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## **THE ROLE AND IMPORTANCE OF TURKEY EMPLOYMENT AGENCY IN TOURISTIC EMPLOYMENT; İSTANBUL EXAMPLE<sup>1</sup> (THE YEAR 2010)**

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### **Abstract**

The purpose of this research is to determine from which sources and how employee requirement that appears on various levels in tourism managements is provided, which procedure is applied and what type of an employee selection process is followed during the stage of employee selection and to try to reveal the differences by evaluating whether this process has been carried out effectively on the basis of the researched managements. A huge amount of surveys have been conducted to evaluate tourism businesses in terms of improvement in receiving support from the employment agency and strengthening of cooperation with the sector after the examination on employee requirement and procurement. During the questionnaire study, 276 pieces of questionnaires were distributed in total and 191 pieces of them were answered while there was no feed back relating with remaining 85 pieces of questionnaires. Consequently, the necessity of the employment agency's ability to have an active role in issues about employment creation, provision and increment has emerged. The necessity of encouragement about research and development activities for human resources studies has emerged along with the importance of the fact that tourism managements must avoid finding, selecting and placing employees in the area they deem appropriate and focus on the Professional units of the business akin to the employment agency.

**Key Words:** Employment, Turkey Employment Agency, Touristic Managements, İstanbul

## **TÜRKİYE İŞ KURUMUNUN TURİSTİK İSTİHDAMDAKİ YERİ VE ÖNEMİ; İSTANBUL ÖRNEĞİ (2010 YILI)**

### **Özet**

Araştırmanın amacı, turizm işletmelerinde çeşitli düzeylerde ortaya çıkan personel gereksiniminin hangi kaynaklardan, ne şekilde sağlandığını belirlemek, personel seçme

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aşamasında hangi yöntemlerin uygulandığını ve ne tür bir personel seçme sürecinin izlendiğini saptamak ve araştırma yapılan işletmeler bazında bu sürecin etkin bir şekilde yerine getirilip getirilmediğini değerlendirerek farklılıkları ortaya koymaya çalışmaktır. Bu çalışmada personel ihtiyacının planlanması ve tedariki ele alınıp incelendikten sonra turizm işletmelerinin iş kurumundan destek almada iyileştirme ve sektörle işbirliğinin güçlendirilmesi açısından değerlendirmek için anket çalışması gerçekleştirilmiştir. Anket çalışmasında toplam 276 adet anket dağıtılmış olup bunlardan 191 tanesi cevaplanmış, geri kalan 85 adet anketin geri dönüşü sağlanamamıştır. Sonuç olarak İş kurumunun istihdam yaratıcı, istihdam sağlayıcı ve artırıcı konularda, aktif rol alabilmesinin gerekliliği ortaya çıkmıştır. Turizm işletmelerinin personel seçiminde iş kurumu gibi işin profesyonel birimlerine ilgi göstermek yerine kendilerince uygun buldukları alandan personel bulma, seçme ve yerleştirme uygulamalarından kaçınmaları ve insan kaynakları çalışmalarına yönelik araştırma ve geliştirme faaliyetlerinin teşvik edilmesi gerektiği ortaya çıkmıştır.

**Anahtar Kelimeler:** İstihdam, Türkiye İş Kurumu, Turistik İşletmeler, İstanbul

## **Introduction**

### **1. Turkey Employment Agency**

Whilst aiming to maintain and disseminate employment and prevent unemployment, Turkey Employment Agency was established as the organization relevant to the Ministry of Labour, Social Services and Family by law no.4906 which was enacted after its publishment in Official Gazette of Turkey with the publication date 25.06.2019 and no.25159. The abbreviation of the establishment is İŞ-KUR. In order to monitor the developments related to employment, which is one of the most important problems of the business world, a strong institution to operate in this field was needed, and with the Decree-Law no. 617 published on October 4, 2000, Turkey Business Association) was founded.

#### **1.1. Establishment Purpose and Development of Turkey Employment Agency**

The establishment progressed rather fast through the years as required by the task assigned to it and has completed the procedure of managing a branch in every province until the year 1966. Besides, it has also opened some offices in some districts that are important in terms of

industry and labor. As the employment agency was operating under the Ministry of Labor, it had gone through a radical evolution again in 1978. Within the evolution, 5 departments and 23 branch offices were established as an addition to the existing units within the head office. Furthermore, regional directorates have been established in Adana, Ankara, Bursa, Diyarbakir, Erzurum, Istanbul, Izmir, Konya, Malatya, Sakarya, Samsun, and Trabzon (in 12 provincial centers) to provide more rapid and effective services (Kolu, 2006: 12).

### **1.2. Duties and Powers of Turkey Employment Agency**

The duties and powers that Turkey Employment Agency is obligated to recognize within the limits specified by Law are listed below:

- To establish the employment policies of Turkey, to follow developments on employment and engaging in activities for the prevention of unemployment with unemployment insurance.
- To compile, analyze, interpret and publish the data formed in the national labor market, to determine the labor supply and demand ratios regarding the labor market and to perform labor force necessity analyzes.
- To provide consultancy services by analyzing the jobs and occupations in the labor market, to organize vocational seminars for increasing employment and training seminars for labor force training and adaptation programs.
- To fulfill the duties related to private employment offices given to the institution by law. To act as an intermediary in the provision of the labor force, which is legally obliged to be employed, in the sectors where the employment of employees is difficult. To make required studies and arrangements related to conducting regular studies in the fields of job and employee search. To contribute to

the realization of employment contracts by mediating the employment of foreign workers.

- In case of market conditions' formation, to participate in tenders on issues concerning the field of activity of the management, to take part when necessary in order to provide consultancy and education at the level of relevant managements and organizations at both national and international level.
- To take the decisions which are a result of examining the labor force, employment and working environments of the world labor market as well as the markets formed in nearby geographies and to implement these decisions according to the agreement of the country.

## **2. Conceptual Employment**

The succinct definition of employment as an economic concept is the case where the production factors employ or are employed in order to generate income. There is a similar association between the total amount of goods and services produced by a country, in other words, the national income and the number of production factors that a country is expected to employ. According to classical and neoclassical economists, there is an automatic mechanism in the economy. This mechanism will balance the economy at a level where all production factors are used (Boz, 2006: 33).

### **2.1. Types of Employment**

When the concept of employment is examined, the types of employment identified in general terms are encountered. Scientifically accepted employment types in the economy are as follows;

### **2.1.1. Full Employment**

If all production factors work and participate in production in an economy, it is described as an economy that is in full employment or has reached full employment. In an economy where full employment is reached, all laborers who wish to work under current working conditions and current wage level find jobs moreover the country's existing capital goods stock and nature factor are fully involved in the production (Altay ve Kurtaslan, 2008: 117).

### **2.1.2. Underemployment**

An economy where only some of the existing production factors are involved in the production is an economy that is going through underemployment. In underemployment, some of the production factors are involved in the production. The minority of employees are unable to find jobs despite wanting to work at the current working conditions and current wage level, and some capital goods and natural factors are idle. As a natural consequence of this, the amount of goods and services produced in the economy is less than the possible amount. If these idle factors are also included in the production, the number of goods and services produced in the economy, in other words, real national income, will increase (Karalar, 2003: 127).

### **2.1.3. Overemployment**

In an economy where all the factors of production are working but the amount of goods and services produced does not meet the total demand, over-employment is mentioned. In the case of over employment, entrepreneurs will produce more goods and services by working over shifts to meet the current demand and eventually they will demand more production factors. However, there is no possibility to increase production factors unlimitedly. The factor demand that cannot be solved

from within the country will be met by the labor and capital factors to be provided from foreign countries. Inflationary pressures are likely to emerge in such an economy. The total demand exceeding the total supply (ie the total amount of goods and services produced), will raise prices. The resulting inflation is demand inflation (Karalar, 2003: 128).

### **3. The Concept of Employee in Tourism, Importance of Human Factor in Terms of Service Delivery**

Although the economic purpose pursued in education is an indispensable element, the idea of maximizing profits after a certain point conflicts with the idea of respect for the human element. In other words, education is no longer a factor that only increases production, it is now a tool that serves individuals working in the management. In this case, the social and humanitarian aim is gaining strength against economic considerations in order to achieve the real purpose expected from education and to establish balance in the management (Uğur, 2000: 71).

### **4. Human Resources Management in Tourism Managements**

Businesses are set up for an indefinite period, and this makes the life of the companies independent of the owner and / or their owners, thereby prolonging the duration of the business (Doğan ve Altınkaynak, 2019: 1889). As is known, tourism managements produce services of economic value. In order for production to take place, production factors must come together. Production factors are entrepreneurs, capital, natural resources, technology, and labor. As its name suggests, the main subject of human resources management (HRM) is labor, which is one of the production factors, in other words, human. In tourism campaigns, the employees of the companies are directly interested in tourists. However, companies in other sectors don't highlight employees as much as tourism (Riley, 2002: 12).

## **5. Purpose and Importance of the Research**

The purpose of this research is to determine from which sources and how employee requirement that appears on various levels in tourism managements is provided, which procedure is applied and what type of an employee selection process is followed during the stage of employee selection and to try to reveal the differences by evaluating whether this process has been carried out effectively on the basis of the researched managements. The results of the study on the supply of employee requirement by reaching a significant portion of the tourism managements operating in Istanbul province will contribute to the literature. Therefore, the reason for the importance of this study is the fact that it provides various up-to-date information. In this study, after planning and supplying the employee requirement and examining it, a survey was conducted to evaluate the tourism managements in terms of strengthening in receiving support from the employment agency.

The fact that the human element in tourism managements is felt more intensely than many managements has led to the idea of the process of finding and selecting employees under human resources being searched on these managements. It was concluded that it would be appropriate to apply it to five and four-star hotels and group A travel agencies in Istanbul due to the quality of the service provided, the fact that some of the managements are chain hotels and located in different cities of the country and the standards are high. A total of 133 hotel businesses and 143 A group travel agencies with tourism management certificate affiliated to the Ministry of Culture and Tourism were included in the scope of this research and 77 of these A group travel agencies and 112 hotel businesses were able to return.

## **1. Research Method**

When determining the method of this study, as the main factor it was thought on the interpretation of data being obtained from questionnaires. It was calculated for the work to be based on three sections and in the first section, it was focused on literature scanning and general issues relating with Turkish labor institution. In the second part, general information about the concept of employment is given by using the literature review method. In the third and last section, the simple random sampling method was selected and the data obtained were analyzed and associated with the tables.

At the stage of forming questionnaire form, no previous study sample was used and the scale of the study was originally produced by the researcher. The survey form consists of four parts. In the research, 5-point Likert scale was applied. In the third section of questionnaire the participants have answered the questions by giving replies as: 1=“I don’t agree at all”, 2=“I partially agree”, 3= “I am not sure”, 4=“I partially agree”, 5=“I completely agree”. In the second section of questionnaire participants have answered the questions by giving replies as: 1=“It is not necessary at all”, 2=“It is not necessary”, 3=“It is sometimes necessary”, 4=“It is quite necessary”, 5=“It is very necessary”.

In addition to single scales, open-ended questions were asked in the questionnaire to measure likert scale and participants' thoughts. As it is aimed in the study to make comparisons and generalizations among enterprises, questions have been prepared in five categories by paying attention that there is balance between positive and negative categories.

Data belonging to enterprises taken within the scope of application have been obtained by the answers given by responsible managers of enterprises. In order to meet this purpose the application has been

applied at 133 pieces of hotel enterprises and 143 pieces of A group travel agencies being present in the city of Istanbul and having tourism operation certificate from Ministry of Tourism. Questionnaires were applied to all of these enterprises and there was feed back from 77 pieces of A group travel agencies and 112 pieces of hotel enterprises.

In the first part of the questionnaire, questions such as those relating with demographic and general characteristics of the respondents were age, gender, education level, marital status, duration of employment in the business and their role of the enterprise were directed to participants answering the questionnaire. The survey method has been applied in the form of ensuring that the relevant managers fill in the questionnaire by visiting a large part of the tourism establishments personally and sending e-mails to some businesses. The findings obtained from the research were evaluated and interpreted using frequency distribution and percentage method. The data obtained were classified and analyzed in computer environment. SPSS statistics program was used in the analysis. The data entered into the computer by coding has been transformed into tables by making necessary analyzes.

In the survey, there were open areas where the managers who fill out the form could express their opinions as well as multiple choice questions. The findings of the research are interpreted and the findings of the application are presented in the conclusion section. In addition to the survey study, face-to-face interviews were held with the officials in the district directorates affiliated to the Istanbul Provincial Directorate, and the research method was applied.

The universe of the research consisted of 107 4-star hotels, 81 five-star hotels and 2724 A, B, C group travel agencies operating in Istanbul. Considering the factors such as the width of the universe, transportation problems of Istanbul province, high cost elements and time constraints,

In the study, it was deemed appropriate to evaluate the data obtained from a certain number of businesses in the universe. The reason for choosing four and five-star hotels is because these businesses are more established and more professionally managed and have completed their organizations in terms of personnel. In addition, the most important reason for choosing four and five star hotels is that these businesses have a human resources department. Reason for choosing A group travel agencies is because B and C group agencies mainly adopt family company type of managements and they employ less educated and less number of personnel. Not all of the A group travel agencies could be reached due to problems such as time and costs and the opinion that data relating with 77 pieces of travel agencies being evaluated would provide adequate reflection for conclusion has been leading factor in the study.

A total of 133 hotel businesses and 143 A group travel agencies, which have a tourism business certificate affiliated to the Ministry of Culture and Tourism, were included in the scope of this research and among these, feed back was obtained from 77 pieces of A group travel agencies and 112 pieces of hotel enterprises.

## **7. Research Findings and Evaluation**

According to the information about the Istanbul province, in the long term of 2006 / 2007 / 2008, it is known that in a big city such as Istanbul, there is a job shortage of only 5164 people to the employment agency in touristic managements. In the same period, the total amount of applications made by tourism graduates from various stages of tourism education to tourism managements was 283, while only 19 of these applications were employed.

**Table 1: Application to Touristic Managements in Istanbul (2006/2007/2008)**

	Application	Recruitment
Tourism Anatolian Vocational High School (Girls' Technical)	59	3
Tourism and Hotel Management	9	1
Tourism and Hotel Management Vocational School	119	8
Tourism and Hotel Management Vocational School	48	2
Tourism and Hotel Management Vocational School	24	4
Tourism and Hotel Management Vocational School	24	1
<b>Total</b>	<b>283</b>	<b>19</b>

Source: www.iskur.gov.tr

**Table 2: Demographic Features**

Gender	n	%	Education Level	n	%
Male	115	60.2	Primary Education	0	0
Female	76	39.8	Secondary Education	26	13.6
<b>Total</b>	<b>191</b>	<b>100.0</b>	Associate Degree	54	28.3
<b>Age</b>	<b>n</b>	<b>%</b>	Degree	96	50.3
18-24	23	12.0	Master Degree	15	7.9
25-30	75	39.3	<b>Total</b>	<b>191</b>	<b>100.0</b>
31-45	68	35.6	<b>Experience Status</b>	<b>n</b>	<b>%</b>
36-40	7	3.7	1 to 5 years	58	30.4
41 and above	18	9.4	6 to 10 years	60	31.4
<b>Total</b>	<b>191</b>	<b>100.0</b>	11 to 15 years	42	22.0
<b>Duty Status</b>	<b>n</b>	<b>%</b>	16 to 20 years	14	7.3
Travel Consultant	3	1.6	21 and above	17	8.9
Agency Manager	23	12.0	<b>Total</b>	<b>191</b>	<b>100.0</b>
General Manager	20	10.5	<b>Marital Status</b>	<b>n</b>	<b>%</b>
Sales Manager	56	29.3	Married	99	51.8
HR Manager	89	46.6	Single	92	48.2
<b>Total</b>	<b>191</b>	<b>100.0</b>	<b>Total</b>	<b>191</b>	<b>100.0</b>

## 8. Findings Related to Determining Employee Requirement

Before starting the employee selection in tourism managements, the characteristics of the employee to be recruited and the works being carried out in the tourism management must be defined, job analysis must be performed in order to provide this standard information and it must be determined which qualifications for which job must be owned. In the context of this information, the table formed as a result of the survey conducted with the managers in tourism managements is given below.

**Table 3: Evaluation Criteria of Managers' Employee Selection**

Employee Selection Criteria	N	Average	Standart Lapse	Absolutely Not	Not Required%	Occasionally Required%	Quite Necessary%	Necessary %
Verbal Communication	191	4,7696	0,42217	-	-	-	23	77
Written Communication	191	3,9529	0,87832	-	6.8	20.4	43.5	29.3
Leadership Skills	191	3,8848	0,81262	-	1.6	34.6	37.7	26.2
Managerial Skills	191	3,8953	0,80755	-	2.1	31.9	40.3	25.7
Adaptation	191	4,6335	0,49389	-	-	-	35.6	64.4
Self-reliance	191	4,5812	0,57350	-	1.0	1.0	36.6	61.3
Teamwork	191	4,5602	0,68463	-	2.1	4.7	28.3	64.9
Researching Skills	191	3,9476	0,87502	-	6.3	22.0	42.4	29.3
Creativity	191	3,9476	0,91040	-	4.2	31.4	29.8	34.6
Critical Thinking	191	3,6073	1,04516	3.1	8.4	37.2	27.7	23.9
Decision Making	191	4,2199	0,81681	-	-	20.9	34.6	44.5
Reconciliation Skills	191	4,2723	0,80080	2.1	1.6	4.7	50.3	41.4
Implementation Skills	191	4,4136	0,76201	2.1	-	2.6	44.0	51.3
Computer Skills	191	4,1728	0,91565	-	6.3	14.1	35.1	44.5
Problem-solving Skills	191	4,3717	0,72768	-	-	13.6	35.1	51.3
Marketing Skills	191	4,1309	0,86975	-	4.2	19.4	35.6	40.8
Ability to Manage Events	191	3,9738	0,88517	1.0	3.7	23.0	41.4	30.9
Organizing Skills	191	3,7435	0,87187	1.0	6.3	28.8	45.0	18.8
Industry Knowledge	191	4,2618	0,76403	-	1.0	16.2	38.2	44.5
Professionalism	191	4,1728	0,94395	1.6	5.8	10.5	38.2	44.0
Paying Attention Details	191	4,0995	0,81146	-	2.6	20.4	41.4	35.6
Academic Degree	191	3,5288	1,00418	5.8	6.3	31.4	42.4	14.1
Business Ethics	191	4,2565	0,69747	-	12.0	11.5	49.2	38.7
Managing Guest Relationships	191	4,3979	0,70993	-	3.1	3.7	43.5	49.7
Foreign Language Knowledge	191	4,3351	0,78992	-	-	18.8	28.3	52.9
Ability to Cope	191	4,3665	0,61706	-	-	7.3	48.7	44.0
Decision Making Skills	191	4,1990	0,82219	-	2.6	17.8	36.6	42.9
Public Relations	191	4,4346	0,60233	-	-	4.7	46.6	48.7
Employee Relations	191	4,4764	0,64744	-	1.0	5.2	38.7	55.0
Body Language	191	4,2775	0,82172	-	3.7	12.6	36.1	47.6

According to the results of the survey, the majority of the managers expect (99%) self-confidence, (97%) teamwork, (92%) research skills, (71%) creativity, (63%) critical thinking, ( 50% decision making, 78% reconciliation, 91% implementation skills, 95% computer skills, 80% problem-solving skills, 85% marketing skills (75%), ability to manage events, (72%), organizing skills, (63%), industry knowledge (82%) professionalism, (83%), attention to detail, (75%), academic degree (55%), business ethics (89%), guest relationship management (92%), foreign language skills (80%), coping with difficulties (92%), decision-making (%) 88%, Public Relations (94%), Employee Relations (93%) body language (83%) with the job criteria, as well as the best from their employees.

#### **9. Findings Related to Obtaining and Selecting Employees**

The managers of tourism enterprises (97%) suggest that employees must receive regular in-service training. The managers of tourism managements (98%) tend to prefer those who receive tourism education according to the position needed during the employee selection of tourism managements.

**Table 4: Evaluation Issues Regarding Managers' Employee Selection**

General issues related to employee recruitment	N	Average	Standard Lapse	I strongly disagree%	I partially disagree%	I am not certain%	I partially agree%	I strongly agree%
Employees to work in the tourism industry must receive tourism training.	191	4,523	0,7314 2	-	4.2	1.6	31. 9	62.3
Tourism education in schools is not sufficient in terms of practice.	191	4,062	0,7922 2	1.6	.5	17.3	51. 3	29.3
Managements must provide regular in-service training to their staff.	191	4,685	0,5579 7	-	1.0	1.6	25. 1	72.3
Managements must choose training areas in employee selection.	191	4,518	0,5510 1	-	-	2.6	42. 9	54.5
Internship training must be given to students in tourism today.	191	4,785	0,4483 8	-	-	.5	19. 9	79.6
Knowledge of foreign languages is required for employment in tourism.	191	4,544	0,7587 1	-	4.2	3.7	25. 7	66.5
The quality of employees is important in tourists' preference.	191	4,528	0,7239 9	-	3.7	2.6	30. 9	62.8
The source from which the employees are provided is important in employee selection.	191	4,047	0,9363 3	4.2	1.6	11.5	50. 8	31.9
Only İŞ-KUR must be preferred in terms of employee selection	191	2,513	1,3012	30.9	19.4	25.7	15. 7	8.4
The employment agency is not a sufficient resource in the selection of personnel.	191	4,361	0,7611 4	.5	.5	12.6	35. 1	51.3

**Table 5: Types and Number of Managements Participated in the Survey**

Management Type	n	%
Travel Agency	80	41.9
4-Star Hotel	76	39.8
5-Star Hotel	35	18.3
<b>Total</b>	<b>191</b>	<b>100.0</b>

**Table 6: Status Assessment of Managements and Recruitment Methods**

Management Type	n	%
International chain	51	26.7
National chain	33	17.3
Individual management	107	56.0
<b>Total</b>	<b>191</b>	<b>100.0</b>
Recruitment Method	n	%
References	107	56.0
Newspapers	20	10.5
Television	-	-
Internet	60	31.4
Employment Agency	4	2.1
<b>Total</b>	<b>191</b>	<b>100.0</b>

**Table 7: Table of Relationship Between Employee Recruitment Method and Management Type**

Management Type	Employee Recruitment Method				References
	References	Newspapers	Internet	Employment Agency	
Travel Agency	41	12	26	1	80
4-star hotel	48	6	19	3	76
5-star hotel	18	2	15	0	35
<b>Total</b>	<b>107</b>	<b>20</b>	<b>60</b>	<b>4</b>	<b>191</b>

**Table 8: Chi-square Test Result Table Between Recruitment Method and Management Type**

	X <sup>2</sup>	Significance Level
Pearson Chi-Square	8,689(a)	0,192
Likelihood Ratio	9,128	0,167
Linear-by-Linear	0,073	0,788
N of Valid Cases (Total)	191	

When the tables showing the results of the chi-square test in SPSS program are examined and the chi-square evaluation criterion is considered, no significant difference is seen between the management types and hiring methods since the significance level is greater than 0.05. In other words, there is no difference between management type and hiring methods.

## **10. Conclusions and Recommendations**

It is proven that tourism managements apply the method of finding, selecting and placing personnel from the area they deem appropriate rather than resorting to an important resource such as an employment agency. According to the data obtained from the research, it has been detected that the human resources department does not receive the attention it deserves in many tourism managements. Many businesses have the name of the Human Resources department however it is perceived as absent when it comes to effective use of this department. This task is carried out by the boss and the managers close to the rank of the boss. Labor supply requires professionalism. The human resources department, in terms of efficiency, fulfills the task of providing the most appropriate and healthy employees based on the interests of the business and market conditions.

It has been observed instead of attaching importance to R&D studies for the development of human resources, some tourism managements only try to carry out labor force education by arranging courses in a hurry when needed. It is generally seen that large capacity tourism managements attach more importance to labor supply and labor training.

If İşkur does its job properly by providing the appropriate employee-based on the qualifications needed by the managements within the economy and educating the untrained labor force to present to different

sectors, labor costs of the managements will also decrease. Thus, more efficient use of country and business resources will be possible.

Active recruitment policies must be followed to meet the labor force needs of employers, and job development activities must be carried out especially for job seekers with high-quality criteria. Suggestions;

- It must be ensured that the employment agency has a legal and technical infrastructure in order to carry out adequate studies in our country.
- Active employment policies should be followed for the labor force needs of employers.
- Turkey Employment Agency's cooperation with central governments, local governments, and tourism sector must be increased.
- Importance must be attached to manpower planning and vocational training programs must be emphasized.
- It must be ensured that Turkey Employment Agency may take an active role in issues such as employment creation, provision, and increment.
- In order for tourism managements to be more successful, to provide a competitive advantage and to achieve their goals, it must become a necessity for them to use human resources effectively and efficiently.
- Human resources department is an important department in tourism managements. This department must not be entrusted to a non-expert.
- Criteria for personnel selection must be strictly and fully implemented. Recruitment needs to be meticulously done.

- Tourism managements must avoid finding, selecting and placing employees in the area they deem appropriate and focus on the professional units of the business akin to the employment agency.
- Efforts must be made to increase educational investments.
- Research and development activities for human resources must be encouraged.
- In recent years, important studies have been carried out by İşkur.
- Considering that many of the proposals for 2010 have been carried out today, it is possible to conduct new researches today and compare them with the data of the previous period.

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