



# **Determining the Desired Traits in Employees with Job Advertisements Analysis<sup>1</sup>**

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## **Abstract**

In the tourism sector, employees are an essential element in the continuation of their activities and in providing quality service to their customers. With the industry becoming more competitive, every business wants to have qualified employees. This desire leads to an increase in the qualifications that companies are looking for in their employees. In this context, the primary purpose of this research is to determine the qualifications sought by the employees by examining the job advertisements of enterprises in the tourism sector. The study's data were obtained on the relevant website on September 23, 2022. On this date, there are 260 advertisements published within the last 15 days. Two hundred sixty job advertisements were analyzed by content analysis. Qualifications written in job advertisements were evaluated according to

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themes and codes with the Maxqda program. Five main themes were determined as employee personality traits, working conditions, management skills, program usage and other. The most desired employee qualities by businesses are the development of communication skills in employee personality traits, to be in harmony with the principle of teamwork and guest satisfaction in working conditions, having a problem-solving ability of employees in management skills, using Office programs in the theme of using the program and graduating from an institution that provides tourism education in the other theme. It is thought that the research findings will significantly benefit the employees.

**Keywords:** Tourism, Employees, Job Advertisements

## **İş İlanları Analizi ile İşgörenlerde Aranılan Özelliklerin Belirlenmesi**

### **Özet**

Turizm sektöründe, işletmelerin faaliyetlerini sürdürmesinde ve müşterilere kaliteli bir hizmet sunmasında işgörenler önemli bir unsurdur. Sektörün daha rekabetçi bir duruma gelmesi ile birlikte her işletme nitelikli işgörenlere sahip olma isteğindedir. Bu istek, işletmelerin işgörenlerde aramakta olduğu niteliklerin artmasına yol açmaktadır. Bu kapsamda, bu araştırmanın temel amacı; turizm sektöründe yer alan işletmelerin iş ilanlarının incelenerek işgörenlerde aranılan niteliklerini belirlemektir. Araştırmanın verileri, ilgili internet sitesinde 23 Eylül 2022 tarihinde elde edilmiştir. Bu tarihte, son 15 gün içerisinde yayınlanan 260 ilan bulunmaktadır. 260 iş ilanı, içerik analizi ile incelenmiştir. İş ilanlarında yazılı olan nitelikler, Maxqda programı ile temalara ve kodlara göre değerlendirilmiştir. İşgören kişilik özellikleri, çalışma şartları, yönetim becerileri, program kullanımı ve diğer olarak 5 ana tema belirlenmiştir. İşletmeler tarafından en fazla istenilen işgören nitelikleri; işgören kişilik özelliklerinde iletişim yeteneğinin gelişmiş olması, çalışma şartlarında ekip çalışmasına ve misafir memnuniyeti ilkesine uyumlu olmak, yönetim becerilerinde işgörenlerin problem çözücü bir yeteneğe sahip olma, program kullanımı temasında Office programlarını kullanma ve diğer temasında ise turizm eğitimi veren bir kurumdan mezun olmadır. Araştırma bulgularının, özellikle işgörenlere fayda sağlaması düşünülmektedir.

**Anahtar Kelimeler:** Turizm, İşgörenler, İş İlanları

### **1.Introduction**

Like all other businesses, tourism businesses aim to remain competitive in their market. To achieve this goal, many factors must come together. Since the tourism sector is labor-intensive, the human factor is one of these factors. Businesses must prioritize selecting personnel to ensure their sustainability success (Demir and Demir, 2014). Because factors such as the contribution of the

individual to be recruited to the job, adaptation to the working environment, equipment, and ability are extremely important for the future of the enterprise. Therefore, businesses must manage the personnel selection and recruitment process well. Errors in this process bring both time and cost loss for businesses.

As technology has evolved in recent years, access to the Internet has been made more accessible. This convenience results in web-based meetings between job seekers and employers. Tourism businesses now post job offers on various platforms detailing the job requirements they wish to hire. Through these platforms, job seekers can apply more effectively for jobs that match their specifications. At the same time, businesses offer employment opportunities to more people, contrary to traditional methods (newspapers, radio, brochures, etc.). The Internet saves the process by providing the advantage of attracting the most appropriate candidates among enterprises. In addition, these platforms also enable the international transfer of the potential of workers living in the country.

In line with the benefits of online job advertisements, tourism businesses are now posting job advertisements in this way. Such advertisements shall include information about employees' general qualifications or qualifications in particular. Thus, employees can decide whether or not they like the advertisement. Web-based job advertisements have contributed to scientific research, businesses, and employees. Job advertisements on different websites or newspapers, regions of work, and services were reviewed (Baran and Noyan, 2020; Can et al., 2016; Cetin and Şahingöz, 2019; Demir, 2011; Dogan and Tuncer, 2019; Erdem and Gezen, 2014; Ertaş, 2018; Giritlioğlu et al., 2015; Kozak and Güçlü, 2008; Oğuzbalan, 2019; Özdemir et al., 2015; Villi and Saçkes, 2021; Yilmaz, 2020). In this context, this study aims to investigate job advertisements in tourism on the website Kariyer.net. Following this review, it is desirable to determine the general characteristics of job advertisements and the qualifications sought by employees. Determining employee qualifications is expected to contribute significantly to employees and students' future business lives.

## **2. Human Resources Supply in the Tourism Sector**

The human factor is an essential factor due to the labor-intensive nature of tourism (Timur, 1992; Hayes & Ninemeier, 2009). Because the tourism sector needs a workforce to fulfill the service (Uzun, 2009). Since it is a sector where people serve people, tourism is vital in terms of the

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personality and customer relations of the employees (Pelit et al., 2010). In addition, in the tourism sector, where the service is performed face-to-face, the employees can't provide a satisfactory service to the customers in cases where job satisfaction cannot be achieved (Akıncı, 2002). Therefore, in terms of the sustainability and success of tourism businesses, it is necessary to give due importance to the issue of human resources in the process, from the selection of employees to career planning (Boz & Mazlum, 2020).

The human resources function is all of the actions and efforts that facilitate the achievement of the goals of the enterprise by ensuring that the employees work efficiently and in a coordinated way (Erdem, 2004). Employee selection, which is an important step in achieving the aforementioned goals, is expressed as the determination of the most suitable candidate who has all the qualifications required for the job among the candidates applying for the job. As emphasized in the definition, in order to achieve success in the selection of employees, candidates who have the necessity of the job should apply for the job. In other words, it is of great importance to find suitable employees in the selection of employees and that these employees apply for a job (Akova et al., 2007).

Employees find individuals who are qualified by the company (Çavdar & Çavdar, 2010). In this process, companies are provided with internal and external resources for their existing vacancies. (Benli & Şahin, 2004). Internal resource is the method of providing personnel to the positions that are vacated for different reasons in the enterprises by moving the people working in the enterprise horizontally or vertically (Kozak, 2014). Promotions, side advancements, employee changes between branches can be given as examples of internal resources (Aldemir et al., 2001). Outsourcing is the need for technical and expert employees as a result of developments in enterprises (Benli & Şahin, 2004). On the other hand, outsourcing is the need for technical and expert staff in response to business developments (Benli & Şahin, 2004). Outsourcing methods applied in businesses send a CV, spreading through knowledge, private placement agencies, the Internet, educational institutions, unions, professional organizations and job advertisements (Keklik 2012). Job advertisements play an essential role in the employment of employees sought by businesses (Yılmaz, 2020).

Job advertisements are a procedure in which businesses provide all necessary information about the job and convey vacant job positions to their target audiences (Breugh & Starke, 2000; Mondy

& Martocchio, 2016). Since information technology is one of the driving forces in this procedure, critical human resources processes such as “recruitment” are changing (Çetin et al., 2019). As an indicator of this change, it is possible to state that announcing job advertisements to potential employees via the internet has many benefits for businesses (Yılmaz, 2020). Job advertisements published on the internet significantly assist managers in reaching more candidates and determining the most suitable candidates (Erdem & Gezen, 2014). In addition, it provides employees the benefits of following job postings simultaneously, making multiple job applications quickly, and obtaining detailed information about the business (Güler, 2006). Online recruitment is convenient for candidates and companies by providing cost advantages and increasing productivity (Lee, 2005). For this reason, online recruitment practices have reached a vast scope in Turkey and the world (Özdemir et al., 2015).

### **3. Related Studies**

There are studies in which job advertisements published on different platforms are examined from various criteria. Kozak and Güçlü (2008) analyzed the job advertisements in the Human Resources Newspaper. As a result of the examination, the importance of emotional effort factors in employee selection was determined. Among the emotional effort factors, sincere behavior is the most sought-after feature. Demir (2011) identified the discriminatory elements in job advertisements. Accordingly, gender and residence conditions are the most frequently used elements of discrimination in job advertisements. Erdem and Gezen (2014) found that computer knowledge is not sought in advertisements and that analytical thinking and planning skills are essential features. Giritlioglu et al. (2015) stated that job advertisements are incomplete and do not describe the content. Ozdemir et al. [2015] draw attention to the fact that there is no educational requirement in job advertisements and that experience and foreign language skills are unimportant. Can et al. (2016) review job advertisements about what criteria are required to be a manager. Potential managers seek characteristics such as leadership, teamwork compatibility, and management skills. Ertaş (2018), Çetin and Şahingöz (2019), and Yılmaz (2020) point out that employees' qualifications are not reflected in job advertisements.

Doğan and Tuncer (2019) state that the advertisements are generally published, and most are related to the receptionist. In addition, the essential features are education, experience, and language requirements in the relevant field. Oğuzbalan (2019) found that experienced employees

are preferred more, and lower-level positions are at the forefront. Baran and Noyan (2020) state that while accommodation establishments in the tourism sector publish more job advertisements, there are also postings in other sectors related to the industry. Villi and Saçkes (2021) explain that 5-star hotel businesses include more information in their advertisements and that the advertisements are better.

#### **4. Method**

This study aims to determine the qualifications sought by tourism industry employees for job advertisements. Within this framework, the job advertisements of the tourist sector on Kariyer.net constitute the research data. Consistent with the study's objective, a qualitative research methodology was adopted. Job advertisements were obtained through a literature review and recorded by the authors. Job advertisements were accessed within the last 15 days on 23.09.2022. The search was limited to job advertisements in the tourism sector. Following the review, it was determined that there were 260 job advertisements. These advertisements were analyzed through content analysis as part of the evaluation criteria identified in the research. Evaluation criteria within the scope of content analysis were carried out in two ways: advertisement and candidate characteristics. The advertisement's properties were examined regarding the position advertised, advertisement publication language, advertisement generality, age limit, advertisement region, experience condition, language condition, education condition, and advertiser business criteria. Candidate characteristics were made within the scope of a total of 1744 information written by businesses to job advertisements. The Maxqda program then analyzed this information. This review resulted in five key themes. The main themes have been divided into sub-themes. The five main themes in the candidate's characteristics are the employee's characteristics, working conditions, management skills, program usage, and others. The authors' joint review made content analysis of both advertisement and candidate features.

#### **5. Findings**

Job advertisements were first examined within the scope of posting criteria and tabulated. Table 1 shows information about the generality of the advertising, age limit, advertisement region, experience condition, education condition, language condition, and business criteria. Most advertisements were general (256) with no age limit (256). The advertisement region has eight different areas, and the highest number of advertisements is in Istanbul (167). A minimum of two

years of experience (90) is required under the experience condition. There are also (32) advertisements that require no expertise. In the language requirement, English (120) comes to the fore. In terms of education, a high school diploma, an associate degree, an undergraduate degree (66), and only an undergraduate degree (57) are sought. Hotels (235) also predominate in enterprises.

Table 1. General characteristics of advertisements

Advertisement Features	Information	Number	Ratio (%)
Advertisement Generality	<b>General</b>	<b>256</b>	<b>98,4</b>
	Only female	2	0,8
	Only male	2	0,8
	Total	260	100
Age limit	<b>No age limit</b>	<b>256</b>	<b>98,4</b>
	There is an age limit	4	1,6
	Total	260	100
Advertisement Region	<b>İstanbul</b>	<b>167</b>	<b>64,2</b>
	Antalya	58	22,3
	İzmir	14	5,4
	Muğla	5	1,9
	Ankara	1	0,4
	Bursa	3	1,2
	Niğde	1	0,4
	Cyprus	11	4,2
	Total	260	100
Experience requirement	At least 1 year	59	22,7
	<b>At least 2 years</b>	<b>90</b>	<b>34,6</b>
	At least 3 years	49	18,8
	At least 4 years	4	1,6
	At least 5 years	22	8,4
	At least 6 years	1	0,4
	At least 7 years	2	0,8
	At least 10 years	1	0,4
	No experience requirement	32	12,3
	Total	260	100
Language Requirement	<b>English</b>	<b>120</b>	<b>46,1</b>
	English and German	7	2,7
	English and Russian	10	3,8
	English and Arabic	2	0,8
	English, Russian and German	3	1,2
	English, Russian and Arabic	1	0,4
	German	2	0,8
	No language requirement	115	44,2
	Total	260	100

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Education Condition	Primary education	5	1,9
	Primary Education - High School	10	3,8
	Primary Education-High School-Associate Degree	4	1,6
	Primary Education - High School - Associate Degree - Undergraduate	12	4,6
	High school	21	8
	High School-Associate Degree	9	3,4
	<b>High School-Associate Degree - Undergraduate</b>	<b>66</b>	<b>25,5</b>
	High School-Associate Degree - Undergraduate - Postgraduate	9	3,5
	Associate Degree	4	1,6
	Associate Degree - Undergraduate	22	8,4
	Associate Degree - Undergraduate - Postgraduate	25	9,6
	<b>Undergraduate</b>	<b>57</b>	<b>21,9</b>
	Undergraduate - Postgraduate	16	6,2
	Total	260	100
Business	<b>Hotel</b>	<b>235</b>	<b>90,2</b>
	Tour Operator	14	5,4
	Travel agency	3	1,2
	Spa Center	3	1,2
	Restaurant	1	0,4
	Other	4	1,6
	Total	260	100

In Table 2, job advertisements are classified according to departments. The departments are divided into the front office, kitchen, housekeeping, service, spa-fitness, technical service, sales, and marketing. The departments and positions that are frequently sought in job advertisements are as follows; receptionist (28) in the front office department, Chef de Partie in the kitchen (14), housekeeper in the housekeeping (14), a waiter in the service (13), spa manager and therapist in the spa-fitness (3), a technician in the technical assistance (9), sales and in marketing, it is the sales manager (5), and in the other, it is the operations manager (7).

Table 2. Distribution of advertisements according to departments

Departments	Position	Number	Ratio (%)
Front office	Night receptionist	1	0,4
	Receptionist	<b>28</b>	<b>10,7</b>
	Reservation clerk	8	3,2
	Front office chief	3	1,1
	Front office assistant manager	1	0,4
	Switchboard attendant	1	0,4
	Front office staff	1	0,4
	Bellboy	12	4,6
	Central	1	0,4



Kitchen	Chef de partie	<b>14</b>	<b>5,4</b>
	Sous chef	2	0,8
	Busboy	5	1,9
	Chef	4	1,5
	Demi chef	5	1,9
	Kitchen staff	2	0,8
	Steward	11	4,2
Housekeeping	Housekeeper	<b>14</b>	<b>5,4</b>
	Housekeeping staff	3	1,1
	Housekeeping manager	6	2,3
	Floor chief	4	1,5
	Tailor	2	0,8
	Laundry	3	1,1
	Fielder	11	4,2
Service	Restaurant manager	1	0,4
	Service personnel	8	3,2
	Waiter	<b>13</b>	<b>5</b>
	Busboy	1	0,4
	Food and beverage manager	1	0,4
	Barman	5	1,9
	Hostess	3	1,1
Spa-Fitness	Spa manager	<b>3</b>	<b>1,1</b>
	Spa massage therapist	<b>3</b>	<b>1,1</b>
	Physiotherapist	1	0,4
	Fitness coach	1	0,4
Technical Service	Welder	1	0,4
	Mechanical engineer	1	0,4
	Technician	<b>9</b>	<b>3,5</b>
	Technical service manager	1	0,4
Sales and marketing	Sales representative	2	0,8
	Sales manager	<b>5</b>	<b>1,9</b>
	Digital Marketing manager	3	1,1
	Contract manager	2	0,8
Other	Lifeguard	3	1,1
	Cost controller	3	1,1
	Administrative assistant	2	0,8
	<b>Operations manager</b>	<b>7</b>	<b>2,7</b>
	Warehouse chief	1	0,4
	Public announcement	1	0,4
	Chauffeur	3	1,1
	Warehouse worker	3	1,1
	Security	2	0,8
	Internal audit officer	1	0,4
	Agency officer	5	1,9
	Architect	1	0,4

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	Disabled personnel	1	0,4
	Reporting specialist	1	0,4
	Financial director	1	0,4
	Animator	1	0,4
	Dj	1	0,4
	Esthetician	1	0,4
	Guest relations manager	5	1,9
	<b>Guest relations officer</b>	<b>11</b>	<b>4,2</b>
	<b>Total</b>	<b>260</b>	<b>100</b>

Table 3 provides information on the employee characteristics of employees sought in job advertisements. Amongst the themes, the most popular and frequently cited personality traits are (753). The employee personality traits theme is composed of 17 sub-themes. The most sought-after personality traits of enterprises are to have developed communication skills (172), to be smiling (88), and to pay attention to their appearance (87).

Table 3. Employee personality traits in job advertisements

Employee Personality Traits	Number	Ratio (%)
<b>Developed communication skills</b>	<b>172</b>	<b>22,8</b>
<b>To be smiling</b>	<b>88</b>	<b>11,7</b>
<b>Paying attention to your appearance</b>	<b>87</b>	<b>11,5</b>
Being clean (hygienic)	54	7,2
Be dynamic	43	5,7
To be responsible	41	5,4
To be regular	39	5,2
Having good diction	38	5,1
Have the ability to persuade	31	4,1
Be careful	30	4
Being open to innovations	29	3,8
Be disciplined	26	3,4
Being learning oriented	23	3,1
Be motivated	21	2,8
Be creative	15	2,0
To be reliable	8	1,1
Having career goals	8	1,1
<b>Total</b>	<b>753</b>	<b>100</b>

Table 4 provides information on the theme of working conditions. The working conditions theme consists of 7 sub-themes. The most mentioned working conditions features by businesses are that the employee is compatible with teamwork (152) and is suitable for guest satisfaction-oriented work (101).

Table 4. Working conditions in job advertisements

<b>Working Conditions</b>	<b>Number</b>	<b>Ratio (%)</b>
<b>Compatible with teamwork</b>	<b>152</b>	<b>32</b>
<b>Being suitable for guest satisfaction-oriented work</b>	<b>101</b>	<b>21,3</b>
Relevant department knowledge	71	14,9
Compliance with the business shift system	61	12,8
Suitable for working hours	43	9,1
Adapting to workload	34	7,2
Behavior in accordance with working rules	13	2,7
Total	475	100

Table 5 shows information on the theme of management skills. Management skills theme consists of 5 sub-themes. The characteristics of management skills frequently emphasized by businesses are the ability of the employee to solve problems (73) and the ability to plan (58).

Table 5. Management skills in job advertisements

<b>Management Skills</b>	<b>Number</b>	<b>Ratio (%)</b>
<b>Have problem solving skills</b>	<b>73</b>	<b>35,8</b>
<b>Have the ability to plan</b>	<b>58</b>	<b>28,4</b>
Have a representative feature	35	17,2
Have time management skills	19	9,3
Stress management skills	19	9,3
Total	204	100

Table 6 includes information about the competency theme related to program use. The competency theme for program use consists of two sub-themes. Employees are primarily required to use Office programs (77).

Table 6. Program usage skills in job advertisements

<b>Program Usage Skills</b>	<b>Number</b>	<b>Ratio (%)</b>
<b>Using MS Office programs</b>	<b>77</b>	<b>62,1</b>
Use of front office package programs	47	37,9
Total	124	100

For information on the other theme, see Table 7. The other theme is composed of six subthemes. The condition most often stressed by companies in the other theme is obtaining a diploma from tourism-related departments (68).

Table 7. Other features in job advertisements

<b>Other</b>	<b>Number</b>	<b>Ratio (%)</b>
<b>Requirement to graduate from tourism-related departments</b>	<b>68</b>	<b>36,2</b>

Military service requirement	39	20,7
Residence requirement	35	18,6
Have a professional qualification certificate	29	15,4
Driver's license	12	6,4
Have knowledge of laws and regulations	5	2,7
Total	188	100

## **6. Conclusion and Discussion**

The tourism industry relies more on employees because of the instantaneous production of services. The qualifications and experience of the employees are the main factors that provide an advantage to businesses in the tourism sector. Consequently, companies' recruitment process is essential (Tütüncü & Demir, 2003). In this process, companies reach out to employees in different ways. One such method is job advertisements published on the Internet. This study examines job advertisements linked to tourism on the site Kariyer.net. The examinations were conducted to reveal the advertisements' overall profile and determine the characteristics sought among the candidates. In this direction, two analyses were carried out on advertising and candidates' characteristics.

When the advertisements' features were examined, most job advertisements were published without specifying gender and age limits. Istanbul is dominant in the advertisement area. Advertisements that require at least two years of experience requirement are abundant. Some advertisements do not require any experience. While English is required as a language requirement, most advertisements do not have a language requirement. High school-associate-undergraduate and undergraduate graduation are in the foreground in the education condition. Hotels published a significant part of the advertisements. Job advertisements were also examined according to their departments. The most sought-after positions in job advertisements are receptionist, Chef de Partie, housekeeper, and waiter.

The absence of gender and age discrimination is similar to past research findings. Doğan and Tuncer (2019) state that the advertisements suit men and women. It is usual for Istanbul to come to the fore in the advertisement area (Oğuzbalan, 2019). The proven demand for company workers is comprehensible and logical (Şimsek et al. 2014). The prevalence of hotel companies in advertisements is an expected outcome for the sector (Ertaş, 2018). In advertisements, front office, housekeeping, and kitchen staff are most sought after. The main reason is that these departments

are essential for the hotel's operation. Knowledge of English is crucial to a successful career in tourism (Davras & Bulgan, 2012). For this reason, it is common for businesses to require a requirement in English in job advertisements.

Job advertisements were examined in terms of candidate employee characteristics. In the personal attributes of the employees, importance is given to the communication ability of the employees, their smiling face, and their external appearance. In working conditions, it is stated that employees should be compatible with teamwork and should be focused on guest satisfaction. In management skills, employees must be problem solvers and have planning skills. In the use of the program, it is especially requested that to use the Office program. On the other theme, employees are often asked to graduate from tourism-related departments.

Communication skill is an essential element in establishing relationships between people. Communication is necessary not only in social life but also in business life. Employees' communication skills are also crucial in tourism, where one-to-one interaction with customers occurs. To establish communication with customers, employees must have communication skills. Therefore, it is a logical condition to ask for communication skills in advertisements. Can et al. (2016) found that candidate managers' adaptability to teamwork and management skills are key features. These features are not only for managers but for all employees. There is teamwork within each department. The work must be done, and the workers must be managed. In this context, employees should also have the ability to plan. Erdem and Gezen (2014) state that businesses give the planning ability of employees importance. In addition, being sincerely smiling and paying attention to their appearance are critical personal characteristics (Kozak & Güçlü, 2008).

The study results presented a few suggestions to employees and students pursuing their education. These:

- Candidates and students need to increase their experience in the tourism sector. In particular, the acquisition of experience by students while working in the industry can benefit subsequent processes.
- Knowledge of English adds value for employees and students. For this reason, there is a need to increase the hours and practice of foreign language classes, especially English, in the educational process.

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- Similarly, in the educational process, Office, front office, and accounting programs should be presented in the course content, not theoretically, but in practice.
- Employees and students must be more outgoing and assertive to improve communication skills. In the tourism industry, where communication with guests is established directly, communication is as important as language and experience.
- Employees and students must be more positive and smiley. Especially in businesses that focus on customer satisfaction, employees should be friendly and give importance to their appearance.
- The adoption of teamwork is required not only in the tourism sector but also in other sectors. Collaboration is critical to forming the company's organizational culture and healthy functioning. Consequently, employees must prepare for teamwork in the company's interests.
- The tourist industry is an area where crises can occur anytime. Even if each business plan is done, errors may occur. Employees must prepare for any issues or concerns. They should have the creativity to come up with solutions.

There are some suggestions for future research. First, job advertisements can be reviewed before peak season. Advertisements published on different platforms can be evaluated together. Tourism sector job advertisements in other countries can be compared with advertisements in Turkey. Thus, differences and similarities between countries can be identified. The main limitation of this study is that job advertisements were examined on a single platform and during the speaking periods of the tourism season.

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## *Determining the Desired Traits in Employees with Job Advertisements Analysis*

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