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Minimum Turnover Analysis in Turkish Tourism Sector

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Abstract

The main purpose of this study is to detect and analyze the minimum turnover in Turkish tourism sector regarding sociodemographic, professional, business and geography specialties of the workers. The ratio of the sum of the staff who changes only once in a year in one position in one business and the total number of the staff who work during the same period is expressed with minimum turnover rate and a new perspective is introduced to the literature. In the study, data belonging to a total of 5764 wageworkers who work at lodging companies, travel agencies and tour operators with food and beverage firms are used. Data are imported from the data set of 2011 Household Labor Survey (HLS) from Turkish Statistical Institute and are subjected to Cross-tabs, Chi-Square, Anova and T-test analysis by SPSS software program. It is found that there are significant differences between turnover rate and sociodemographic, professional, business and geographical characteristics.

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1. Introduction

Work life in tourism sector takes shape under the influence of several factors in rather flexible and extracanonial circumstances (Hjalager and Andersen, 2001). Low wages, unskilled labor in a great extent, high turnover rates, absence of the staff at work, high labor mobility between businesses in sub-sectors, lack of career opportunities, bad working conditions, longness and inappropriateness of working hours, underemployment, low job satisfaction, seasonality and small sized enterprises dominating the sector are the primary factors (Chalkiti and Sigala, 2010; Hinkin and Tracey, 2000; Karatepe and Uludag, 2007; Lee and Kang, 1998; Martin et al., 2006; Milman, 2003; Poulston, 2008; Silva, 2006). These problems cause the people who start working in this sector generally be employed with the expectancy of short term employment by causing tourism sector to express a negative reputation towards employers (Iverson and Deery, 1997). Thus, studies show that at the same time the desire of the students who receive

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tourism related education to enter the sector is decreased significantly and a considerable part of them prefer following a career different from tourism sector (Aksu and Koksul, 2005; Barron, 2008; Johns and McKechnie 1995; Kusluvan and Kusluvan, 2000; O’leary and Deegan, 2005). All these factors cause the turnover rate in tourism sector become high. While turnover cause direct and indirect costs, it also induces social capital losses (Morrell et al., 2004; Magnini et al., 2011; Mohsin et al., 2013). Because of these reasons turnover is an issue that both country/local governments and tourism establishments should put emphasis on in constitutions of healthy plans and policies related to employment and human resources in tourism sector. On this purpose in the study, turnovers are subjected to detailed analysis regarding gender, marital status, age, education, income, business type and capacity, seniority, manager/regular worker, permanent/temporary, full/part time, registered/unregistered, work hours, geographical factors and whether there is a relationship between them or not is investigated.

2. Literature Review

2.1. Turnover Background

Researches on turnover started with the investigation on the relationship between job satisfaction and organizational commitment, and turnover in 1958 and the extend of the turnover started to expand in later researches with the addition of variables such as social integration, routinisation, role taking, rise opportunities, education, distributive justice, organizational commitment, management and worker relationships and perceived organizational support (Chan and Jepsen, 2011; Davidson, 2010). On one hand high turnover rate causes unwanted costs such as finances and time for tourism establishments, on the other hand it results in negative consequences such as the decline of labor productivity and service quality offered. Also while establishments aim to acquire maximum efficiency from human resource on the contrary they face with skilled labor losses (Bibby, 2008). There are many international studies on turnover in tourism establishments due to these reasons and so on. Some of these are; USA (Simons and Hinkin, 2001; Gustafson, 2002; Choi and Dickson, 2009), India (Mohsin, 2013), China (Chan and Kuok, 2011), England (Walmsley, 2004), Turkey (Birdir, 2002; Kuşluvan and Kuşluvan, 2004), Australia (Davidson et al., 2010; Deery 2008), Greece (Chalkitiand Sigala, 2010), New Zeland (Poulston, 2008). In most of these studies, turnover in tourism establishments being inevitable, reasons and consequences of this and strategies to hold employees in jobs were emphasized. In the studies, the subjects that are tried to be related with intention to quit are generally either sociopsychology focused such as organizational commitment of the employees, effeteness, motivation, job satisfaction and stress levels, work-family conflicts or costs of quit and socioeconomic focused themes towards decreasing this.

Lee-Ross (2005) found that there is a significant relationship between the motivation of the employees and efficiency, commitment, job satisfaction, staying at work and effeteness levels in the study he conducted. In a study conducted in India on 884 people, a negative relationship between employees’ organizational commitment and quit intention is detected (Mohsin et al., 2013). Likewise Farrell (2001) also emphasized that turnover and especially organizational commitment are in a negative relation. In a study conducted with hotel employees, it is concluded that emotional and normative commitment and real job satisfaction have a negative relation with release (Zopiatis, 2014).

The relationship between work-family conflict and intention to quit constitutes a part of the studies which bring a different approach to turnover. In his research on this issue Deery (2008) defended that in obtaining balance between work and family and in decreasing turnover ratio, job satisfaction and organizational commitment have a negative relationship. In another study that supports this situation Jung (2012), reached the conclusion that the decrease of work-family conflict may increase job satisfaction thus decrease turnover. Blomme et al. (2010), reached the conclusion that the quit thoughts of employees who experience work-family conflict and whose education levels are high are significantly high. Another researcher Karatepe and Karadas (2014), reached the conclusion that psychological capital decreases the conflict between the family and work of the employee and thus turnover and intention to quit.

There have been writers who mentioned different subjects on turnover. Deery (1999) concerned himself with the relationship of turnover ratio with organizational culture. In his research Walmsley (2004), found a relationship between turnover ratio and concern and the size of the establishment. Robinson et al. (2014) found the presence of a negative relationship between organizational discard and intention to quit and a positive relationship between organizational communication and intention to quit. In his study on hotel front office workers Karatepe (2010), reached the conclusion that role conflict and emotional effeteness have slight effect on quit intention.

2.2. Turnover, Reasons and Consequences

Turnover is expressed as “the ratio of the people who resigned in a specified period in an organization and the number of average workers working in the organization in the same period”(Gustafson, 2002: 107). Turnover is also referred to the movement of people who start a job and resign (Mohsin et al., 2013). Kuşluvan and Kuşluvan (2004) divided the turnover types to eight as voluntary, reluctant, functional, nonfunctional, evitable, inevitable, planned and unplanned, and stated that labor stability rate and employer life curve in tourism establishments also carry specialties that are supplementary and explanatory to turnover. Turnover in tourism sector firstly occur voluntarily (Chalkiti and Sigala, 2010; Kuşluvan and Kuşluvan, 2004). If staff who have high performance leave willingly, this situation will reflect to the business performance negatively, when staff who have low performance resign, this situation may become a gain to the establishment (Porter and Steers, 1973).

Conducted studies show that tourism sector has the highest turnovers worldwide. In the study of Wasmuth and Davis that includes five departments of 20 hotels in North America and Europe conducted in 1983 and last 3 years, turnover was found as 60% in average (Hinkin and Tracey, 2000). While the turnover is 23% in average in all sectors in Scotland, it is 44% in tourism sector (Martinet et al., 2006). It is estimated that this ratio changes between 60% and 300% in hotels (Milman, 2003). Turnovers in tourism sector are stated as 45% in Austria and 50% in New Zealand in a more mild-mannered way (Magnini et al., 2011). Annual turnover in tourism establishments exceeded 70% in Southwest England and even 120% in some establishments results were obtained (Walmsley, 2004). It is stated that tourism sector formed a unique turnover culture for itself and there is a normative belief among workers that high turnover is ordinary (Iverson and Deery, 1997). It is claimed that low turnover is an important asset for the sectors in which severe competition is present, however high turnover is an important problem that needs to be managed and solved (Kuriae et al., 2012). This problem is continued to be investigated and discussed without losing its importance academically (Campion, 1991).

Low job satisfaction, low incomes, poor career development, work hours, anti-social working conditions, seasonal work situation, work relationships that creates dissatisfaction are stated as the reasons of high turnover (Chalkiti and Sigala, 2010). According to Richardson (2009), presence of young and temporary labor, low wages, unskilled employees, high women employment, number of student and part time employees, high numbers of low skilled jobs, extra working hours beyond normal hours, negative industry reputation and immigrant workers are counted among the reasons of high turnover. Walmsley (2004), mentioned 30 different situations such as low wages, lack of skill, negative business reputation, bad management, part time employment, seasonal working related to the reasons of turnover in food and beverage establishments. Kara et al. (2012) approached the subject from a different point by emphasizing that worker intensity, weak local labor market, being in service in all times of a year, low statutes mostly for women and low professional prestige causes high turnover. On the other hand Chan and Jepsen (2011) shows wage policies of the establishments as the main cause of the turnover. The idea of making a good career also affects turnover significantly (Birdir, 2002; Yang et al., 2012). In a research conducted in Taiwan on hotel workers, the conclusion that more than 80% of the workers resigned aiming a better career in different hotels is reached (Yanget et al., 2012). There are writers who refer to difference of opinion and dispute between employers and employees as a significant reason of turnover (Birdir, 2002; Walmsley, 2004).

While voluntary turnover causes direct (choosing and replacing staff, assignment of temporary staff, time management, uniform, resign cost, filling in for someone cost and rotation cost) and indirect (low performance unnecessary overtimes, low morale, pressure on the rest of the staff, learning costs, product/service quality and consistency, customer dissatisfaction, loss of experienced labor, organizational memory) costs, it causes social capital losses at the same time (Kuriae et al., 2012; Magnini et al., 2011; Mohsin et al., 2013; Morrell et al., 2004; Walmsley, 2004).

In their research they conducted in four different hotels in United States of America on the cost of turnover for lodging companies Hinkin and Tracey (2000) determined that the cost of turnover of a staff working at the front office approximately starts with 6.000 dollars and rises up to 12.000 dollars (Hinkin and Tracey, 2000). In a similar research conducted in Turkey with six hotels, it is found that turnover cost changes between 411 TRY and 7.650 TRY, and cost increases as the position increases (Aksu and Koksak, 2000). In their research Davidson et al. conducted on the resign costs of private sector employees in Australia, they reached the conclusion that as a result of the resign of a high rank

hotel manager, the cost to the establishment is 109.909-\$ and that of a low rank worker is 9.591-\$ (Davidson et al., 2010).

3. Methodology

3.1. Research Goal

In this research, detection of minimum turnover of accommodation firms, food and beverage firms and tour operators with travel agencies operating in Turkish tourism sector and comparison of these due to employees' demographic and professional specialties and specialties of the geographical regions establishments operate in is aimed.

3.2. Sample and Data Collection

The research is a heuristic one. The data set of 2011 Household Labour Survey (HLS) from Turkish Statistical Institute is used as the data source in the research. Main populace of the research is employees of accommodation establishments, food and beverage establishments and travel agencies located in Turkey. 5764 wageworkers within the people who answered the survey conducted by Turkish Statistical Institute on a total of 7949 people in tourism sector were included in the study. 97. Question in HLS is related to the employment status of the workers in the previous year and became the main indicator in the study on finding minimum turnover (MT) rate. The question is determined as "What was your employment status one year ago?" the choices are determined as "Working in the same job," "Working at a job," "Studying," "Looking for a job" and "Others". Therefore, the ratio of the people who were not working at the same job one year ago will give the minimum turnover. In the study to determine the minimum turnover rate, the sum of those who was not working at the same job in the previous year is taken. In the calculation, total percentage of those who marked "Working at a job," "looking for a job," "studying" and "other" are taken into account. The ratio obtained as a result of the calculation will give the ratio of the labour joining in the establishment recently, thus the ratio of those who resign from the establishment at the same time.

3.3. Analyses and Results

Data analyses in the study and crosstabs method in tabulation are used. Minimum turnover values obtained as a result of the analysis are accepted as a dependent variable and subjected to discriminant analysis. T-test and Anova tests are applied by considering quantitative specialties of the variables in discriminant analysis. In addition for the detection of whether there is a difference between two or more groups chi-square test is applied. Values obtained at the end of the analysis were tabulated and presented below.

Table 1. MTRatios According to Sociodemographic Characteristics

	Employment status of the workers one year ago					n	Total	Minimum Turnover (1+2+3+4)	p
	At the same job	Working at another establishment(1)	Looking for a job(2)	Studying(3)	Other(4)				
Gender	%	%	%	%	%		%		
Male	54,8	22,8	13,8	4,4	4,2	4616	100,0	45,20	<0,05
Female	48,2	19,5	10,4	6,0	15,9	1148	100,0	51,80	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,50	
Marital Status	%	%	%	%	%	n	%	%	
Single	36,7	24,0	18,5	13,0	7,8	2063	100,0	63,30	<0,05
Married	63,9	20,6	9,8	,1	5,6	3451	100,0	36,10	
Divorced/Widow	47,2	28,8	14	,0	10	250	100,0	52,80	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,50	
Age brackets	%	%	%	%	%	n	%	%	
15-17	23,9	26,6	16,6	29,6	3,3	368	100,0	76,10	<0,05
18-25	36,2	23,2	18,5	11,1	11,0	1468	100,0	63,80	
26-35	60,2	23,3	11,8	,0	4,7	1717	100,0	39,80	
36-45	65,8	19,9	10,0	,1	4,3	1410	100,0	34,20	
46-55	63,1	20,2	9,3	,0	7,4	677	100,0	36,90	
55 and above	58,1	17,7	12,9	,0	11,3	124	100,0	41,90	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,50	

	Employment status of the workers one year ago					n	Total	Minimum Turnover (1+2+3+4)	p
	At the same job	Working at another establishment(1)	Looking for a job(2)	Studying(3)	Other(4)				
Level of education	%	%	%	%	%	n	%	%	
Uneducated	48,8	23,3	17,8	1,0	9,1	287	100,0	51,2	
Primary school	52,7	23,7	13,6	3,5	6,4	3695	100,0	47,3	<0,05
High school	54,4	19,4	11,5	7,6	7,0	1363	100,0	45,6	
University and above	60,1	16,9	10,3	8,4	4,3	419	100,0	39,9	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5	
Income brackets (Turkish Lira)	%	%	%	%	%	n	%	%	
Not declared	2,1	37,9	30,8	15,2	14,0	435	100,0	97,9	
Up to 500 TL	38,3	20,9	17,9	11,8	11,1	882	100,0	61,7	
501-1000 TL	58,9	20,8	11,8	2,7	5,7	3635	100,0	41,1	<0,05
1001-1500 TL	71,8	21,8	4,5	,9	1,0	579	100,0	28,2	
1501-2000 TL	79,6	17,3	1,2	,0	1,9	162	100,0	20,4	
2001-3000 TL	70,0	26,0	4,0	,0	,0	50	100,0	30,0	
3001 TL and above	57,1	28,6	9,5	,0	4,8	21	100,0	42,9	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5	

Chi-Square (χ^2), Student's T-test and Anova tests are used in statistical analysis.

MT rates of the workers shows significant differences due to sociodemographic characteristics (Table.1). MT rates of female workers are higher regarding the male workers (51.8>45.2) When MT rates of the workers regarding their marital statuses are studied, it is seen that married workers have a lower MT rate than single workers (36.1<63.3).The average age of the workers included in the research is 32.5. When the average age of the workers are considered, it is seen that as age increases MT rate decreases.The only exception here is the increase of the rate of workers aged 55 and above, in fact this can be explained as workers resigning due to retirement. MT rates that occur according to workers' levels of education also show an alteration, too. According to the results MT ratios decrease as level of education increases.With respect to the income levels of the workers, while MT rates of those with incomes up to 2000 TL shows a decrease, MT rates of the workers who have income levels more than 2000 TL increase as the income increases.

Table 2. MTRates of the Workers According to The Manner of Work

	Employment status of the workers one year ago					Total	Minimum Turnover	p	
	At the same job	Working at another establishment	Looking for a job	Studying	Other				
Is administrative function present?	%	%	%	%	%	n	%	%	
Yes	73,3	16,6	7,3	,6	2,3	344	100,0	26,7	<0.05
No	52,2	22,5	13,5	5,0	6,8	5420	100,0	47,8	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5	
Is he/she a continuous worker?	%	%	%	%	%	n	%	%	
Continuous	60,8	18,3	11,7	3,2	6,1	5036	100,0	39,2	<0.05
Casual	2,9	49,0	22,7	15,5	9,9	728	100,0	97,1	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5	
Fulltime/Part-time?	%	%	%	%	%	n	%	%	
Fulltime	54,1	22,2	13,0	4,4	6,4	5580	100,0	45,9	<0.05
Parttime	35,3	21,7	15,8	15,8	11,4	184	100,0	64,7	
Total	53,6	22,2	13,1	4,7	6,6	5764	100,0	46,4	
Is he/she registered in social security system?	%	%	%	%	%	n	%	%	
Yes	64,7	19,6	8,6	2,5	4,6	3470	100,0	35,3	<0,05
No	36,5	26,0	19,9	8,2	9,5	2294	100,0	63,5	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5	

	Employment status of the workers one year ago						Total	Minimum Turnover	p
	At the same job	Working at another establishment	Looking for a job	Studying	Other				
Weekly working hours	%	%	%	%	%	n	%	%	
45hours and less	52,4	18,4	12,6	8	8,6	689	100,0	47,6	
More than 45 hours	53,6	22,7	13,1	4,3	6,3	5075	100,0	46,4	<0,05
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5	
Due to term of employment	%	%	%	%	%	n	%	%	
1-5 years	41,6	30,6	13,4	7,9	6,6	471	100,0	58,4	
6-10 years	53,3	22,2	12,0	5,1	7,4	351	100,0	46,7	
11-15 years	54,9	23,2	12,0	3,7	6,1	375	100,0	45,1	
16-25 years	64,7	19,4	10,0	1,8	4,2	671	100,0	35,3	<0,05
26 +	65,1	18,5	9,8	,0	6,6	378	100,0	34,9	
Total	56,5	22,7	11,3	3,6	5,9	2246	100,0	43,5	

Chi-Square (x²), Student’s T-test and Anova tests are used in statistical analysis.

MT rates of workers due to their manner of work show significant differences (Table 2). Administrative functions of the workers slip MT rates significantly (26.7, p<0.05).MT rates of continuous workers are pretty low (39.2<97.1) and significant (p<0.05) in comparison with casual workers.Part time workers show significant and high MT rates in comparison with full time workers. Covered employees have lower MT rates than non-covered employees (35.3<63.5). Given the weekly working hours of the workers, average working hour of all workers is 59.5 hours. MT rate according to workers’ working hours is determined as 47.6 for 45 hours, which is the legal work hour, 46.4 for workers working more than 45 hours.As a result of the analysis according to years of seniority, while MT rate of the workers who have 1 to 5 years length of service is 58.4%, it is seen that MT rates of the workers who have 26 or more years length of service decreases to 34.9%. So as the seniority increases, MT rates occurring show a declining trend. In seniority calculation those who have worked for less than a year aren’t put into perspective. Thus, total participant number shows a difference.

Table 3. MTRates According to Geographical Factors

	Employment status of the workers one year ago						Total	Minimum Turnover	p
	At the same job	Working at a job	Looking for a job	Studying	Other				
Regions	%	%	%	%	%	n	%	%	
Marmara	60,4	17,6	11,6	4,0	6,3	1737	100,0	39,6	
Aegean	46,8	26,7	13,8	6,6	6,1	880	100,0	53,2	
Central Anatolia	53,8	21,9	12,0	4,6	7,6	981	100,0	46,2	
Mediterranean	41,4	32,5	12,7	5,6	7,8	873	100,0	58,6	<0,05
Black Sea	60,7	16,4	12,6	4,3	6,1	610	100,0	39,3	
East Anatolia	54,0	21,9	13,3	5,7	5,0	383	100,0	46,0	
South-eastern Anatolia	51,0	18,0	25,0	1,0	5,0	300	100,0	49,0	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5	
Rural or Urban?	%	%	%	%	%	n	%	%	
Rural	46,6	24,0	15,2	5,0	9,2	961	100,0	53,4	<0,05
Urban	54,8	21,8	12,7	4,7	6,0	4803	100,0	45,2	
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5	

Chi-Square (x²), Student’s T-test and Anova tests are used in statistical analysis

MT rates present significant differences with respect to employees' working regions. Mediterranean (58.6) and Aegean (53.2) regions where the number of tourism establishments is high, highest MT rates are seen to occur (58.6-53.2). Lowest MT rates occurring due to regions are Black Sea (39.3) and Marmara (39.6) regions respectively. It is seen that rural workers have a higher and more significant MT rates in comparison with urban workers (53.4>45.2).

Table 4. MTRate of the Workers According to Establishment Types

	Employment status of the workers one year ago						Minimum Turnover	P
	At the same job	Working at a job	Looking for a job	Studying	Other			
Type of the establishment	%	%	%	%	%	n	%	
Accommodation	54,0	24,6	10,4	4,7	6,4	1352	100,0	46,0
Food and Beverage	52,8	21,5	14,2	4,8	6,8	4259	100,0	47,2
Tour op. and tra.agn.	66,0	20,9	5,9	4,6	2,6	153	100,0	34,0
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5
Firm size due to number of employees	%	%	%	%	%	Number	%	%
Less than 10	50,1	21,9	16,0	5,0	7,0	2992	100,0	49,9
10-49 people	58,3	19,9	10,8	4,6	6,4	1848	100,0	41,7
50-249 people	57,5	25,0	8,4	3,9	5,1	664	100,0	42,5
More than 250	47,3	34,6	7,3	5,0	5,8	260	100,0	52,7
Total	53,5	22,2	13,1	4,7	6,6	5764	100,0	46,5

Chi-Square (χ^2) and Anova tests are used in statistical analysis.

There are significant differences in MT rates occurring according to establishment type establishment size. Among the tourism establishments in which three establishment sizes are present in total, greatest MT ratios belong to food and beverage workers. MT rate belonging to those who work at the travel agencies is found as 34%. It is seen that different MT rates showed up due to number of staff that firms employed. MT rates of the establishments which have staff between 10 and 250 is lower than the others (41.7, 42.5). While the rate at the establishments which have less than 10 workers is 49.9%, MT rates at the establishments which have more than 250 is the highest with 52.7%.

4. Discussion and Conclusion

In this study conducted minimum turnover of tourism sector in Turkey is determined as 46.5%. According to the research results, it is seen that female employees have a higher turnover rate than male employees. This result supports the results of the study which Jackson and DeFranco conducted in USA in 2005. According to another result obtained in the study, married employees have fewer turnovers than single employees. MT rates of those who are single or divorced being higher than of those who are married can be explained with them lacking family responsibilities. According to the assessment done regarding the ages of those who participated in the research, while high MT rate is observed in the age range of 15 and 25, it is observed that MT rate slips with the increase of age. Within the reasons of that, young workers' new introduction to the industry, having different expectations, organizational commitment not being completely formed and being in search may be thought. Also within the results of the research, level of education represents an important parameter for MT. As the level of education of the employees increase, MT rate occurring shows a slip. Sea-sand-sun tourism being common in Turkey brings about seasonal worker concept and causes labor flow towards coastal areas in summer seasons. Flowing labor mainly consists of people with lower educational levels. This situation causes MT rates be higher in people with lower educational levels. Together with that this result obtained supports the result of Karatepe and Karatepe (2009) that more educated employees have less intention to resign. A significant relationship between the income which workers obtain from the work place and MT rates is determined. While the turnover ratio of low income workers is high, this ratio decreases as the income increases. However, according to a remarkable finding showed up in the research MT rate that shows a decrease starting from 500 TL continues its decreasing trend up to 2000 TL, shows a fraction beginning from 2000 TL and starts to show an increasing trend again. Those with lower incomes having high MT rates is a situation caused by seasonal workers as in those with lower educational levels. Seasonal workers who work as unqualified workers give

consent to low charges. MT rates of those with high charges being high results from workers who work as a team and change places constantly. Besides this results obtained partially coincides with the study results which Mohsin et al. (2013) conducted on hotel establishments in India presenting that with the increase of income person's resign intention increases.

When the results are evaluated regarding the establishment type, in accommodation and food and beverage establishments more MT rates are observed in comparison with travel agencies. Low MT rates in travel agencies and tour operators can be explained with the nature of the occupation. Since tour operators form a bridge between the customers and businesses, they have the obligation to form long term relationships. Long term business relationships can be managed through workers who have been employed for a long time. Another finding that showed up in our study is that MT rates of the workers who have administrative function is lower than those who does not have. It is seen that the workers who are employed as administrative staff in tourism establishments being executive and responsible increases the level of organizational commitment. These study results which show that administrators have lower MT rates show a similarity with the studies conducted by Chalkiti (2010) and Davidson, Timo and Wang (2010). According to another result obtained in the research, MT rates of full time employees are found as 45.9, MT rates of part time employees are found as 64.7. In USA in 2003, turnovers of those who work at two hotels belonging to a company are calculated as 18.8% for full time and 70.5% for part time (Choi and Dickson, 2009).

In his research Chalkiti (2010) stated that a turnover of the employees in rural regions where seasonality is high, only sea-sand-sun tourism is present is high. Similarly in this research, in Mediterranean and Aegean regions which mostly serve for sea-sand-sun tourism, high MT rates are encountered. Also in furtherance to Chalkiti, higher MT rates are seen in rural areas. While mostly seasonal tourism activities being seen in rural areas increases MT rates, lodging companies which are located in urban provinces operating 12 months causes MT rates become lower.

In our study it is seen that in establishments which employ less than 10, more than 250 employees, workers have high MT rates. Considering that establishments which employ 10 or less workers are mostly family businesses it can be taken normally that MT rates in these establishments are higher than others. Besides, considering that large establishments which employ more than 250 workers are located in Aegean and Mediterranean regions and, as emohasised above, they are more inclined to seasonal labor, High MT rates on these establishments compared to others are an expected outcome. In addition, these results are in contradiction with Simons and Timoty's (2001) study results which states that in large hotels there is fewer turnovers in comparison with small hotels. According to other findings obtained at the study, regular and covered employment of the staff registers a reducing effect on MT rates. In addition, it is detected that employees with more seniority have lower MT rates in the study. This obtained result, supports the results of the study by Karatepe and Karatepe (2009) presenting that seniors are more resistant to burnout emotion and thus they have less resign intent. Also the results of the study carried out by Hotchkiss (2002) in USA, presents that the longer a person works at an establishment, the more his/her resign intent will decrease.

4.1 Managerial Implications

While turnover experienced in tourism sector causes direct and indirect costs, it results in social capital costs as well. Together with the analysis of turnovers of tourism establishments and assessment of the obtained data by tourism establishments, accurate human resources policies can be possible to be formed

The study can make some valuable contributions to shareholders, especially decision makers in establishments and country/local governments. Lodging establishments, food and beverage establishments and travel agencies are reaching the opportunity to compare their own turnover ratios with Turkey's in general. Minimum turnovers of the establishments occurring higher than country average will serve as a warning for establishments to review their strategies on keeping employees in employment and human resources policies. In addition to that establishments may obtain various benefits especially in costs by employing workers who have fewer turnovers, at the stages of finding and especially selecting staff.

Another possible contribution is that Country and local governments can benefit from minimum turnovers as strategical data while making employment planning in tourism. Because for a destination, high MT rates will affect the quality of service offered in that destination and customer satisfaction negatively. Hence, lowness of turnover ratios of establishments located in a destination presents an importance in terms of the success and competitive advantage of the destination.

Data on minimum turnover can also be benefited from during the tourism investments decision making process. For example, MT ratios will help decision makers on the analysis of human resources aspect when decisions are being made on the area to be invested on about issues such as being a rural or central area, the area of choice, type and size of the establishment. Although in the making of investment decision, supply of human resource is taken into consideration by most investors, behaviors of potential human resources should not be ignored. In other words, MT rates will present prior knowledge to decision makers about what kind of costs or benefits can be experienced in investment decisions.

4.2 Limitations

Minimum turnover rate of the establishments in a specified period is analyzed in the study, however real turnover rates definitely will be higher than that. Because job positions at establishments may be filled by more than one employee within the same period. Real turnover values can be detected with a long term study by studies that will be conducted in the future. On the other hand, different departments of especially hotel establishments may have different turnovers. For the future studies, detection of turnover ratios based on departments will be available. Conducting these studies on food and beverage, tour operators and travel agencies together with hotels will present positive contributions to the assessment of turnover in the sector in a holistic approach.

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