

## **An Exploration of Hospitality Management Competencies in Turkey through Content Analysis of the Job Ads**

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### **Abstract**

This paper reports on the hospitality management competencies required to be assigned to a management position in Turkey. The study found out a number of competencies with top priority ranging from 82.1 to 21.4 percent extracted from job ads on the most browsed career websites in Turkey by employing a content analysis as the research method. These core competencies were delineated in the five domains of Sandwith's Competency Domain Model in order to discover how they pertained to the theory. The in-depth analysis rendered the whole range of domains particularly leadership, technical and interpersonal, partly conceptual/creative and administrative. The study concluded that recruiters mainly look for managers with leadership, technical and interpersonal competencies in Turkey.

**Keywords:** Hospitality, management, competency, competencies, Turkey, the Competency Domain Model.