account for 15%. Concerning the enterprises which are active more than 20 years, they account for 14% of the total sample. One enterprise did not provide information about the number of years it is operating (See Table 5.1, Appendix).

After 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 departments. One manager did not provide feedback about the mentioned question (See Table 5.2, 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 (See Table 5.3, Appendix).

Managers also 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 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 also examined. 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, 67% of enterprises evaluate their staff every year.

Furthermore, according to our study, staff evaluations run by the enterprises are used for promoting employees to higher positions and determining their wages. 60% of enterprises use staff evaluations for the mentioned purposes.

Additionally, our study points out that 54% of enterprises carry out manager evaluations. In other words, more than half of the firms do measure the performance of their managers. Some specific factors are considered as evaluation criteria to measure the performance and success of managers. The mentioned factors are listed below in order:

a. Number of customers	14.1%
b. Cost savings	14.0%
c. Attitude towards task and responsibilities	13.1%
d. Profitability	13.1%
e. Realization of budget estimates	11.8%
f. Personal traits	10.2%
g. Revenues	10.1%
h. Close relationship with senior management	7.5%
i. Following the policies set by senior management	6.1%

(See Figure 5.2, Appendix).



In regards to low-scale enterprises, criteria for evaluating the managers should be listed in the following order: Cost savings, number of customers and following the policies set by senior management. On the other hand, number of customers and cost savings take precedence in order for specialized enterprises.

Another eye-catching result of our study says that 60% of managers are affected by the evaluations. Also, 36% of managers are evaluated as very successful by their employees. However, managers who are evaluated as successful are represented with 62%. Moreover, according to the employees, most successful managers are 31-42 years old. Younger and older managers are considered to be less successful (See Figure 5.3, Appendix).

Results about Managers

One of the most important results about managers is that, most of them do belong to the 22-25 age group. The mentioned group approximately accounts for 60% of all managers. Managers belonging to higher age groups account for a lower percentage.

Also, 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 (See Table 5.4, Appendix).

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 5.4, 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 indicates 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 5.5, 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 (See Table 5.5, Appendix).

According to our study, managers' independent decision making rate in their responsibility area also increases parallel to their experience.

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.

Also, 56% of managers think the number of employees working within their responsibility is sufficient. This percentage corresponds to 125 managers who took our questionnaire. On the other hand, according to 25% of the managers, employees working within their responsibility are partly sufficient in number. Expressing differently, 55 managers say employees working under them are only partly sufficient. But, 19% of managers believe that quantity of personnel working under their responsibility is insufficient. The mentioned managers are 42 in number (See Table 5.6, Appendix).

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.

Managers consider specific measures to increase the efficiency of employees working under their responsibility. The mentioned measures are listed below in order:

- a. Recruiting employees suitable for the task
- b. Increasing employee motivation
- c. Improving the job atmosphere
- d. Ensuring peace in the business
- e. Educating employees via training programs that satisfy their needs
- f. Making sure employees receive salaries fit for their jobs and positions
- g. Improvement of social benefits

Another result of our study emphasizes that, the rate of managers working in a department related to their specialty and educating their employees via training programs is 19%. This percentage corresponds to 43 managers who took our questionnaire. On the opposite side, managers working in a department related to their specialty but not educating their employees via training programs is 81%. The mentioned percentage represents 179 managers who took part in our study (See Table 5.7, Appendix).

Next, the rate of managers not working in a department related to their specialty but educating their employees via training programs is only 10%. Then, we find that the rate of managers working in a department related to their specialty and improving the job atmosphere is 58%. On the other hand, the rate of managers working in a department not related to their specialty but improving the job atmosphere is only 36%. Additionally, according to our research, the rate of managers working in a department related to their specialty and ensuring peace in the business is 45%. But, the rate of managers working in a department not related to their specialty but still ensuring peace in the business is only 18%.

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%).

Furthermore, customer complaints about employees are taken into consideration by 96% of the managers. Employees who are subject of the complaints are sacked in most circumstances.

Also, our research shows that 53% of managers inform and warn their employees about the complaints. In relation with this issue, 71% of managers do take necessary measures to solve the problems and correct the complained matters (See Figure 5.6, Appendix).

After that, 75% of managers measure and evaluate the performance of employees working under them. In other words, 75% of managers do assess the performance of their personnel who are under their responsibility and nobody else interferes in this process. Employee performance measurement and evaluation by managers is used for promotion and salary setting purposes with a rate of 64%.

We also asked managers to evaluate their performance through our study. 28% of managers consider themselves to be very successful. On the other hand, 69% of managers think they are slightly successful. Additionally, managers belonging to the age group of 31-42 consider themselves to be more successful compared to managers belonging to the age group of 22-30.

When employees measure and evaluate the performance of their managers who work in their specialty, we see that 62% of employees think their managers are generally successful. However, 36% of personnel believe their managers are very successful and 2% of employees feel their managers are unsuccessful. Besides, managers who are considered most successful are working for 11-15 years or 16-20 years. In relation with this, only 57% of



managers who are working for 21 years and more are considered successful (See Figure 5.7, Appendix).

Then, when managers who work in their specialty are asked to measure and evaluate their performance, we see that managers employed for 16-20 years are recognized as the most successful group. 66% of managers belonging to this category think they are successful and 34% believe they are very successful.

However, managers who work in their specialty for 21 years and more do not have a very bright self evaluation. 69% of managers belonging to this age group think they are successful, while 28% consider they are very successful and 3% feel they are unsuccessful (See Figure 5.8, Appendix).

Generally, 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%.

Following that, 39% of managers who have training abroad related to their specialty consider themselves as successful. However, among managers who do not have international training related to their specialty, the rate is 27%. In other words, only 27% of these managers think they are successful. Looking to the issue from the perspective of employees, performance of managers who have international training is almost equal to the performance of managers who lack any training abroad. This means, according to the employees, performance of these two different groups are nearly identical. Our study shows, in the eye of employees, managers not trained abroad surpass managers with international training by only 2% in performance.

Next, we find that managers with much employees working under them consider their performance to be higher. For example, our study indicates 67% of managers with large number of employees think they are successful. However, only 22% of managers with less volume of employees believe they are victorious. In other words, as the number of employees working under a manager goes up, rate of managers who consider that they are very successful also goes up accordingly.

Then, we find that there are some specific criteria and priorities for evaluating the performance of managers, who hold the responsibility of multiple departments. The mentioned criteria are number of customers (20.7%), cost savings (19.6%) and attitude



towards task and responsibilities (14.1%). On the other hand, for managers not holding the responsibility of multiple departments, the criteria and priorities are number of customers (26.3%), attitude towards task and responsibilities (18.4%) and cost savings (15.8%).

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).

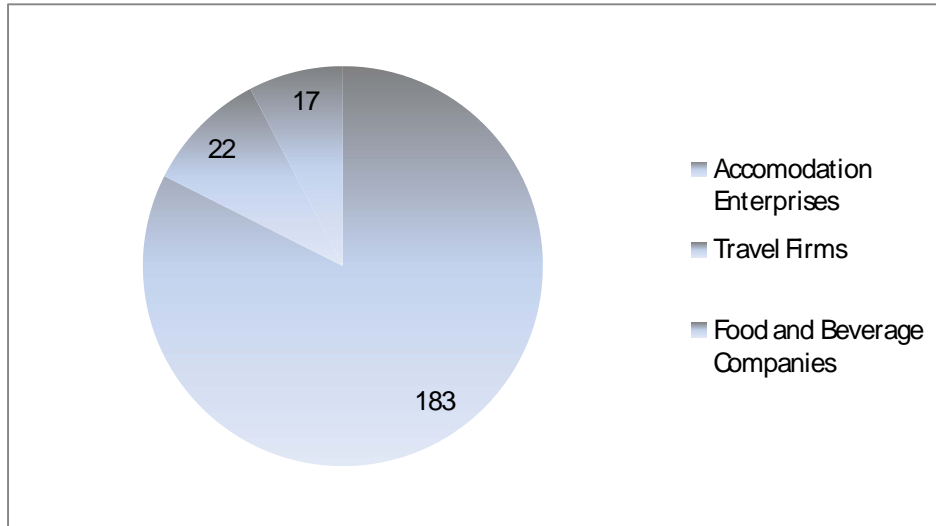


Figure 4.1.: Distribution of Managers Taking the Questionnaire

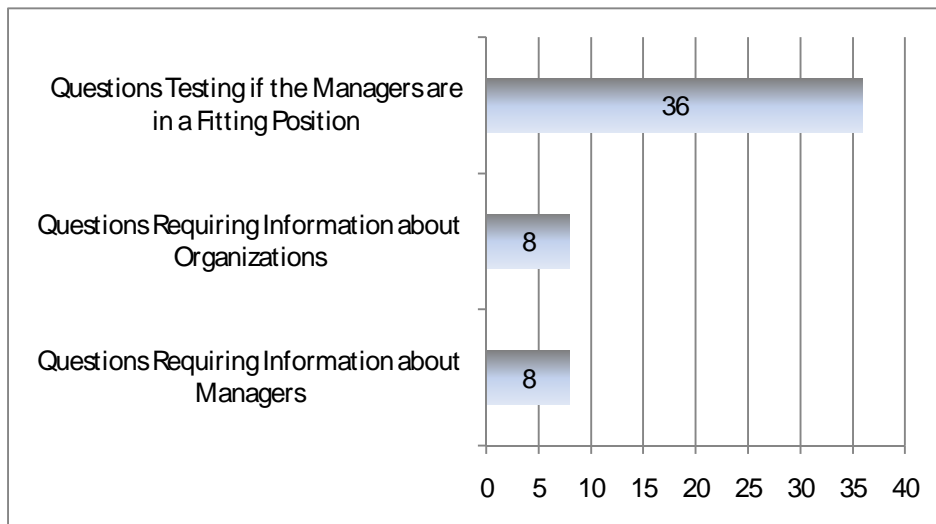


Figure 4.2.: Structure of the Questionnaire



Table 5.1

Frequency and Valid Percent of Years the Enterprises are Operating

		Frequency	Valid Percent
Valid	Less than 1 year	13	6
	1 - 5 years	38	17
	6 - 10 years	34	15
	11 - 15 years	75	34
	16 - 20 years	29	13
	20 + years	32	14
	Total	221	100
Missing	System	1	
Total		222	

Table 5.2

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	

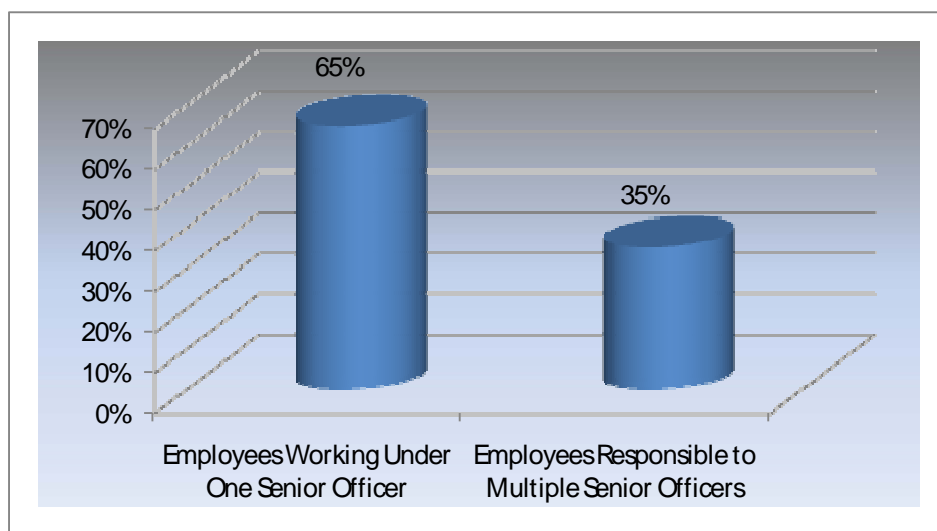


Figure 5.1.: Responsibility Structure of the Employees



Table 5.3

Frequency and Valid Percent of Managers' Satisfaction Level about the Efficiency of Employees Working Under Their Responsibility

Valid		Frequency	Valid Percent
	Less Satisfied	13	6
	Satisfied	155	70
	Very Satisfied	44	20
	Extremely Satisfied	10	4
	Total	222	100

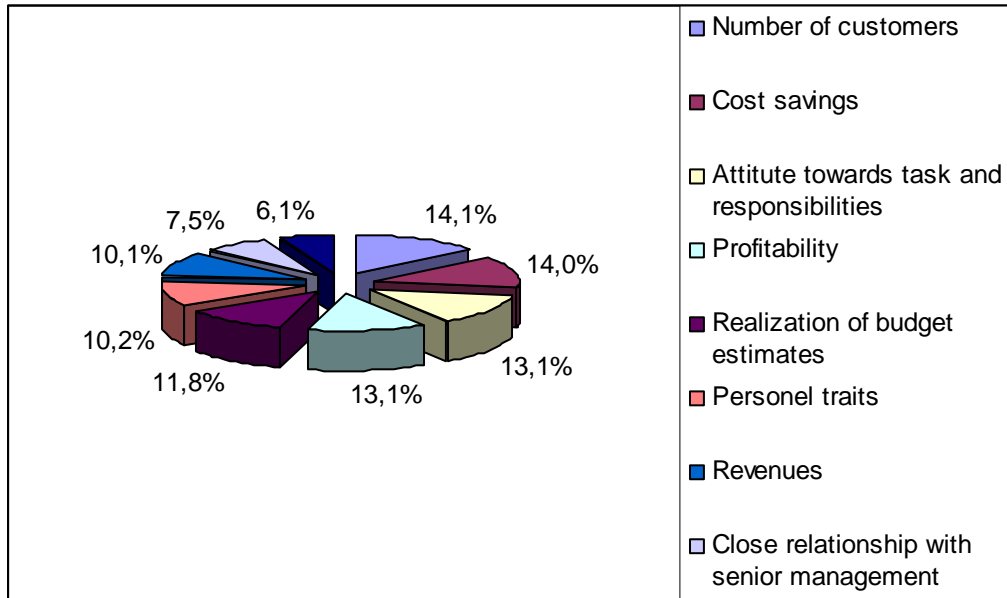


Figure 5.2.: Factors Considered to Measure the Performance and Success of Managers

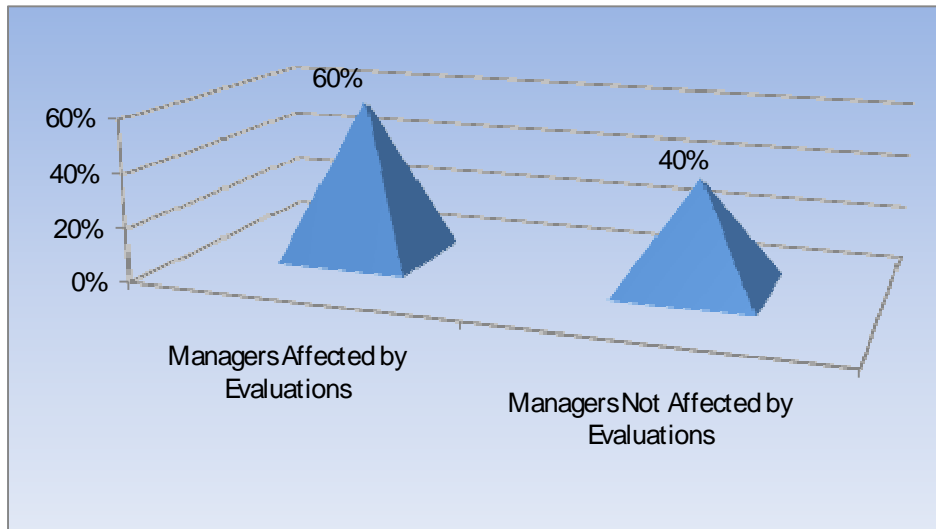


Figure 5.3.: Influence Rate of Evaluations on the Managers

Table 5.4

Frequency and Valid Percent of Managers' Education Level

		Frequency	Valid Percent
Valid	Below High School	14	6
	High School	59	27
	University	149	67
	Total	222	100

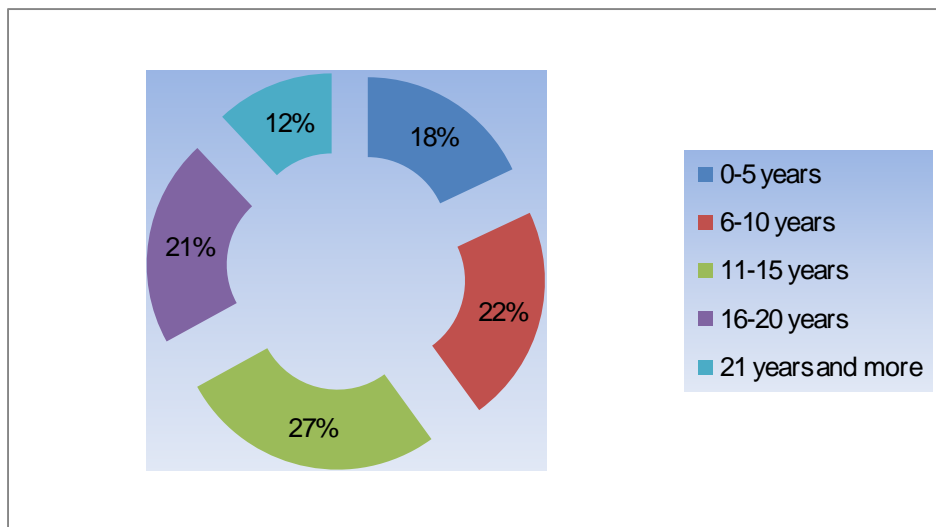


Figure 5.4.: Percentage of Number of Years Managers Worked in Their Specialty

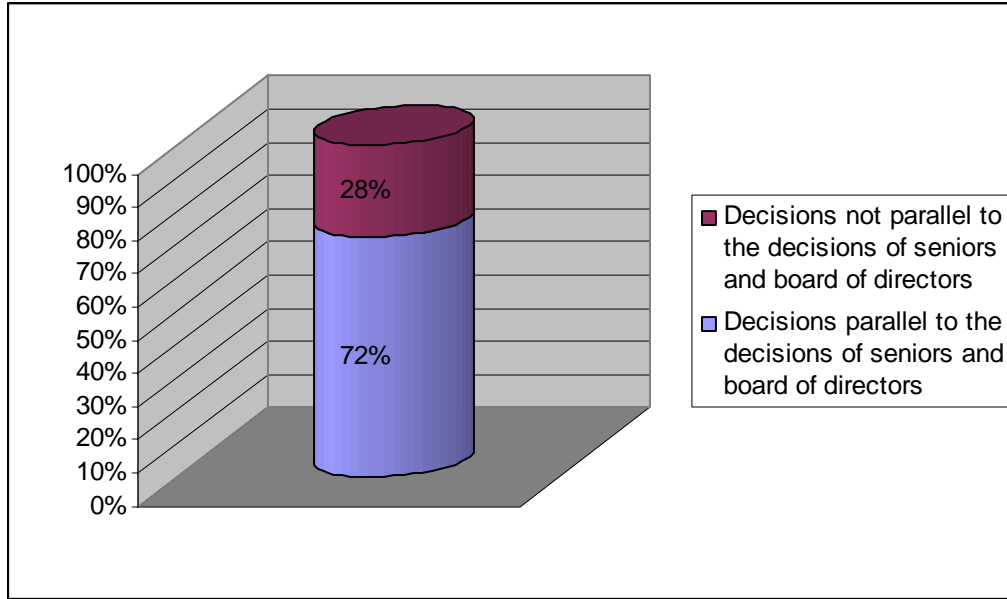


Figure 5.5.: Parallelism of Manager Decisions to the Decisions of Seniors and Board of Directors

Table 5.5

Frequency and Valid Percent of Managers' Independent Decision Making within Their Responsibility Area

		Frequency	Valid Percent
Valid	Rarely	15	7
	Sometimes	33	15
	Usually	173	78
	Total	221	100
Missing System		1	
Total		222	

Table 5.6

Frequency and Valid Percent of Managers' Viewpoint about the Number of Employees within Their Responsibility

		Frequency	Valid Percent
Valid	Insufficient	42	19
	Partly Sufficient	55	25
	Sufficient	125	56
	Total	222	100



Table 5.7

Frequency and Valid Percent of Managers’ Training Program Implementations who Work in a Department Related to Their Specialty

Valid	Training Programs Implemented	Frequency	Valid Percent
	Training Programs Not Implemented	179	81
	Total	222	100

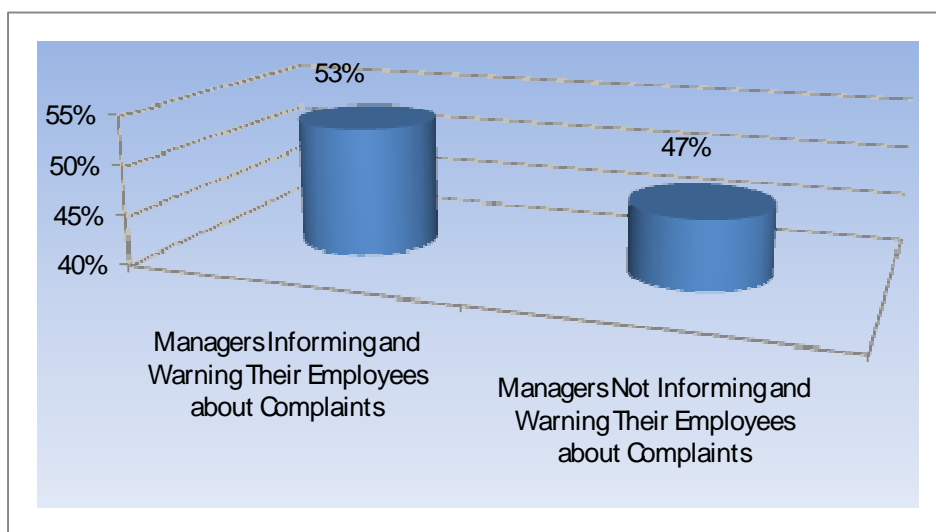


Figure 5.6.: Percentage of Managers Informing and Warning Their Employees about the Complaints

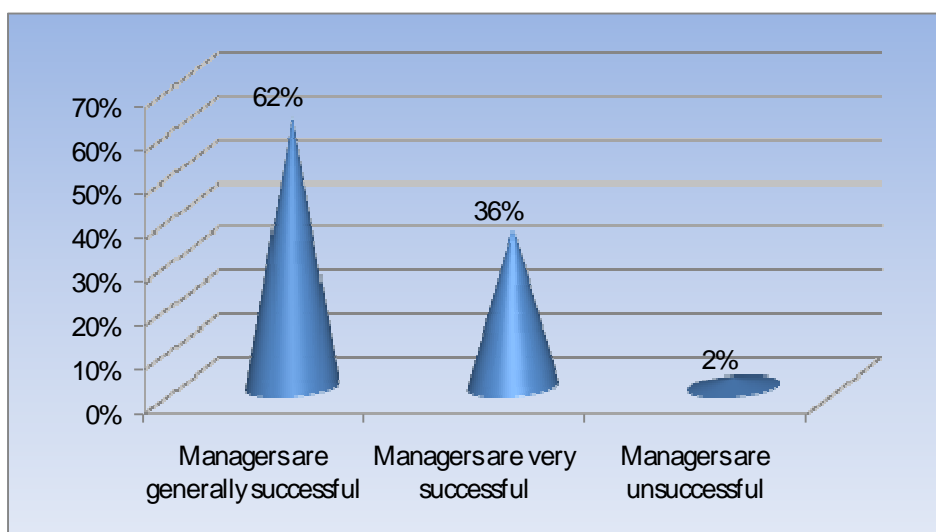


Figure 5.7.: Employees’ Evaluation about the Performance of Managers who Work in their Specialty

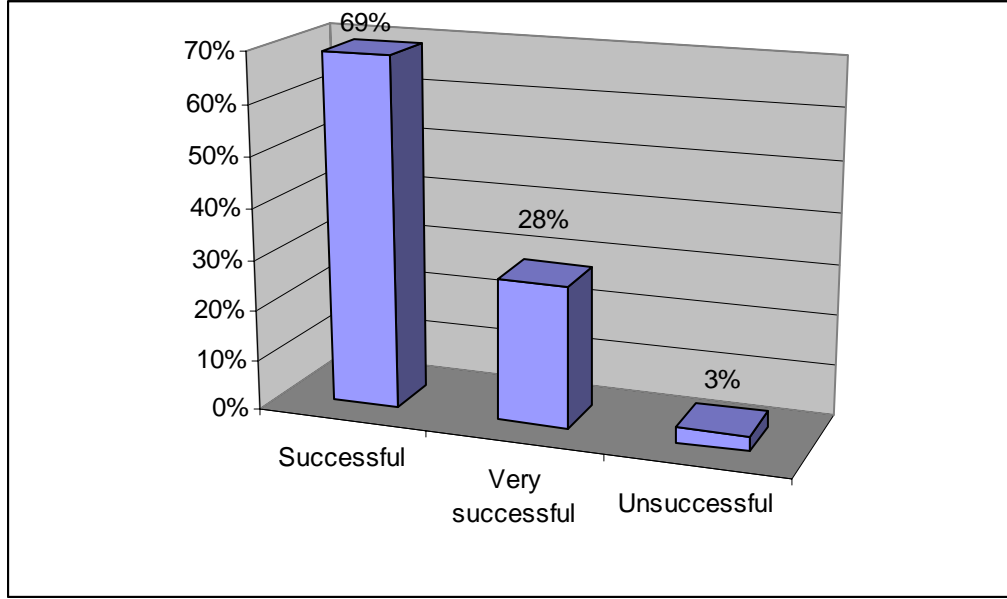


Figure 5.8.: Self Evaluation of Managers who Work in their Specialty for 20 years and more

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