

WHAT ARE THE REQUIRED CRITERIA TO BE MANAGER IN HOSPITALITY SECTOR IN TURKEY?

Türkiye’de Otel İşletmelerinde Yönetici Olmak Hangi Kriterleri Gerekliyor?

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ABSTRACT

The aim of this research is to reveal the qualifications required by hospitality enterprises who seek for mid-level and senior manager by means of job advertisements. The research is a qualitative research based on content analysis. The data have been obtained from four online internet websites in which predominantly job advertisements are found related with tourism and hotel management sector. On the other hand, considering the season most sought for an employer is the first months of the year; advertisements that have been published in the first quarter of the year have been examined (January, February, March). It has been determined types of the hotels that have advertised, information about the position and general qualifications for the manager candidates by evaluating the contents of the advertisements and manager selecting criteria of enterprises have been revealed according to results.

Keywords: Hospitality Enterprises, Manager, Senior Manager, Mid-Level Manager, Job Advertisements.

ÖZ

Çalışmanın amacı; iş ilanları yoluyla üst düzey ve orta düzey yönetici arayan otel işletmelerinin çalışanlarda olmasını istediği niteliklerin neler olduğunu ortaya koymaktır. Çalışma içerik analizine dayalı nitel bir araştırmadır. Veriler Turizm ve Otelcilik sektörüne yönelik en çok iş ilanının yer aldığı 4 adet internet sitesindeki ilanlardan yararlanılarak elde edilmiştir. Öte yandan, sektörde en fazla eleman aranan dönemin yılın ilk ayları olması dikkate alınarak, araştırmada ele alınacak söz konusu 4 web site, yılın ilk çeyreğinde (Ocak, Şubat, Mart) yayınlanmış ilanlar incelemeye tabi tutulmuştur. Çalışmada otel işletmelerinin bu sitelere verdikleri iş ilanlarının içeriği incelenerek; ilanı veren otel işletmelerinin türü, ilana çıkılan pozisyon bilgileri, bu pozisyona başvuracak yönetici adaylarında olması istenen genel nitelikler ve aranan özellikler belirlenmeye çalışılmış ve elde edilen sonuçlardan çıkarımlar yapılarak otel işletmelerinin yönetici seçme kriterleri ortaya konulmaya çalışılmıştır.

Anahtar Kelimeler: Otel İşletmeleri, Yönetici, Üst Düzey Yönetici, Orta Düzey Yönetici, İş İlanları.

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INTRODUCTION

AT THE PRESENT TIME the significance referred to human factor is increasing progressively with regard to all sectors and human resources are accepted as the most valuable capital for businesses (Bingöl, 1990: 1; Tütüncü et al., 2003: 114). Having an efficient labor force is a significant component that makes today's businesses competitive (Erdem et al., 2014: 90). Especially, competition in the tourism sector which is built upon service concentrates on the human resources that produces the service (Akova et al., 2007: 276). In this respect, workforce in the tourism businesses is considered the most important source in achieving organizational effectiveness. Due to the labor-intensive nature of tourism enterprises, employees play a key role and expected to carry some special qualifications (Mullins, 1995: 8; Kozak and Güçlü, 2008: 40; Erden and Gezen, 2014: 20). Quality of the employee will directly affect especially the quality of the service and the level of satisfaction (Akova et al., 2007: 276).

Due to the nature of tourism enterprises, working long hours, low wages, limited social benefits, seasonal work may emerge, so turnover rate in tourism sector is usually higher than other types of businesses (Pelit and Kılıç, 2012: 126). In addition to the effects of the factors on the turnover rate listed above, improper practices that enterprises have done in the process of finding human resources thought to be an important part of the problem. Failure to establish favorable conditions to find the personnel with appropriate skills and qualifications required for the job weakens the tourism businesses in terms of competitiveness. Businesses are seeking various ways to find a solution to this problem (Erden and Gezen, 2014: 21).

While selecting people to be recruited, both the employee's and jobs characteristics must be taken into consideration. People should be placed in the most suitable jobs for their own personal traits and skills (Palmer and Winters, 1993: 76). The important thing in the recruitment process is to harmonize compatibility between qualifications and abilities of the employee and qualifications and skills for the job. The fact that staff have the skills required for the job is significant for businesses to survive successfully, achieve efficiency in operations, development and to grow (Tütüncü et al., 2003: 115).

A selection criteria is needed for the selection of the staff to be recruited. The selection criteria represents which characteristics will be used in the selection (Koçel, 2013: 100). The criteria used in the selection process is generally divided into three categories: education, work experience or professional experience and work-related personal characteristics. The criteria determined in education must reflect required level of education to succeed. The work related experience of candidate generally shows his success. Organizations normally prefers the personnel who have experience in a similar job. Such an experienced staff will need

less training to perform his/her job. Work-related personal characteristics may include additional point of interest that contribute to knowledge and skills used by the staff when doing his job (Palmer and Winters, 1993: 77).

Nowadays businesses have to adapt to the rapid changes occurring in the social, economic and technologic sphere and make accurate decisions to survive in the intense competitive environment. Beyond its role in our daily lives, the fact that internet is starting to hold an important place in the professional life has led to expansion of its usage areas. It has led to born many websites and online applications that bring together individuals who are seeking job and employers. They are used in the process of finding a job by jobseekers and also used in the process of recruitment and staff selection by enterprises (Özdemir et al., 2015: 121-123). For example, job advertisements on the internet in recent years considerably enable for businesses to reach more candidates and attract the most suitable ones (Erden and Gezen, 2014: 21). At the same time job advertisements on the internet considerably help the jobseekers who look for a job suitable with their career goals, abilities and interest in the process of job seeking. Because of seeking a job should be done planned and at the same time it is a time-consuming work, online job advertisements play a role in increasing the chance of finding a job that the person will be successful.

Seeking a job is an important and complicated process for individuals who wants to reach career goals, improve themselves or change the present job to work in better conditions. Job advertisements is as a business proposal in this process. Analyzing the job advertisements is an important issue for candidate who wants to prepare himself for the present job opportunities to be the ideal person for that job. The job advertisement analysis is the process of dividing the whole into pieces and examining as in other analytical methods. While making job advertisement analysis, it must be reveal the pieces that took part in the whole. These pieces are business, job and job characteristics and it is similar in nearly all job advertisements. It is needed to pay attention to the objective and subjective criteria while analyzing of job advertisement. Objective criteria reflect a reality and an opinion from an independent phenomenon. For example having a diploma, certification, knowing a language etc. Subjective criteria can be evaluated differently by different individuals. It is arguable and based on the basis of individual perception. Such as being neat, prone to teamwork, a good experience in a particular issue etc. (Gökkaya et al., 2015: 26-29).

Analysis of the job advertisement is an important provision of appropriate application, improving himself to reach career goals, self-realization and responding to the call of business correctly. Interrogation of the criteria laid as a result of job analysis, knowing what the objective elements (obligatory) are, what the subjective ones (recoverable) and what the preferential elements will help to

individuals who wish to apply for jobs. In conclusion individual find chance to compare the elements with respect to work. Ultimately, individuals seeking job can make a holistic assessment by comparing himself with the desired profile for the position (Gökkaya et al., 2015: 32). Accordingly, if there is harmony between qualifications and skills required for the job and their own qualities and skills, the jobseeker can apply or if not, he tries to adapt or makes a bid for.

When viewed from the general framework, the subjects of job advertisement, job analysis, and compliance with the job advertisement which can be evaluated as the result of the job analysis have been taken as the first aim in this study. Thus, content of online job advertisements of hotel enterprises have been examined. The type of hotel enterprise, information about the position, and general qualifications required to be a candidate in the top and middle level managers have been determined. The manager selection criteria of the hotel businesses have been revealed by making inferences from the results obtained. The target audience of the study are mainly those individuals who seek the path to be followed to achieve their career goals, individuals who wish to continue their professional lives as managers and employees who are looking for a job to work in better conditions.

METHOD

This research is a qualitative study. Firstly, written literature review about personnel selection criteria was conducted for the study. As a result of general literature review, it has seen that these criteria are divided into three. These criteria are education, experience in the job or profession and personal characteristics related to job which are required for employees. In this classification context; job advertisements of five star, four star and other hotels (boutique hotels and hotels whose company information is confidential) published on four online web sites which involves job advertisements mostly related to hospitality sector have been examined. The advertisements of executive managers and mid-level managers have been examined in detail and it has been presented in section of findings. Except these advertisements have not been subjected to investigation because of not directly related to research topic. In the study, the job advertisements which have been advertised by hotels on the given four internet websites in the first quarter of the 2016 year (January, February and March) in which the recruitment is being made the most have been took and content analysis has been conducted.

FINDINGS AND DISCUSSION

In total, 290 advertisements of senior managers and mid-level managers which form the database of the study have been examined. The advertisements

of the hotels have been examined first by the type of business. The distribution according to business type of the hotels which have advertised for senior manager and mid-level manager can be seen in the Table 1.

Table 1: Distribution of the Hotels That Are Advertised According To Business Type

Type of Business	n	%
5 Star Hotel	189	% 65,2
4 Star Hotel	21	% 7,2
Other Hotels	80	% 27,6
Total	290	% 100

Hotel businesses that have advertised the most are 5 star hotels (%65,2) and other hotels (%27,6). And also, these type of hotel business consist the large part of the advertisements (%92,8). The advertisements of 4 star hotels are pretty limited (%7,2). The advertisements of hotels within the scope of the study were investigated according to qualification of the manager. The distribution of the hotel's advertisements according to qualification is in the Table 2.

Table 2: Distribution of the Job Advertisements According To Employee Qualification

Qualification of Candidate	n	%
Senior Manager	75	% 25,9
Mid-level Manager	215	% 74,1
Total	290	% 100

It is seen as Table 2, the job advertisements are given mostly for the mid-level managers (% 74,1). All the senior management advertisements consist %25,9 of the total advertisements. In addition to this, 69 of senior manager advertisements are for general managers (%92), 6 of them are for vice general managers (%8). If we look at the mid-level manager advertisements, while we see advertisement of Sales and Marketing Manager at most (%22,8), we see Education and Improvement manager at least (%0,94). Another criterion examined in job advertisements is gender. The classification according to gender status determined by hotels is in the table below.

Table 3: The Distribution of Job Advertisements According To Gender

Gender	n	%
Unspecified	238	% 82,1
Male	35	% 12,1
Female	17	% 5,8
Total	290	% 100

As it understood from Table 3, the hotel businesses are gender-free in the advertisements of managers (%82,1). Although there is not an important majori-

ty or difference, it can be said that male managers have more request than female managers. In addition to these data obtained, senior and mid-level manager advertisements have been examined by three classification: education, experience in the job or profession and personal characteristics related to job which are required for employees. In the frame of these classification, firstly the evaluations related to data about senior manager advertisements have been mentioned.

The Evaluations Related To Senior Managers

The first classification which have been handled in the job advertisements is education status which requested for the candidate managers. In table 4, evaluations about requested graduation degree in the senior level job advertisements have been presented. Besides, examined job advertisements have been detailed whether the advertisements inhold the condition of tourism graduation or not.

Table 4: The Distribution of Senior Manager Job Advertisements According To Graduation Degree

Education status	Number of Job Ads. (n)	%
Associate Degree	7	%9,3
Undergraduate and Postgraduate	68	%90,7
Total	75	%100
Tourism graduation	47	%62,7
Unspecified	28	%37,3
Total	75	%100

When we have examined the senior manager advertisements from the viewpoint of education it has seen that hotel businesses have given place predominantly undergraduate/postgraduate (%90,6) options. The condition of associate degree has took place only at the rate of %9,3. While %62,7 of the hotel businesses have given place to the condition of being tourism graduate in the advertisements, %37,3 of them have not specified any criterion of being tourism graduate. The second classification which have been handled in the job advertisements is related with the required professional competence and experience for candidate senior managers. Firstly, job advertisements were examined according to required work experience (Table 5). Besides, these examined job advertisements have been detailed according to required knowledge of foreign language (Table 6).

Table 5: The Distribution of Senior Manager Job Advertisements According to Required Work Experience

Work Experience	n	%
1-5 years	25	%33,3
6-10 years	38	%50,7
11 -15 years	8	%10,7

16-20 years	1	%1,3
Unspecified	3	%4,0
Total	75	100

As it is seen in the Table 5, the job advertisements which look for 6-10 years of experience (%50,7) have come forward mainly. The number of hotel businesses that prefer the manager who had 1-5 years of experience are (%33,3) considerable amount. The hotel businesses which have demanded 11 years and over experience are rather limited (%12). But %4 of the hotels which seek senior manager have not indicated any experience criterion.

Table 6: The Distribution of Senior Manager Job Advertisements According to Knowledge of Foreign Language

Knowledge of Foreign Language	n	%
Unspecified	12	%16
At least 1 foreign language	37	%49,3
At least 2 foreign languages	26	%34,7
Total	75	%100

As it is seen in the Table 6, when we look the job advertisements in terms of knowledge of foreign language, it has not mentioned a criterion such that in the %16 of job advertisements. In the job advertisements which has contained the condition of foreign language, the number of hotel businesses which seek a manager who speaks at least one foreign language are quite high (%49,3). The rate of hotel businesses which seek a manager who speaks at least two foreign languages is %34,7. Another classification which have been handled in the job advertisements is personal characteristics related to job which are required for managers. In the Table 7, it has been presented the evaluations related to required personal characteristics for managers.

Table 7: The Required Personal Characteristics for Candidate Senior Managers

The Required Qualifications for Candidate Managers	Specified	Unspecified	Total
Qualification Of Leadership	25(%33,3)	50(%66,7)	75(%100)
Adapting Teamwork	19(%25,3)	56(%74,7)	75(%100)
Compliance With Working Hours	15(%20)	60(%80)	75(%100)
Full Competency In Budget-Accountancy	39(%52)	36(%48)	75(%100)
Full Competency In Sales And Marketing	28(%37,3)	47(%62,7)	75(%100)
Full Competency In Hospitality Legislation	9(%12)	66(%88)	75(%100)
Customer Satisfaction Oriented	21(%28)	54(%72)	75(%100)
Skill Of Planning And Organization	37 (%49,3)	38(%50,7)	75(%100)
Skill Of Communication	45 (%60)	30(%40)	75(%100)
Skill Of Analytical Thinking	55 (%73,3)	20(%26,7)	75(%100)
Full Competency In MS Office	33(%44)	42(%56)	75(%100)
Full Competency In Hospitality Software	18 (%24)	57(%76)	75(%100)

When we have investigated knowledge of hospitality legislation which is one of the required qualifications for candidate senior managers, it has seen that vast majority of job advertisements (%88) have not included a qualification such that. The majority of job advertisements have not included such qualifications like adapting teamwork (%74,2), compliance with working hours (%80), customer satisfaction oriented (%72) and knowledge of hospitality software (%76). On the other hand, it has been expected in one of the three job advertisements approximately: qualification of leadership (%33,3), full competency in the subjects related to sales and marketing (%37,3), full competency in MS Office programs (%44). In addition to these, it has been seen in the majority of the job advertisements that competency in the subjects related to budget-accountancy (%52), communication skills (% 60), skill of analytical thinking (%73,3), skills of planning and organization (%49,3) have come forward. In other words, the qualifications of full competency in budget-accountancy, skills of planning and organization, communication skills and skill of analytical thinking have been expected in one of two job advertisement for senior managers.

In addition, there are some very special personal statements required related to job in a few job advertisement which are not included in the table. These statements are as follows: having no obstacle to travel, driving, knowledge about all hotel departments, experience in food and beverage department, taking responsibility, having representational skills, being competent in time and stress management, experience in chain hotels, following the new trends, being open to new ideas, improving herself/himself, loving her/his job, experience in halal hotels.

The Evaluations Related To Mid-level Managers

The first issue related to hotel businesses that have advertised for mid-level managers that discussed in this section is the distribution of the job advertisements according the hotel departments (Table 8). In this way it have been tried to determine that which department have needed a mid-level manager in the time period that the job advertisements have been examined.

Table 8: Distribution of the Job Advertisements According the Hotel Departments

Department	Number of Ads. (n)	%
Front Desk Manager	34	% 15,8
F&B Manager	32	% 14,9
Housekeeping Manager	25	% 11,6
Accountancy Manager	18	% 8,4
Sales And Marketing Manager	49	% 22,8
Technic Service Manager	13	% 6
Night Manager	10	% 4,7
Operation Manager	6	% 2,8

Security Manager	4	% 1,9
Human Resources Manager	8	% 3,7
Spa Manager	9	% 4,2
Education And Improvement Manager	2	% 0,9
Guest Relation Manager	5	% 2,3
Total	215	% 100

As it seen in the Table 8, the departments which have been looked for manager the most are department of sales and marketing (%22,8), front desk (%15,8) and food and beverage (%14,9), housekeeping (%11,5). These four departments constitutes the %65,1 of the all job advertisements. The first classification which have been handled in the mid-level manager job advertisements is education status which requested for the candidate managers. In table 9, evaluations about requested graduation degree for mid-level level job advertisements have been presented. Besides, examined job advertisements have been detailed whether the advertisements inhold the condition of tourism graduation or not.

Table 9: The Distribution of Mid-level Manager Job Advertisements According To Graduation Degree

Education Status	Number of Job Ads. (n)	%
Associate Degree	51	% 23,7
Undergraduate and Postgraduate	164	% 76,3
Total	215	% 100
Graduation in the Related Field	116	% 54
Unspecified	99	% 46
Total	215	% 100

When we have examined the mid-level manager advertisements from the viewpoint of education it has seen that hotel businesses have given place predominantly undergraduate/postgraduate (%76,3) options. The condition of associate degree has took place only at the rate of %23,7. While %54 of the hotel businesses have given place to the condition of being tourism graduate in the advertisements, %46 of them have not specified any criterion of being tourism graduate. The second classification which have been handled in the job advertisements is related with the required professional competence and experience for candidate mid-level managers. Firstly job advertisements have been examined according to required work experience (Table 10).

Table 10: The Distribution of Mid-level Manager Job Advertisements According to Required Work Experience

Work Experience	n	%
1-5 years	121	%56,3
6-10 years	80	%37,2
11 -15 years	11	%5,1

Unspecified	3	%1,4
Total	215	%100

As it is seen in the Table 10, the job advertisements which look for 1-5 years of experience (%56,3) have come forward mainly. The number of hotel businesses that prefer the manager who had 6-10 years of experience are (%37,2) considerable amount. The hotel businesses which have demanded 11 years and over experience are rather limited (%5.1). But %1,4 of the hotels which seek mid-level manager have not indicated any experience criterion. In addition to data presented in Table 10; it has been seen that 1-5 years job experience is mostly required for departments of front desk, food and beverage, housekeeping and sales and marketing (%62). 6-10 years job experience is mostly required for departments of food and beverage, housekeeping and sales and marketing (%42,1). It has been seen that hotel businesses demand more job experience from candidate managers for the departments of human resources, sales and marketing, accounting (%90.9). Examined job advertisements have been detailed according to required knowledge of foreign language in Table 11.

Table 11: The Distribution of Mid-level Manager Job Advertisements According to Knowledge of Foreign Language

Knowledge of Foreign Language	n	%
Unspecified	59	%27,4
At least 1 foreign language	100	%46,5
At least 2 foreign languages	56	%26,1
Total	215	%100

As it is seen in the Table 11, when we have examined the job advertisements in terms of knowledge of foreign language, it has not mentioned a criterion such that in the %27,4 of job advertisements. Despite that, in one of the two job advertisement (%46,5) the condition of at least one foreign language can be seen. The rate of hotel businesses which seek mid-level manager who speaks at least two foreign languages is %26,1. The most important point to be noted here that the job advertisements which the foreign language requirement is not being sought are the departments that are not in direct contact with customers justifiably. In other words, it has not been seen such criterion in the vast majority of job advertisements of accounting, technic service, security departments (%68,6). In addition to this, knowledge of foreign language has been seen in the vast majority of job advertisements of department of front desk, food and beverage, sales and marketing (%90.9). Also, requirement of at least two foreign languages has been seen in the %51,1 of these job advertisements. Another classification which have been handled in the job advertisements is personal characteristics related to

job which are required for managers. In the Table 12, the data related to required personal characteristics for mid-level managers has been detailed.

Table 12: The Required Personal Characteristics for Candidate Mid-level Managers

The Required Qualifications for Candidate Managers	Specified	Unspecified	Total
Qualification Of Leadership	58 (%27)	157 (%73)	215 (%100)
Adapting Teamwork	49 (%22,8)	166 (%77,2)	215 (%100)
Compliance With Working Hours	202 (%94)	13 (%6)	215 (%100)
Full Competency In Hospitality Legislation	10 (%4,7)	205(%95,3)	215 (%100)
Customer Satisfaction Oriented	88 (%40,9)	127(%59,1)	215 (%100)
Skill Of Management And Organization	36 (%16,7)	179 (%83,3)	215 (%100)
Skill Of Communication	135 (%62,8)	80 (%37,2)	215 (%100)
Skill Of Analytical Thinking	114 (%53)	101 (%47)	215 (%100)
Full Competency In MS Office	116 (%54)	99 (%46)	215 (%100)
Full Competency In Hospitality Software	88 (%40,9)	127(%59,1)	215 (%100)
Knowledge of Reporting	51 (%23,7)	164(%76,3)	215 (%100)

When we have investigated knowledge of legislation which is one of the required qualifications for candidate mid-level managers, it has been seen that vast majority of job advertisements (%95,3) have not included a qualification such that. The majority of job advertisements have included the requirement of compliance with working hours (%94). In addition, the majority of job advertisements have not included such qualifications like communication skills (%62,8), skill of analytical thinking (%53), full competency in MS Office programs (%54). On the other hand, such requirements like customer satisfaction oriented (%40,9) and knowledge of hospitality software (%40,9) have been expected in one of three job advertisements for mid-level managers.

CONCLUSION

Seeking a job is an important process for individuals who wants to reach career goals, improve themselves or change the present job to work in better conditions. Seeking job is an important step for the turning points of his/her life. If

this step is appropriate and strong, the chance of being successful in business life will increase. It is important to know the methods of seeking a job as well as it is important to seek the proper job. The proper job means the job which suits with the professional competence, capability and interests of employees. Because of seeking a job is a time-consuming work, it should be done planned. So, firstly method of seeking job should be created. Beyond its role in our daily lives, the fact that internet is starting to hold an important place in the professional life has led to expansion of its usage areas. It has led to born many websites and online applications that bring together individuals who are seeking job and employers. Job advertisements on the internet considerably help the jobseekers who look for a job suitable with their career goals, abilities and interest in the process of job seeking. Job advertisements is as a business proposal. Analyzing the job advertisements is an important issue for candidate who wants to prepare himself for the present job opportunities to be the ideal person for that job. Interrogation of the criteria laid as a result of job analysis, knowing what are the objective elements, what are the subjective ones and what are the preferential elements will help to individuals who wish to apply for jobs. For this purpose; the data have been obtained from four online web sites which involve job advertisements mostly related to hospitality sector and analyzed. As a result of literature review, according to findings of previous studies, hotel business constitute the majority of job advertisements (Erdem and Gezen 2014; Özdemir et al. 2015). It offers a good reason for this study about selecting the hotel job advertisements as research topic. As one of the most important findings of the research it can be said that five and four star hotels are the ones which need the manager the most and the ones that have used the internet for looking for employer the most. It has been seen that the majority of the job advertisements are for mid-level managers. That means hotel businesses need mid-level manager the most. When considered in terms of business size and the number of departments it has been seen as a natural consequence of this situation. In addition it has been seen in the examined job advertisements that the much-needed departments are sales and marketing, front desk, food and beverage, and housekeeping.

It has been seen that the hotel businesses are gender-free in the job advertisements of managers as another detection. The cause of there are more male managers than female managers in the job advertisements that require gender status has been found that due to the nature of the work performed such as technic service, department of security and night manager. There is an explanation related to education in all of the job advertisements of hotel businesses under investigation. In examined job advertisements it has been seen that hotel businesses have given place predominantly undergraduate/postgraduate options (%80) for administrative level. The need for qualified personnel in the hotel

business are increasing and businesses are trying to stay competitive with the qualified labor they have. In addition, it has been seen that the statements of “tourism graduation” and “graduation in the related field” have substantially taken place in the examined job advertisements. Although it is pleasing that the rate of such a criterion is high, it is believed that the job advertisements of hotel businesses should contain this requirement the more. This situation will lead the employees especially who have tourism bachelor's degree on the subject of working in the sector the more. On the other hand, it is considered that if hotel businesses touch on this criterion in the job advertisement the more, it will lead to increase the value of tourism diploma. Another remarkable finding is related to required professional qualification and experiment for candidate senior managers. The most important finding here is the work experience criteria show different distribution in each department. 1-5 years of experience are requested for more at the departments of front desk, food and beverage, housekeeping and sales and marketing. 6-10 years of experience are requested for more at the food and beverage, housekeeping and sales and marketing. It has been demanded that 11- 15 years of experience are requested for more at the human resources, sales and marketing, accounting. When the job advertisements have been investigated in terms of knowledge of foreign language, it has been seen in the majority of the job advertisements. The most important point to be noted here that the job advertisements which in the foreign language requirement is not being sought are the departments that are not in direct contact with customers. It has been seen that the required personal qualifications related to job in the majority of the job advertisements and often required for candidate managers are qualification of leadership, adapting teamwork, compliance with workhours, full competency in hospitality legislation, customer satisfaction oriented, skill of management and organization, communication skills, skill of analytical thinking, full competency in MS Office Programs and hospitality software, skills of reporting. From this point of view, it has been obtained that the candidate of managers who wish to take part in executive positions in the tourism sector should have aforementioned criteria. □

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