

# Competencies In Management of Urdaneta City's Hospitality Establishments

JOANNA MARIE L. ESTACIO<sup>1</sup>, DR. ELISA C. CRISTOBAL<sup>2</sup>

<sup>1,2</sup> Degree Master of Business Administration, Institute of Graduate and Advanced Studies, Urdaneta City University

*Abstract— The hotel and tourism industry in Urdaneta City is also one of the most important economic sectors in terms of earnings and income from foreign exchange and jobs. Urdaneta City which is mainly reliant on tourism and the resulting hotel business has seen an upsurge in the demand for technically proficient managers. The manager is one of the most important human resources in any organization, responsible for coordinating individual efforts, influencing employees' views, decisions, and actions, and deciding a significant impact on the organization's activity. The study aims to improve managers' present capacities by teaching them to be more proactive beyond their specific duties and responsibilities by learning extra skills that are critical to re-creating their firms' competitive advantages. The management and staff of the chosen hospitality facilities with an operating history of more than five years and at least twelve months of work experience will serve as the study's population of prospective participants. A quantitative, descriptive explanatory research design was used in this study. A purposive sample technique was used to find individuals with a wealth of knowledge and experience working in the hospitality sector. The weighted mean was used to quantify the competencies of hospitality managers. One-way analysis of variance (ANOVA) is performed to determine whether there is a difference between managers' self-evaluation and employees' appraisal of their supervisors along the supplied competency categories, and it is submitted to a test of significance at the 0.05 alpha level. According to the findings, successful managers frequently use operational knowledge management, leadership skills, and conflict management as part of their managerial competencies. The set of skills a manager possesses significantly impacts management performance. The performance of a manager was influenced by*

*knowledge, experience, and personality attributes pertinent to the position. Therefore, the researcher suggests that in order to develop in the managerial areas where they need to make better decisions, managers should attend seminars and workshops in such areas. I also help them grasp and use these managerial abilities.*

*Indexed Terms— Management, Hospital Establishments, Manager's Competencies, Managers, Hospitality*

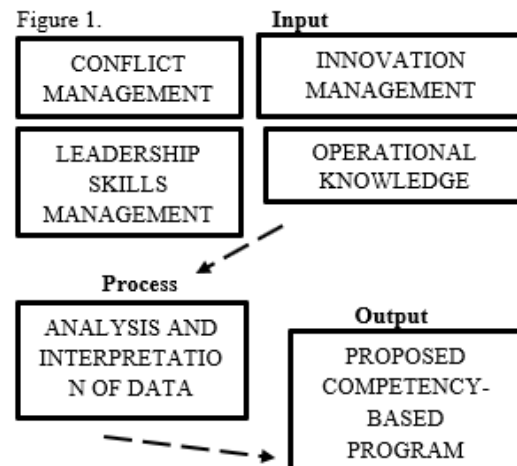
## I. INTRODUCTION

Urdaneta City is well-known for its Pangasinan commerce hub, "Bagsakan," which serves as a fruit and vegetable drop-off point. The hotel and tourism industry in Urdaneta City is also one of the most important economic sectors in terms of earnings and income from foreign exchange and jobs. Every year, the city receives around a thousand visitors. The industry is divided into numerous categories: lodging, food and beverages, entertainment, shopping, and transportation. According to Urdaneta City Tourism Statistics, as of March 2023, there are 32 hospitality establishments in operation. The accommodation sub-sector accounts for more than 60% of total income and about 50% of employment. Urdaneta City which is mainly reliant on tourism and the resulting hotel business has seen an upsurge in the demand for technically proficient managers. The manager is one of the most important human resources in any organization, responsible for coordinating individual efforts, influencing employees' views, decisions, and actions, and deciding a significant impact on the organization's activity. Managers must plan, organize, direct, and control operations to guarantee that organizational goals are met. Though not all managers perform the same tasks or confront the same

difficulties, they are expected to significantly impact the organization's performance. As a result, they must develop an effective managerial culture that may raise productivity, empower employees, and boost their morale, motivation, and contribution to the firm. Managers in a professional setting are in charge of directing the various operations of employee teams. They must also acquire the trust of their employees. The attainment of their stated aims and objectives is also critical to ensure constant and seamless corporate operations. Henderson (2000) defines competency as the mix of knowledge and abilities required to do a task successfully. Its achievement is demonstrated by an individual's capacity to collect data, turn it into useful information, access it, and make an appropriate and helpful decision in order to take the steps required to complete the assignment in an acceptable manner. Managerial competencies are a set of related knowledge, abilities, and characteristics required for effective job performance (Karns, 1998). Employee training and development, leadership abilities, expertise, and professional experience were all considered managerial competencies in this study (Stoner et al., 1995). These competencies are the product of behavioral studies designed to identify excellent performance and are applied horizontally throughout the firm (Nyhan, 1995). Boyatzis (2000), on the other hand, defines management skills as inherent traits of a person that he or she uses to solve challenges that develop in the workplace. The ability to speak and perform in public, express a desire to persuade others of their point of view, motivate others to action, make decisions, and amend those decisions to fit the organizational vision or current realities are some of the underlying characteristics of Executive Directors (Hagberg Consulting Group 2005). Boyatzis (2000) and Munene (1998) recognized various forms of competencies, which they referred to as operant competencies and emotional competencies, respectively. According to Lacamiento (2012), in the Philippines, Jane Frias, senior trainer of AGF Consulting Group, underlined the importance of coaching and mentoring programs in increasing the company's services through the evaluated performance of the staff. She also stated that an effective coaching culture should foster open communication and foster respect, trust, and understanding among senior management officials and employees. In addition to Kong's (2012) article in The

Philippine Star newspaper, some leaders lead, and some leaders believe they are leading but are not. He also stated that there are parallels in leadership styles among different commercial companies (large and small) and that these overwhelm the differences. According to Blayney (2009), the hotel sector can be tough to manage because of severe economic conditions. Furthermore, the hotel industry's distinct qualities can place high demands on its managers. Although research on management competencies is widespread, there has been little done to investigate and measure the variations between managerial competencies for hotel managers and organizational success. As of March 2023, there are 32 registered hotels and resorts of any class, according to statistics from the Urdaneta City Tourism Office and the Department of Trade and Industry (DTI) from the Urdaneta City Permits and Licensing Division. As a result, this study is conceptualized at this moment to uncover disparities in hotel managing competencies. The study's main purpose is to assess the level of skills of managers in various hospitality enterprises in Urdaneta City. The study aims to improve managers' present capacities by teaching them how to be more proactive beyond their specific duties and responsibilities by learning extra skills that are critical to re-creating their firms' competitive advantages. Furthermore, the research intends to develop and/or recommend an acceptable competency-based training program for hospitality managers expected to demonstrate adequate competency skills for organizational performance.

PARADIGM OF THE STUDY



II. METHODOLOGY

This section describes the research methodology utilized to conduct the study. It discusses the Research Design and Strategy, the Population and Location of the Study, the Data Collection Instrument, the Data Collection Procedure, and the Data Treatment. This section discusses the research methods used to carry out the study. It covers the Research Design and Strategy, the Study Population and Location, the Data Collection Instrument, the Data Collection Procedure, and the Data Treatment. A quantitative, descriptive explanatory methodology is used in this study. According to Gillaco (2014), the descriptive approach seeks the facts concerning a current situation. However, a rich descriptive form of study was conducted objectively and systematically utilizing a quantitative research approach, which was utilized to sample a target market, and the responses were quantified using a structured data collection method (Feinberg, Kinnear, & Taylor 2013:234). The study's population will be drawn from the managers and employees of the selected hospitality establishments that have been in operation for more than five years and have at least 12 months of work experience. The province is also seeing an increase in tourists due to the availability of beach resorts and tourist attractions in adjacent towns.

Urdaneta Hospitality Establishments	Number of Managers	Number of Employees
Balay Senyang Resort Hotel	0	2
Goldland Spring Resort	1	2
Lisland Rainforest Resort	1	15
Mark's Hotel & Restaurant	1	2
Mig'z Hotel	0	2
Urdaneta Garden Resort	1	4
Majoha Hotel	0	1
2428 Suites	1	2
<b>TOTAL</b>	<b>5</b>	<b>30</b>

A standardized self-administered questionnaire is used. The questionnaires contain closed-ended questions. These are scored on a 5-point Likert scale of always (5), frequently (4), occasionally (3), rarely (2), and never (1). The questionnaires are separated into major sections to address each variable in the model specification. Part I. Demographic Profile of Managers and Employees was one of them. Part II includes Managers' competencies in the areas of Conflict Management, Innovation Management, Leadership Skills, and Operational Knowledge Management. Part III addressed employees' assessments of their supervisors' competencies in the areas of Conflict Management, Innovation

Management, Leadership Skills, and Operational Knowledge Management. Each indication is made up of ten statements or pieces of information about managerial competencies. In theory, reliability analysis is a statistical method for determining the overall consistency of the elements that comprise a scale. It offers information about the relationship between the scale's various items. In practice, it examines if the items in the questionnaires are related to one another by computing an overall index of the scale's repeated or internal consistency as a whole while identifying problematic items that should be removed from the scale. Cronbach's alpha, which can be viewed as a correlation coefficient ranging from 0 to 1, is the key indicator of internal consistency in reliability studies. Cronbach's alpha has six values that generally indicate the strength of internal consistency, according to George and Mallery (2003).

Cronbach's alpha	Internal consistency
$\alpha \geq 0.09$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

The questionnaires were officially validated by the researcher. In addition, the researcher conducted pilot testing to assess the reliability of the stated questionnaire. Cronbach's alpha is .973 and the reliability coefficient is .80. For analysis, data acquired from the appropriate number of targeted samples via survey questions must be edited, coded, and categorized. There are a variety of statistical strategies for validating and interpreting usable data. The ultimate goal of data analysis is to examine a set of hypotheses prepared for this investigation. As a result, understanding how to use diverse analytical methods is essential for turning data outputs into beneficial research conclusions. To answer the questions on managers' professional competencies, managers' level of competencies, and employees' ratings of their managers, the weighted mean of each item in the competency surveys is computed, along with the overall weighted mean. The computed average weighted mean ranges and their descriptive interpretations serve as the foundation for the data analysis. The weighted mean will be used to quantify the competencies of hospitality managers. Finally, the

weighted mean score will be calculated using the formula:

$$P = \frac{N}{F} X 100$$

Where: P – Percentage

F – Frequency

N – Total Number of Respondents

The Formula of Weighted Mean:

$$WM = \frac{\sum f X}{\sum f}$$

Where:

WM = Average Weighted Mean

$\sum f X$  = Sum of all Products of f and x, where f is the frequency of each option and x is the weight of each option.

A five-point Likert scale will be used to compute the weighted mean of the acquired data using the following rating:

Scale	Rating	Descriptive Interpretation
5	Always (A)	Very Competent (VC)
4	Often (O)	Competent (C)
3	Sometimes (S)	Moderately Competent (MC)
2	Seldom (SL)	Slightly Competent (SC)
1	Never (N)	Not Competent (NC)

One-way analysis of variance (ANOVA) is performed to determine whether there is a difference between managers' self-evaluation and employees' appraisal of their supervisors along the supplied competency categories, and it is submitted to a test of significance at the 0.05 alpha level. A one-way analysis (ANOVA) is performed to determine whether or not there are any statistical differences between the means of three or more independent (unrelated) groups. It specifically examines the null hypothesis:  $H_0: 1 = 2 = 3 = \dots = i$ . The results of this statistical test will be utilized to answer problem four in the problem statement.

### III. RESULTS AND DISCUSSION

This chapter provides, analyzes, and interprets the study's findings with a broader sense of analysis and explanation.

The majority of managers were between the ages of 25 and 40, with 2 or 40% between the ages of 41 and 56 and 1 or 20% between the ages of 57 and 72. And the majority of the employees (70.00%) were between the ages of 25 and 40; 7 or 23.33% were between the ages

of 41 and 56; and 6.67% were between the ages of 57 and 72. Because they are more excited about the task, the establishment's managers and staff are reasonably youthful and middle-aged, able to accomplish their duties and responsibilities on time and accurately.

Table I. Profile of the Respondents

Profile		Manager		Employee	
		F	%	F	%
Age	25-40	2	40	21	70.0
	41-56	2	40	7	23.3
	57-72	1	20	2	6.6
Sex	Male	1	20	12	40.0
	Female	4	80	18	60.0
Civil Status	Single	2	40	20	66.6
	Married	3	60	10	33.3
	Separated				
	Widowed				
	Annulled				
Educational Attainment	BS/BA Graduate	5	100	22	73.3
	MS/MA Units				
	MA/MS Graduate				
	PhD/EdD Units				
	PhD/EdD Graduates			2	6.6
Monthly Income	TechVoc			6	20.0
	Php8,000 & below			6	20.0
	Php8,001-15,000	2	40	20	66.6
	Php15,001-30,000	1	20	4	13.3
	Php30,001-50,000				
Years of Experience	Php50,001 & above	2	40		
	Less than 1 year			2	6.6
	1-5 years	2		17	56.6
	6-10 years	3		5	16.6
	10-15 years			4	13.3
Seminars, Training	16 years & above			2	6.6
	1-5	3	60	24	80.0
	6-10			6	20.0
	11 & above	2	40		

Businesses, without a doubt, seek employees that are youthful and enticing. According to the data, majority of managers (four, or 80%) were female, with only one male, or 20%. There were 18 female employees (60.00%) and 12 male employees (40.00%). It implies that sex influences employee selection because the establishment is labor-intensive and requires persons with physical power to perform the task. In terms of civil status, three managers, or 60%, were married, while two, or 40%, were single. There were 20 single workers (66.67%) and 10 married workers (33.33%). This simply means that the majority of married managers are pushed to work harder and deliver their best service not only for the sake of the organization's success, but also for the sake of their families' future. It also demonstrates that kids are aware of their responsibilities as members of the family. And the fact that the majority of the employees were single may be

attributable to their proclivity to always learn and improve. In terms of education, the majority of managers, almost 5 or 100%, completed college. Furthermore, 22 or 73.33% of employees have a college diploma; 2, or 6.67% have a Ph.D./EdD; and 6, or 20.00% have a techvoc diploma. It denotes a strong labor force since graduates of colleges or technical schools are more capable and skilled in executing activities in the hospitality business, particularly in delivering quality service. Regarding monthly earnings, 40% of managers make between php8,001 and php15,000, with 50% earning more. The percentage ranged from php 15,001 to 30,000. Employees earning php8,000 or less earn 20.00%, employees earning php8,001-15,000 earn 66.67%, and employees earning php15,001-30,000 earn 13.33%. According to the Department of Labor and Employment; National Wages & Productivity Commission, an average of wages range between php8,001 and php15,000 because the minimum pay rate for region 1 is php372.00-php400.00 per day. Years of experience, 2 or 40% of managers served for one to five years, while 3, or 60% worked for six to ten years. Employees with less than one year of experience accounted for 2 or 6.67% of all responses, followed by 17 or 56.67% with one to five years of experience, 5 or 16.67% with six to ten years of experience, 4 or 13.33% with ten to fifteen years of experience, and 2 or 6.66% with sixteen years or more of experience. The majority of managers with six to ten years of experience demonstrate that they are happy and committed to their jobs. Employees with one to five years of experience may be chosen because the organization needs young and inexperienced staff. Furthermore, the company's location is close to their homes and conveniently accessible to their loved ones. Managers attended hotel management seminars, training, and conferences at a rate of 3 or 60% for one to five seminars and 2 or 40% for eleven seminars. Employees who attended one to five seminars answered 24 or 80.00% of the questions, whereas those who attended six to ten seminars answered 6 or 20.00% of the questions. As a result, managers and employees who have attended one to five seminars, pieces of training, and conferences demonstrate that they are prepared for their leadership and management roles, can handle new scenarios well, and want all guests to have a great experience.

As shown in Table 2.1, managers rated themselves as "Very Competent" in the areas of understanding and accommodating employees' needs, demonstrating sensitivity to points of view, providing positive criticism that can boost employees' morale and motivation, demonstrating openness to listening to understand the needs of team members, valuing employees' feedback, ensuring not to violate predetermined policies and procedures, and encouraging employees' feedback. Essentially, managers performed well in terms of conflict resolution. While giving a bottom-up strategy for communicating and spotting routine consumer concerns, they are evaluated as "Competent," which may be because they do not always do so.

Table II. Managers' Competencies with Respect to Conflict Management

Manager	WM	DI
1. I am able to understand and accommodate employees' needs to provide a decent work-life balance	4.60	VC
2. I show sensitivity to points of view	4.60	VC
3. I provide positive criticism that can boost employees' morale and motivation	4.40	VC
4. I show openness of listening to understand the needs of the team members	4.40	VC
5. I value employees' feedback	4.80	VC
6. I provide a bottom-up approach to communication where employees can express their opinions and ideas to increase the chance of creating successful solutions without fear of being reprimanded.	4.20	C
7. I identify routine customer complaints and ensure effective solutions	4.20	C
8. I ensure not to violate predetermined policies and procedures	4.40	VC
9. I encourage collaboration across employees to increase the chances of creating a successful solution	4.80	VC
10. I don't stay away from issues that are affecting staff or guests, and make sure to know all about the problem and am prepared to take responsibilities	4.60	VC
<b>TOTAL</b>	<b>4.50</b>	<b>VC</b>

According to Table III, in terms of innovation management, managers rated themselves as "Very Competent" in the areas of gathering creative ideas from a group of people, making sure that workers feel comfortable sharing their ideas, encouraging collaborative efforts of formulating new ideas to potentially achieve better results, starting a discussion on supporting ideas and demanding radical changes, staffing creative people to inscribe traits that can mold

Table III. Managers' Competencies with Respect to Innovation Management

Manager	WM	DI
1. I solicit creative ideas from a group of people	4.40	VC
2. I ensure that employees feel safe enough to share their ideas	4.40	VC
3. I regularly coach employees to be transformed as highly dedicated team members	4.00	C
4. I encourage collaborative efforts of formulating new ideas to possibly attain better results	4.60	VC
5. I initiate conversation on supporting ideas and demanding radical changes	4.40	VC
6. I do staffing creative people to inscribe traits that can mold team members to be valuable in their hospitality careers	4.40	VC
7. I inculcate creative mindsets to team members for them to enhance their thinking outside-the-box and continuously create unique ideas	4.80	VC
8. I am using business-friendly apps and websites	4.60	VC
9. I do an online association between the company and the employee	4.20	C
10. I use utilization of technology to generate ideas to enhance innovation	4.00	C
<b>TOTAL</b>	4.38	VC

team members to be valuable in their thinking outside-the-box and continuously create unique ideas, and using business-friendly apps and websites. In simple terms, it indicates that management relies on prior performance to keep clients coming back. However, they are "Competent" when it comes to frequently mentoring staff, participating in online associations, and using technology, which may be related to outdated hospitality technology.

Managers perceived they were "Very Competent" in terms of leadership abilities, as seen in Table 4. The fact that managers could help others develop their skills and that the most effective leaders are those who inspire others to succeed themselves may be the reason why they never experienced challenges.

Table IV. Managers’ Competencies with Respect to Leadership Skills

Manager	WM	DI
1. I possess clear interpersonal communication with guests and employees as well	4.80	VC
2. I exert my best effort on accountability to lead the team towards maximum guests’ satisfaction	4.80	VC
3. I am knowledgeable on how to manage with integrity at diverse groups of individuals	4.80	VC
4. I exemplify self-awareness to better understand emotional knowledge reflectively regulating emotions to promote emotional and intellectual growth between and among employees	4.60	VC
5. I am able to handle operations with strong results orientation	4.40	VC
6. I am able to always maintain professionalism	5.00	VC
7. I always lead by example rather than just giving orders	4.60	VC
8. I understand the power of teamwork and making sure everyone is on the same page	5.00	VC
9. I possess optimistic attitude to better motivate employees to work towards achieving the shared vision of organization success	4.40	VC
10. I encourage organizational consistency on strategic thinking with humility	4.60	VC
<b>TOTAL</b>	4.70	VC

Competent" in operational knowledge management, as

Table V. Managers’ Competencies with Respect to Operational Knowledge Management

1. I work alongside when the team is busy and makes himself/herself available when needed	4.60	VC
2. I know how to delegate effectively	4.60	VC
3. I can identify customer needs and respond proactively to all their concerns	4.40	VC
4. I provide two-way communication and nurture an ownership environment with emphasis on motivation and teamwork	4.40	VC
5. I maximize sales and revenue through customer satisfaction and employee engagement	4.80	VC
6. I ensure that employees comply with health and food safety standards	5.00	VC
7. I ensure that standardized recipes are used to provide consistent basis for quality control and maintain current knowledge of new methods in food service management	4.80	VC
8. I establish appropriate standard operating procedure (SOP) for employees and customer service skills	4.80	VC
9. I require active participation and involvement to trains and professional developmental endeavors to continuously upgrade skills and knowledge in hospitality management	4.60	VC
10. I deeper understand of the traits of guests to provide the right service to better suit customers’ needs and satisfaction	4.80	VC
<b>TOTAL</b>	4.68	VC

seen in Table 5. It can be stated that the institutions met their goals and improved their performance and business image.

Employee ratings on their manager's ability to manage conflicts are shown in Table 6. The majority of the results were "Competent," which is consistent with the avoidance technique. This sort of conduct includes being unassertive and uncooperative. Acting as if there is no conflict is analogous to doing this. Those remarks were common, but when managers assess the situation objectively, opt for the avoidance tactic, and show that they can render decisions authoritatively and helpfully, it has a major impact on employees' attitudes.

Table VI. Employees’ Assessment of Their Managers’ Competencies with Respect to Conflict Management

Employee	WM	DI
1. Able to understand employees' needs to provide a decent work-life balance	4.23	VC
2. Shows sensitivity to points of view	4.10	C
3. Provides positive criticism that can boost employees' morale	4.17	C
4. Shows openness of listening to understand the needs of the team members	4.13	C
5. Values employees' feedback	4.07	C
6. Provides a bottom-up approach to communication where employees can express their opinions and ideas to increase the chance of creating successful solutions without fear of being reprimanded.	3.97	C
7. Identifies routine customer complaints and ensure effective solutions	3.70	C
8. Ensures not to violate predetermined policies and procedures	3.90	C
9. Encourage collaboration across employees to increase the chances of creating a successful solution	3.97	C
10. Able not to stay away from issues that are affecting staff or guests, and make sure to know all about the problem and are prepared to take responsibilities	3.87	C
<b>TOTAL</b>	4.01	C

Employees assessed their boss as "Competent" in every area of innovation management, according to Table 7. This could be the result of ineffective managers that steer clear of more inventive categories in favor of low-risk service changes that don't produce

Table VII. Employees' Assessment of Their Managers' Competencies with Respect to Innovation Management

Employee	WM	DI
1. Solicits creative ideas from a group of people	3.73	C
2. Ensures that employees feel safe enough to share their ideas	3.80	C
3. Regularly coaches employees to be transformed into highly dedicated team members	3.77	C
4. Encourages collaborative efforts of formulating new ideas to possibly attain better results	4.00	C
5. Initiates a conversation on supporting ideas and demanding radical changes	3.90	C
6. Encourages staffing creative people to inscribe traits that can mold team members to be valuable in their hospitality careers	3.77	C
7. Inculcates creative mindsets to team members for them to enhance their thinking outside the box and continuously create unique ideas	3.73	C
8. Uses business-friendly apps and websites	3.80	C
9. Uses online association between the company and the employee	3.97	C
10. Utilize the use of technology to generate ideas to enhance innovation	3.70	C
<b>TOTAL</b>	3.82	C

enough new revenue streams.

Table 8 shows that despite managers having both poor operational and technical skills and poor leadership abilities, employees assessed their manager as "Competent" in all leadership skill areas, bad staff growth, lack of generosity, and being a bad source of inspiration are all examples of inadequate mentoring. Many workers lamented the lack of training. These remarks are common, yet they have a big impact on how the employees feel.

Table VIII. Employees' Assessment of Their Managers' Competencies with Respect to Leadership Skills

Employee	WM	DI
1. Possess clear interpersonal communication with guests' and employees	4.20	C
2. Exerts the best effort on accountability to lead the team toward maximum guests' satisfaction	4.07	C
3. Knowledgeable on how to manage with integrity at diverse groups of individuals	4.10	C
4. Exemplify self-awareness to better understand emotional knowledge reflectively regulating emotions to promote emotional and intellectual growth between and among employees	3.83	C
5. Able to handle operations with strong results orientation	3.93	C
6. Able to always maintain professionalism	3.90	C
7. Always leads by example rather than just giving orders	3.77	C
8. Understands the power of teamwork and making sure everyone is on the same page	3.83	C
9. Possess an optimistic attitude to better motivate employees to work towards achieving the shared vision of organizational success	4.00	C
10. Encourages organizational consistency in strategic thinking with humility	4.00	C
<b>TOTAL</b>	3.96	C

Under table 9 operational knowledge management, it may be inferred how the employees perceive their manager to be "Competent". Lacking in terms of current efforts in operational knowledge management methods or practices and oblivious to the business

Table IX. Employees' Assessment of Their Managers' Competencies with Respect to Operational Knowledge Management

Employee	WM	DI
1. Works alongside when the team is busy and makes himself/herself available when needed	4.00	C
2. Knows how to delegate effectively	3.90	C
3. Identifies customer needs and responds proactively to all their concerns	3.97	C
4. Provides two-way communication and nurtures an ownership environment with an emphasis on teamwork	3.90	C
5. Maximizes sales and revenue through customer satisfaction and employee engagement	4.00	C
6. Ensures that employees comply with health and food safety standards	4.07	C
7. Ensures that standardized recipes are used to provide a consistent basis for quality control in food service management	4.00	C
8. Establishes appropriate standard operating procedure (SOP) for employees and customer service skills	4.10	C
9. Requires active participation in trains and professional developmental endeavors to continuously upgrade skills and knowledge in hospitality management	3.83	C
10. Deeper understands the traits of guests to provide the right service to better suit customers' needs and satisfaction	4.07	C
<b>TOTAL</b>	3.98	C

goals that would be involved in increasing its significance.

Table X. Proposed Competency-based Program on Competencies of Managers among Hospitality Establishments of Urdaneta City

Areas of Concern	Objectives	Time Frame
1. Creating Negative Environments	To demonstrate that they see employees as equals.	Always
2. Poor Communication Skills	To properly communicate with staff.	Always
3. Indecision and Lack of Organization	To make key decisions that may cause doubt among those in positions of leadership.	Always
4. Never recognizes the contributions of others	Recognizing employee contributions may demonstrate effective leadership approaches.	Always
5. Willingness to bend the rules	To maintain the greatest ethical standards for a successful business.	Always
6. The micromanager	Adopts a corporate management style that focuses on individual team and worker performance on a daily basis.	Always

#### IV. CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the research, the conclusions reached, and the suggestions made in light of the results.

##### Conclusions:

A review of the research studies revealed that successful managers frequently use operational knowledge management, leadership skills, conflict management, and innovation management among their managerial talents. The set of skills a manager possesses significantly impacts management performance. The performance of a manager is influenced by knowledge, experience, and personality attributes pertinent to the position. Businesses must also evaluate the competencies of their management and pinpoint any skill gaps. It will help firms create efficient competency-based programs to raise the managerial skills of their staff. Learning and competency development can be aided by study, practice, and feedback.

##### Recommendations:

This study aims to advance our knowledge of managerial competencies. However, the following suggestions are provided to accomplish the stated objectives:

1. The four managerial competencies of conflict management, innovation management, leadership abilities, and operational knowledge management must all be practiced by managers.
2. Managers should attend seminars and workshops in the managerial areas where they need to develop.
3. The hotel sector necessitates managers to have strong planning, communication, decision-making,

4. problem-solving, and motivational skills.
5. To enhance and use their understanding of these managerial skills in the workplace, managers should be able to attend pertinent seminars and conferences.
6. For their organizations to offer exceptional service, managers need to develop their leadership and management abilities.
7. To accomplish their goals, managers need to get better at advancing resources and other types of support.
8. Implementing the suggested competency-based program will increase the effectiveness of managers' managing skills, which will benefit staff, visitors, and the establishments as a whole.

#### REFERENCES

- [1] Batra, R. (2022). Role of Knowledge Management System in Hospitality and Tourism Industry. PHPKB. <https://www.phpkb.com/kb/article/role-of-knowledge-management-system-in-hospitality-and-tourism-industry-232.html>
- [2] Bulog, I., & Dulčić, Ž. (2017). Managerial Skills in Hotel Industry – Evidence from Croatia. ResearchGate. [https://www.researchgate.net/publication/321670818\\_Managerial\\_Skills\\_in\\_Hotel\\_Industry\\_-\\_Evidence\\_from\\_Croatia](https://www.researchgate.net/publication/321670818_Managerial_Skills_in_Hotel_Industry_-_Evidence_from_Croatia)
- [3] Blayney, C. (2010). Leadership in the Hotel Industry: Evidence from Canada. <https://ssrn.com/abstract=1880155>
- [4] De Souza Meira, J. V., Anjos, S. J. G. D., & Falaster, C. (2018). Innovation and performance in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 20(2), 185–205. <https://doi.org/10.1080/1528008x.2018.1512936>
- [5] Howell, S. E. (2014). Conflict management: A literature review and study. *radiOlogy management*, 36(5), 14-20. [http://www.ahra.org/AM/Downloads/OI/qc/RM365\\_p14-23\\_Features.pdf](http://www.ahra.org/AM/Downloads/OI/qc/RM365_p14-23_Features.pdf)
- [6] Mistry, T. G., Hight, S. K., Okumus, F., & Terrah, A. (2021b). Managers from heaven: how do hospitality employees describe good managers?



- Emerald Publishing Limited, 36(1), 2–24.  
<https://doi.org/10.1108/ihr-09-2020-0055>
- [7] Nicolaides, A. (2010). Conflict Management—the role of Hotel Managers. In International Research Symposium in Service Management, South Africa.  
<https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=c0e730ca37c68a49d9623e5d541d2e82af972d67>
- [8] Ottenbacher, M. C. (2007). Innovation Management in the Hospitality Industry: Different Strategies for Achieving Success. *Journal of Hospitality and Tourism Research*, 31(4), 431–454.  
<https://doi.org/10.1177/1096348007302352>
- [9] Sousa, M. J., Santos, V., Sacavém, A., Reis, I. P. D., & Sampaio, M. (2019). 4.0 Leadership Skills in Hospitality Sector. *Journal of Reviews on Global Economics*, 8, 105–117.  
<https://doi.org/10.6000/1929-7092.2019.08.11>
- [10] Vega, D. (2016). Present and future restaurant management competencies: an industry perspective (Doctoral dissertation, Kansas State University). <http://hdl.handle.net/2097/34508>
- [11] Nakiyingi, J. (2010). Managerial competencies, access to credit and business success. Unpublished Masters thesis, Makerere University.  
[https://www.mak.ac.ug/documents/Makfiles/theses/Nakiyingi\\_Jamiya.pdf](https://www.mak.ac.ug/documents/Makfiles/theses/Nakiyingi_Jamiya.pdf)
- [12] Zayed, N. M., Friday, E. O., Islam, K. M. A., Nitsenko, V., Polova, O., & Khaietska, O. (2022). Utilization of Knowledge Management as Business Resilience Strategy for Microentrepreneurs in Post-COVID-19 Economy. *Sustainability*, 14(23), 15789.  
<https://doi.org/10.3390/su142315789>