Competencies and Values: Predictors of Hotel Industry Job Requirements in the Province of Batangas, Philippines

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Abstract - *Hospitality and Tourism industry plays a vital role in the world economy as the biggest income contributor. The record is parallel in view of the increasing demand of hotel practitioners who visualize the growing need of hospitality educational programs to completely prepare the workforce meeting the present and future demands in the rapid progress of the hospitality and tourism industry. Formal learning and trainings must be provided to improve the hospitality graduates' employability.*

The purpose of this research is to bridge the gap between the career expectation of undergraduate hospitality students and managers of the hotel industry is the ultimate objective of this study. Both the students, the university and hotel industry practitioners will benefit from the study because there will be clear view of the parameters set by the hotel industry according to their standards and there will be an equitable outlook among university to address the issues possible brought by the design curriculum or the qualifications set by prospective hotel companies.

This research gave significance on the job qualifications involving proper education and interpersonal skills which is parallel to the increasing demand on qualified candidates to fill in the positions of a very competitive and challenging hotel industry. Moreover, this study will also help potential and aspiring hospitality practitioners be acquainted with the qualifying credentials of applicants set by meticulous and experienced hotel supervisors and managers. Lastly, this study will enable the College of International Tourism and Hospitality Management update curriculum and make it more progressive so that students connect with the practical and conceptual competencies about the fast growing hospitality industry.

INTRODUCTION

Hospitality and Tourism industry plays a vital role in the world economy as the biggest income contributor. In the latest UNWTO World Tourism Barometer [1], international tourist arrivals worldwide grew by 4% between January and June 2016 compared to the same period last year. Destinations worldwide received 561 million international tourists (overnight visitors), 21 million more than in 2015.

The records are parallel in view of the increasing demand of hotel practitioners who visualize the growing need of hospitality educational programs to completely prepare the workforce meeting the present and future demands in the rapid progress of the hospitality and tourism industry. Formal learning and trainings must be provided to improve the hospitality graduates' employability. Students must acquire knowledge and skills and develop competencies through various Tourism courses in different subject areas offered by universities. An up-to-date hospitality curriculum should be prioritized to reflect the needs of the industry vis-a vis perceived qualifications of industry practitioners particularly the managers/supervisors.

The Lyceum of the Philippines University – Batangas (LPU-B) expands its network locally and internationally and exceed beyond efforts to offer distinct programs to hospitality students as part of the goal in molding a globally competitive professional. Hence, the university offers Internship program that provides practical experience, first hand information and gives students a wide understanding how hotel industry operates in a professional setting. LPU-B as a recognized and awarded HRM and Tourism Academic

Institution in the country, first Center of Excellence in the Philippines and recently reaped award and certification with full accreditation for its Hotel and Restaurant Management and Tourism programs by the International Center of Excellence in Tourism and Hospitality Education (THE-ICE), offers various programs such as: International Travel and Tourism (ITTM), Hotel and Restaurant Administration (HRA), Cruise Line Operation in Hotel Services (CLOHS) focusing on accommodation and food and beverage services on board while Cruise Line Operations in Culinary Arts (CLOCA) geared towards culinary and kitchen production on board [2].

To bridge the existing gap between the career expectations and job requirements, Walsh, Chang and Tse [3] in their research affirmed that the influence of students' hotel career aspirations is relatively because of factors such as general self-efficacy, vocational interest, and person–job fit perception. However, the stipulation that urge students pursue their career path depends greatly on how they see and vision themselves as young hotel industry professional in their respective work business arena after finishing a four-year degree course with exposure to practical learning experiences in the industry.

The purpose of this research is to understand the portentous keenness of undergraduate hospitality students towards the career expectations and to recognize the grasping needs of the hotel industry to hire quality professionals according to the needs of the fast pace changing demands of the industry. Bridging the gap between the career expectation of undergraduate hospitality students and managers of the hotel industry is the ultimate objective of this study. The students, university and hotel industry practitioners will all benefit from the study because there will be clear view of the parameters set by the hotel industry according to their standards and there will be an equitable outlook among university to address the issues possible brought by the design curriculum or the qualifications set by prospective hotel companies.

METHODS
Research Design
This research used descriptive method to describe the condition or situation that may arise at the time of the study. The method involved description, recording, analysis and interpretation of conditions that now exist. Descriptive research was used to determine the predictors of hotel industry job requirements in the province of Batangas as a basis curriculum enhancement for hospitality programs.

Participants
The researcher gathered data from the managers / supervisors from 38 hotels in Batangas province, Philippines. As managers, they are considered the best person who can provide information regarding the preference of job qualifications in hiring hospitality graduates befitting their respective positions in the industry. All the hotel managers are respondents of this research as 38 hotels representing 100% of their total population.

Instrument
In order to gather data, the researcher used questionnaires for the managers/supervisors of the hotel industry. This is a self-made instrument as a product of reading literatures, interview from human resource managers, faculty members of hospitality management. After the final comments were incorporated by experts, the instrument was subjected to a Cronbach Alpha with .72 results meaning items are valid based on the given test.

Part 1 consists of the demographic profile of hotel managers of hotels in Batangas province; their educational qualification preference in hiring graduates for hotel industry. Part 2 is the relevance of the professional subjects of the hospitality management programs as to the employability of the graduates. Part 3 is the preference of hotel managers on the importance of job qualifications of applicants in terms of their competencies, skills and values.

Procedure
A letter of request was distributed to hotels in Batangas approved by the Department of Tourism (DOT) allowing the researcher to gather necessary data through questionnaire to be answered by the hotel managers/supervisors, department managers, head, supervisors as the case maybe as to names of the top position in the hotel industry.

The researcher personally distributed the questionnaire to the participants and give well-defined instruction in order to give clarification and before answering the questions. It was immediately retrieved. She also conducted interview among hotel managers to affirm questionnaire results.

There is a general agreement regarding the intention of an individual to participate in privacy protection and the conforming responsibilities of the researcher to respond to information gathered in confidential manner. Respecting the information trusted by the participants in research is globally acknowledged ethical and norm standard Government of Canada [4].

Data Analysis

Upon retrieval of the questionnaires, data gathered tallied, tabulated, encoded, analyzed and interpreted. Different statistical tools were used such as frequency distribution, percentage, ranking, weighted mean and Analysis of Variance (ANOVA) and Regression. In addition, all data were treated using a statistical software, PASW version 18 to further analyze the results of the study.

All data were presented using the SPSS software. This study used scale to measure and interpret the result of data gathered for as such the numerical value has equivalent verbal interpretation: 6.50 – 7.00 = Highly Important; 5.50 – 6.49 = Important; 4.50 – 5.49 = Moderately Important; 3.50 – 4.49 = Neither Important nor Not Important; 2.50 – 3.49 = Slightly Important; 1.50 – 2.49 = Least Important; 1.00 – 1.49 = Not Important. The given scale was used to interpret the result of the data gathered in terms of relevance of professional front liner subjects: 6.50 – 7.00 = Highly Relevant; 5.50 – 6.49 = Relevant; 4.50 – 5.49 = Moderately Relevant; 3.50 – 4.49 = Neither Relevant nor Not Relevant; 2.50 – 3.49 = Slightly Relevant; 1.50 – 2.49 = Least Relevant; 1.00 – 1.49 = Not Relevant

RESULTS AND DISCUSSION

Table 1. Demographic Profile of the Hotel Managers

Profile Variables	f	%
Sex		
Male	12	31.60
Female	26	68.40
Length of Service in the Hospitality Industry		
1 – 2 years	3	7.90
3 – 5 years	8	21.10
6 – 8 years	16	42.10
9 years and above	11	28.90

Table 1 presents the distribution of the respondents' profile in terms of sex and length of work in the hospitality industry. It shows that majority of the respondents are female with the highest frequency of 26 and converted to 68.40 percent. Meanwhile, 12 of the respondents are male as the lowest frequency and is converted to 31.60 percent.

It shows that most hotel managers in CALABARZON are managed by women who are organized and dedicated. Women in hospitality industry are empathetic with a better insight into how decisions play out in the wider organization, Baum [5].

As to the length of service in the hospitality industry, a total of 16 respondents have been in the hospitality industry for 6 – 8 years and obtained the highest percentage of 42.10. It was followed by 11 with an average of 28.90 who were part of the industry for 9 years and above. Moreover, 8 respondents say they have been in the industry for 3 – 5 years and only 3 of them recently joined the industry with an experience of only 1 – 2 years. The two last frequencies obtained an average of 21.10 and 7.90 consecutively.

Being a hotel manager for several years is a manifestation that they are aware of their responsibilities and it is a huge challenge among them to continuously survive in a very competitive world. In hotel management, he is likely to understand how to cope with the high demands of the industry considering his long years in the industry.

Hotel managers pay meticulous attention among aspiring employees with proper education and have excellent interpersonal skills which is parallel with the hotel standards. Ideal candidates are also expected to have several years of related experiences Robertson [6].

Table 2. Educational Qualification Preference of Hotel Managers

	f	%
Degree Holder of Any Course	14	36.80
Hospitality Degree Holder	24	63.20

Table 2 reveals the respondents' preference on the educational attainment of potential hotel employee. It is evident on the result that 24 or 63.20 percent prefer to hire applicants who have a degree on hospitality management program and 14 or 36.80 percent prefer to hire other non-hospitality graduates to fill in positions that does not require hospitality skills.

Potential employees with hospitality management degree are more highly selected by employers. Hospitality graduates are expected to be equipped with knowledge about the hotel business and are easier to train because they already had a first-hand outlook towards the industry during the completion of hospitality internship program.

Hotel industry in today's generation offers variety of job opportunities for relatively inexperienced fresh graduates with a degree of hospitality management program where professional subjects related to hotel industry are embedded. Individuals who took professional business hospitality subjects and able to apply strong work ethic and dedication to quality service are given quick promotions EcoleHoteliere [7].

In the article of Department of Industry of New South Wales [8], it was emphasized that the recognition of prior learning is also given priority when an individual gains credit for the number of years of industry experience in a well reputable hotel firm without undertaking a formal training course.

Table 3 shows that the relevance of professional front liners subjects of the hospitality management programs as to employability composite mean is 6.41 and is verbally interpreted as highly relevant. The professional subject housekeeping operations ranked first with a weighted mean of 6.74. Meanwhile, hospitality and tourism law followed next and the ranked third were hotel management and rooms division and revenue management with a weighted mean of 6.66 and 6.63 consecutively and are verbally interpreted as highly relevant.

However, the table also reveals that all foreign subjects are verbally interpreted as relevant as to employability. Whereas, foreign language French with a weighted mean of 5.68 ranked the lowest. It was followed by Mandarin and Spanish with a weighted mean of 5.74 and 5.79 consecutively.

With the knowledge already acquired through completion of hospitality management program, it would be of great advantage for hotel employers to efficiently select qualified employees who are able to perform a task that requires exemplary expertise in providing quality and international hotel standards.

Furthermore, aspirant hotel employees who was able to finish housekeeping operations professional subject are expected to highly maintain, plan and organize technicalities in detailed cleaning of hotel areas since perceptions of hotel guest varies how well they are satisfied not only with the service but with the ambiance and cleanliness as well.

In the study of Shirke [9], performing the task at the housekeeping department is physically demanding work. Hotel managers expect aspiring employees to work full eight hours on their feet upon performing the housekeeping tasks. It is imperative for the housekeeper to guarantee protected conditions in the department.

However, hotel managers prioritize candidates who can excellently communicate in English. This is because tourists in Batangas province consider hotel destination with magnificent arrays of excellent services that a hotel can offer and not by how an employee is good at communicating in other foreign language such as French.

Table 4 reveals that the relevance of professional food service subjects of the hospitality management programs as to employability composite mean is 6.64 and is considered highly relevant. Moreover, the table also reflects that there are four professional food service subjects ranked first namely; catering and banquet operations, food and beverage control, food and beverage service operations and principles of safety, Hygiene and Sanitation with a weighted mean of 6.71. It was followed by western cuisine with a weighted mean of 6.68 and ranked third were Asian cuisine and kitchen management and development with weighted mean of 6.66 all verbally interpreted as highly relevant.

Table 3. Relevance of Professional Front Liner Subjects of the Hospitality Management Programs as to Employability

Professional Front Liners Subjects	WM	VI	Rank
Accommodation Management	6.61	Highly Relevant	5.5
Airline Business	6.53	Highly Relevant	9.5
Basic Security, Security and Crowd Control	6.53	Highly Relevant	9.5
Computer System for Front Office Operations	6.61	Highly Relevant	5.5
Foreign Language (French)	5.68	Relevant	13
Foreign Language (Mandarin)	5.79	Relevant	11
Foreign Language (Spanish)	5.74	Relevant	12
Front Office Operations	6.61	Highly Relevant	5.5
Hospitality and Tourism Law	6.66	Highly Relevant	2
Hotel Facilities Planning and Maintenance	6.61	Highly Relevant	5.5
Hotel Management	6.63	Highly Relevant	3.5
Housekeeping Operations	6.74	Highly Relevant	1
Rooms Division and Revenue Management	6.63	Highly Relevant	3.5
Composite Mean	**6.41**	**Highly Relevant**	

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Table 4. Relevance of Professional Food Service Subjects of the Hospitality Management Programs as to Employability

Professional Food Service Subjects	WM	VI	Rank
Asian Cuisine	6.66	Highly Relevant	6.5
Beverage Products and Operations	6.55	Highly Relevant	10
Catering and Banquet Operations	6.71	Highly Relevant	1.5
Food and Beverage Control	6.71	Highly Relevant	1.5
Food and Beverage Service Operations	6.71	Highly Relevant	1.5
Kitchen Management and Development	6.66	Highly Relevant	6.5
Principles of Food Production	6.61	Highly Relevant	8.5
Principles of Safety, Hygiene and Sanitation	6.71	Highly Relevant	1.5
Restaurant Management and Development	6.61	Highly Relevant	8.5
Vegetable and Fruit Carving	6.47	Relevant	11
Western Cuisine	6.68	Highly Relevant	5
Composite Mean	**6.64**	**Highly Relevant**	

However, vegetable and fruit carving was the only verbally interpreted as relevant and ranked the lowest followed by beverage products and operations with weighted mean of 6.47 and 6.55 sequentially. The third ranked lowest were principles of food production and restaurant management and development which both have a weighted mean of 6.61.

The result implies that catering and banquet operations professional subject provides an introduction to the catering and banquet industry. It focuses on training the students to conceptualize a catering function applying the principles of in organizing an event. Furthermore, it will enhance the values of the students in managing quality standard, safety and sanitation; marketing and sales operation and working with other departments of catering service operation. Meanwhile, the food and beverage service operations covers the food and beverage operations in hotel business as it intends to prepare the students in the areas of F & B Service Operations It also develops the skills of the students in proper handling of utensils, restaurant and room service, safety and sanitation. Further, it enhances inter- personal skills of the students.

The professional subject principles of safety, hygiene and sanitation demonstrate skills in guest relations, food handling, production, food and beverage service operations, and rooms division based on international standards Manifest professionalism and self- confidence in the performance of duties and responsibilities.

The food product is only a part of the customer experience. Service orientation is necessary in order to have a comprehensive evaluation of the catering supply chain. Focusing on food safety and quality means a lot in fulfilling an enterprises' responsibility. The competitiveness of catering enterprises greatly depends on the service-oriented catering supply chain while maintaining a good partnership with industry partners through benefit and information sharing and create win-win situation [10].

Moreover, the dexterities of vegetable and fruit carving are progressively used in enhancing dining preparation in welcoming a guest. The education of fruit carving flourished into the hospitality management programs where fruit and vegetable is considered as an art expertise in hotels. Hotel guest enjoy this craftsmanship by artistic kitchen staff that leads to satisfying extraordinary dining experience. But only a few slots in hotel positions may be fill in by aspiring applicants because this skill is done by few member hotel staff only [11].

Table 5 shows that the relevance of professional business subjects of the hospitality management programs as to employability composite mean is 6.55 and verbally interpreted as highly relevant. The principles of tourism ranked the highest with a weighted mean of 6.84. It was followed by human behavior in organization and ranked third is the total quality management with a weighted mean of 6.76 and 6.74 consecutively.

However, tourism planning and development ranked the lowest with a weighted mean of 6.29. World tourism on the other hand ranked second with a weighted mean of 6.34 and third were entrepreneurship and tourism impact and sustainability with a weighted mean of 6.39. The last three professional business subjects were verbally interpreted as relevant.

Table 5. Relevance of Professional Business Subjects of the Hospitality Management Programs as to Employability

Professional Business Subjects	WM	VI	Rank
Business Communication in Hospitality Industry	6.53	Highly Relevant	6.5
Entrepreneurship	6.61	Highly Relevant	4.5
Events Management	6.39	Relevant	8.5
Human Behavior in Organization	6.76	Highly Relevant	2
Principles of Marketing	6.53	Highly Relevant	6.5
Principles of Tourism	6.84	Highly Relevant	1
Total Quality Management	6.74	Highly Relevant	3
Tourism Impact and Sustainability	6.39	Relevant	8.5
Tourism Planning and Development	6.29	Relevant	11
Transportation Management	6.61	Highly Relevant	4.5
World Tourism	6.34	Relevant	10
Composite Mean	**6.55**	**Highly Relevant**	

This implies that hospitality management programs are vital and imperatively important in hotel industry operation. The skills acquired during the training program will shape the students to prepare themselves in the high demands on the quality of expertise of a potential employee. The HEI's compliance to CHED requirements triggers hospitality educators to give students the best of the best knowledge, skills and attitude of a certified future hospitality practitioners.

The professional subject Principles of Tourism is a pre-requisite to all hospitality subjects. Employees must have positive attitude towards hospitality and tourism management and promotes proficiency skills and ethics of hospitality and tourism management, creative thinking and good citizenship. Moreover, human behavior in organization has an impact when the candidate understands and recognizes the personality development and applies different leadership styles. Aspiring hotel professionals with knowledge on total quality management are expected to confidently assess quality management process in a hospitality and tourism organization, evaluate departmental processes and planning strategies. Furthermore, aspirant hotel employees who successfully completed housekeeping operations professional subject are expected to highly maintain, plan and organize technicalities in detailed cleaning of hotel areas.

Meanwhile, the professional subject tourism impact and sustainability provides an overview of the tourism planning process, contemporary models of tourism planning and development, various levels of planning and the roles and responsibilities of stakeholders such as government, industry, non-governmental organizations, and local communities. It also explores the effect of legislation and government policies on tourism development at the national and local levels. However, hotel managers seldom require staffs with extreme expertise on this field because the hotel operation is focused on providing guest exemplary accommodation experience more than presentation of tourism planning.

Table 6 reveals that there were significant difference on the importance of educational qualification when grouped according to professional subjects. This only indicates that those who preferred any course and those who preferred college degree holder require different competencies. It also implied that candidates with professional subjects on hospitality are highly significant with an f-value of 5.371. The table also shows that the hotel managers who preferred applicants who are degree holder of any course is significantly higher with 6.58 percent more than the degree holder of hospitality with only 6.50 percent.

Table 6. Difference on the Importance of Preferred Educational Qualification and Professional Subjects

	Degree Holder of Any Course	Hospitality Degree Holder	F-value	p-value	Interpretation
Professional Subjects	6.58	6.50	5.371	0.000	Highly Significant

Legend: Significant at p-value < 0.05

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Table 7. Importance of Competencies in Analyzing Diverse Culture Required for Hotel Industry

Competency in Analyzing Diverse Culture Requirements	WM	VI	Rank
1. Understanding of different cultures of the world and international perspective	6.61	Highly Important	4
2. Adaptability to foreign business practices	6.71	Highly Important	3
3. Good capabilities in dealing with foreign partners	6.50	Highly Important	5
4. Broad base of knowledge concerning macro-environmental, economic and industry issues	6.74	Highly Important	2
5. Evaluate customer requirements	6.87	Highly Important	1
Composite Mean	**6.69**	**Highly Important**	

In the competitive field of hotel management, managers prefer potential candidates with the appropriate education, experience and skills. They are expected to pay careful analysis to detail and skills in interpersonal communication. Desirable candidates must have a formal education in hospitality management program and at least relevant related experience.

The supply of workforce in hotel industry depends on the hospitality education itself with competent employees driven by industry standards. The success of hotel industry is determined by the quality of employees who had finished educational program related to the filed they explore. Thus, the retention of hospitality graduates in the industry increases because they are given priority during the hiring process that makes them realize they are wanted and has the full potential to develop career within the hotel organization.

Table 7 reveals that the importance of analyzing diverse culture required for hotel industry composite mean is 6.69 and is verbally interpreted as highly important. Evaluate customer requirements ranked first (6.87) followed by the broad base knowledge concerning macro-environment, economic (6.74) and industry issues and third was adaptability to foreign business practices (6.71).

However, good capabilities in dealing with foreign partners (6.50) ranked last and next was understanding of different cultures of the world and international perspective (6.61).

The table shows that the evaluation of customer requirements is a fruitful opportunity for hotel market in achieving its goal to exceeding customer satisfaction. Hotel managers must focus on customer retention program by implementing efficient strategies of customer loyalty. In hotel industry, guest satisfaction is fundamentally parallel to service quality.

According to Dominici [12], increasing the positive image is similar to enhancing the reputation of the hotel. Customers who are satisfied will return to a hotel or advise it to other tourists, is pivotal to the success of the hospitality business.

Meanwhile, foreign partners are another source in income for hotel firms. Through them, the hotel group aims to develop a series of entertainment and recreational centres, resorts, condotels, and a conference centre, in addition to a park and opera house including the Coco Ocean Resort near the Montgomerie Links and Da Nang Golf Club Viet Nam News [13].

Table 8. Importance of Marketing Competencies Required for Hotel Industry

Marketing Competency Requirements	WM	VI	Rank
Use appropriate mix of hardware/software to meet needs	6.55	Highly Important	6.5
Facilities interoperability of diverse systems	6.55	Highly Important	6.5
Engage in new product development	6.61	Highly Important	4.5
Conduct systems analysis	6.84	Highly Important	1
Evaluate performance of computing devices, equipment, computing infrastructure of services	6.55	Highly Important	6.5
Conduct quality assurance	6.66	Highly Important	2.5
Perform system design and development	6.66	Highly Important	2.5
Manage property management systems	6.61	Highly Important	4.5
Composite Mean	**6.63**	**Highly Important**	

Table 8 shows that the importance of the hotel marketing competencies required for hotel industry composite mean is 6.63 and is interpreted as highly important. Conduct system analysis ranked first with a weighted mean of 6.84, while conduct quality assurance and perform system design and development ranked second with a weighted mean of 6.66 and ranked third were engage in new product development and manage property management systems with a weighted mean of 6.61.

However, the use of appropriate mix of hardware/software to meet needs, facilities interoperability of diverse systems and evaluate performance of computing devices, equipment and computing infrastructure of services ranked the lowest with a weighted mean of 6.55.

The conduct of system analysis is fundamental in the hotel business. Managers prefer candidates to fill in a position in hotel organization that has an excellent competency on opera system particularly in a front line position. If a candidate possesses this requirement, the hotel employer would have a clear perception to hire the aspiring employee.

Hotel industry is managed and operated through management information system using a computer technology. It is form of communication device that has a major effect on the operation business of the hotel. Most travelers today are affluent when it comes to the comforts of the technology. That is why, hotel employers meticulously select potential employees already competent on computer system [14].

According to the study of Gaag [15], the significant lesson to consider in the field of technology is understanding the perspective of clients that continuously evolves the same way as the industry evolves. The behavior and expectations of customers endlessly increase with changes in technology. There is always an increase in the society's ability to access and experience the modern technologies because customers have become more affluent and technology have increasingly been a necessity by today's generation. The users continuously learn and adapt the software. Hence, the service providers must update its technology to a more user friendly so that customers are encouraged to enjoy the privileges and comfort of technology in accessing the products and services catered by the hotel industry.

Managers of the facility and operations create an environment scenario in a challenging situation when it comes to operating the systems and equipment being used by the firm. In most cases, the function of the system and equipment work as a single storage tower. The absence of interoperability between these systems can affect the productivity, efficiency and management costs of the firm that makes it more complex to take advantage of the opportunities [16].

Moreover, in the study of Tariq & Aslam [17] the change in the work environment has become a threat to some employees who are not prepared to acclimate with the changes in the operation. They became outdated with the knowledge and skills. Market players in the hotel industry are significantly interested in adapting system for a faster business transaction. Hotel employees are introduced to intensive updated technology training sessions to comply with the growing needs of the market. Employees are now involved into gaining achievement.

Table 9 reveals that the importance of interpersonal competencies required for hotel industry composite mean is 6.71 and is verbally interpreted as highly important. Practice professional ethics ranked first with a weighted mean of 6.89, while ranked second with a weighted mean of 6.87 was conduct personnel development and ranked third was product good documentation and technical manual with a weighted mean of 6.79.

Table 9. Importance of Interpersonal Competencies Required for Hotel Industry

Interpersonal Competency Requirements	WM	VI	Rank
1. Competency in spoken English	6.71	Highly Important	4
2. Competency in written English	6.66	Highly Important	5.5
3. High level of trainability	6.42	Important	7
4. Undertake relevant research and development	6.66	Highly Important	5.5
5. Produce good documentation and technical manual	6.79	Highly Important	3
6. Conduct personnel development	6.87	Highly Important	2
7. Practice professional ethics	6.89	Highly Important	1
Composite Mean	**6.71**	**Highly Important**	

However, ranked lowest was the high level of trainability which is the only verbally interpreted as important and a weighted mean of 6.42. Meanwhile, ranked next to lowest were competency in written English and undertake relevant research and development with a weighted mean of 6.66. it was followed by competency in spoken English with a weighted mean of 6.71.

Aspiring hotel employees are deemed and expected to be internationally competent hotel service providers. Being competent in the field means providing guests with exemplary hotel experience.

The ethical behavior in hotel industry is something not being taught but rather embedded through personal perception towards what is just and right. Ethical principles embrace integrity, fair-mindedness, philanthropy, commitment, liability, leadership and respect for the whole organization, co-workers and guests. The promotion of this ethical program may cost money in short-range but will contribute to the long-term triumph of the hotel organization. The domino effect will turn guest's interaction into prospective increase in customer satisfaction and loyalty. When guest visits the hotel and witness the value of ethics being promoted by employees, guest will visit again in the future and the hotel achieved customer loyalty.

Pressures to promote ethical behavior among hotel mangers cause them to search for effective techniques. The right consideration of the present ethical culture of the organization is a challenge to withstand it until it is embedded in the organization [18].

The staff development supported by proper trainings is considered by hotel managers to tailback appraisal and performance evaluation of its subordinates as it provides a major source of the employee's needs assessment.

Planning and careful presentation of professional development is a must to make an impact on the organization. Thus, effective staff development involves planning and consistency innovation and improvement. Hotel leaders who take a serious approach to employee development are confident to discover other potentials of subordinates that will benefit the organization into progress [19].

The policy or specifications on the amount of time spend on trainings, is seen critical. Employees who have been dedicated to work within the organization for at least eight months to one year are offered development training to enhance their competencies. The selection is frequently cited during the recruitment process as a major criterion in the hotel industry. Values communicated in formal systems in the organization to new staff are also more in evidence in the hotels [20].

Table 10. Importance of the Skills Required for Hospitality Industry

Skills Requirements	WM	VI	Rank
1. Logical thinking and reasoning	6.63	Highly Important	7.5
2. Strategic and Critical thinking	6.55	Highly Important	14
3. Creative and Innovative Thinking	6.76	Highly Important	3
4. Analytical in evaluating conclusions and recommendations	6.61	Highly Important	10
5. Analytical on validating agreements and or legislation	6.66	Highly Important	6
6. Discernment on applicable principles and techniques	6.47	Important	16
7. Open to constructive change	6.82	Highly Important	2
8. Ability to work in groups	6.87	Highly Important	1
9. Discreet, open minded and patient	6.74	Highly Important	4.5
10. Capable for hard work and able to respond well to pressure	6.55	Highly Important	14
11. Communicate both orally and in writing at all organizational levels	6.74	Highly Important	4.5
12. Able to deliver impressive presentations and to persuade and convince others	6.61	Highly Important	10
13. Ability to explain verbally and or in writing	6.55	Highly Important	14
14. Suggestive on relevant information to perform a task	6.61	Highly Important	10
15. Active listening skills	6.63	Highly Important	7.5
16. Ability to negotiate effectively	6.58	Highly Important	12
Composite Mean	**6.65**	**Highly Important**	

As shown in Table 10, the over-all assessment in the importance of the skills required for hotel industry was highly important with a composite mean of 6.65. Ability to work in groups ranked first on the importance of the skills required for hotel industry with a weighted mean score of 6.87. it was followed by open to constructive change with a weighted mean of 6.82 and creative and innovative thinking followed next with a weighted mean score of 6.76 and has a verbal interpretation of highly important.

On the other hand, discernment of applicable principles and techniques is rated important with mean score of 6.47 percent. It is followed by strategic and critical thinking, capable for hard work and able to respond well to pressure and ability to explain verbally or in writing with a weighted mean of 6.55 as verbally interpreted as highly important. Next is the ability to negotiate effectively with a weighted mean of 6.58 and is also verbally interpreted as highly important.

Managers of the hotel industry prefer potential employees with superb skills according to the position they are applying for. It is important because the smooth operation will depend on how competent the selected candidate to fill in the position.

According to Alyson [21], employees of the hotel need set of specific skills because they must know how to understand and satisfy the needs of customers and co-workers. They must also have a skill in determining guest concerns and conscious about the best course of action to apply. Managers prefer candidates as potential leaders to motivate and guide hotel staff and resolve conflicts.

Hotel managers require cooperative candidates who can work harmoniously in the hotel operation. An individual who wishes to the part of the hotel organization must be confidently ready to embrace the diversity at work while complying with the common goal of providing customer satisfaction to each one of the guests.

It was emphasized on the research of Donata [22], that managers of the hotel anticipate aspiring employees to collaborate with other employees so that they may realize the significance of cooperating with teammates when undertaking a very important task to guarantee customer satisfaction.

Unexpected situations make hotel guests become irate and immediately express disappointment. This issue is unavoidable. Managers prefer hotel employees open to criticisms because they want employees to promptly assess unnecessary situations that arise during the shift. Employees must immediately assist dissatisfied guest to win back their trust.

It was mentioned in an article of MyEdToday [23] that hotel managers ideally prefer applicants with invaluable problem-solving skills. Quick decisions are made and alternative solutions are identified to keep up with the relentless pace of business today. It is also essential that employee must have a positive perception about future contingencies and development.

Potential hotel employees must also possess creative skills and innovative thinking. Today's hotel guests are appreciative on personalized services. The genuine touch on hotel service provided is important especially if it is an investment on a life-time experience.

Hiring employees makes leaders strive to bring the best talent into their organizations. It is desirable to hire employees with innovative abilities that can be utilized to particularly challenging task. Recognizing the personality traits is the key for employees correlate with innovation, said Pyle [24].

Applicable techniques may be discovered upon earning years of industry experience. Due to lack of industry exposure among young professionals, they become confused on the proper application of techniques and principles in the hotel operations. Hotel managers recognize newbie hotel employees to seek assistance in enhancing their performance and avoid complaints among hotel guests and co-workers.

According to Bobinski's [25] study, he mentioned that everything boils down regardless of industry, sector, or profession. However, there is no need to obfuscate the situation. Managers of the hotel require employees to learn all nuances of the process.

As shown in Table 11, the over-all assessment of the respondents on the importance of competencies required for hotel industry as to values was highly important with a weighted mean score of 6.73 percent. Informing staff as appropriate regarding the confidentiality of information ranked first with a verbal interpretation of highly important and highest frequency weighted mean score of 6.89 percent. It is followed by communicating information fairly and objectively and ability to discern between what is right or wrong with weighted mean score of both 6.87 percent. Meanwhile, avoiding actual or apparent conflicts of interest and refraining from using or appealing to use confidential information and discharging responsibilities with competence and diligence are all verbally interpreted as highly important with a weighted mean score of 6.84 percent.

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Table 11. Importance of the Values Required for Hotel Industry

Values Requirements	WM	VI	Rank
1. Avoiding actual or apparent conflicts of interest	6.84	Highly Important	4.5
2. Refraining from engaging in any activity that would prejudice their ability to carry out their duties ethically	6.71	Highly Important	8
3. Communicating information fairly and objectively	6.87	Highly Important	2.5
4. Development of knowledge and skills	6.55	Highly Important	10
5. Performing one's professional duties in accordance with relevant laws, regulations and technical standards	6.53	Highly Important	11
6. Preparing objective and complete reports and recommendations	6.45	Important	12
7. Informing staff as appropriate regarding the confidentiality of information	6.89	Highly Important	1
8. Refraining from using or appealing to use confidential information	6.84	Highly Important	5
9. Refraining from disclosing confidential information	6.76	Highly Important	7
10. Discharging responsibilities with competence and diligence	6.84	Highly Important	4.5
11. Self-discipline above and beyond requirements of laws and regulations	6.61	Highly Important	9
12. Ability to discern between what is morally right or wrong	6.87	Highly Important	2.5
Composite Mean	**6.73**	**Highly Important**	

However, only preparing objective and complete reports and recommendations after appropriate analysis of relevant and reliable information was assessed as the only verbally interpreted as important with a weighted mean score of 6.45 percent. It is followed by preparing one's professional duties in accordance with relevant laws, regulations and technical standards with a weighted mean of 6.53 percent and verbally interpreted as highly important. Meanwhile, development of knowledge and skills followed next with a weighted mean of 6.55 and verbally interpreted as highly important.

It is preferable by the hotel managers to select employees that are values oriented. This may be proven through the conduct of assessment with the help of the reference guide from the curriculum vitae. Background investigation is also done to guarantee that the candidate for a hotel position is qualified.

The business manner and the principles to which is personally ascribed is undeniable an employee's impact by the familial upbringings, socio-cultural environment and academic stimuli. The values influence a human behavior and action in creating a decision and move towards to the point of how we assessments a given situation Gingerich [26].

The guests have full trust that employees will give privacy they deserve during their stay at the hotel. The employee's consideration of their confidentiality is paramount to customer satisfaction that is why managers instill to their subordinates to be careful with giving information related to their checked in guests.

In an article written by Thompson [27], it was mentioned that guests' purpose of hotel accommodation is to occasionally live in hotels while enjoying premium confidentiality. When a customer signs the registration form, this means legal binding between the hotel and the guests. It is important that hotel employees understand the consequences of breaking a promise of confidentiality of guest information and other records because it can be a ground for a lawsuit against the hotel company.

Conveying the right information to another end is very important so as to avoid confusion. This is an evident that an employee is objectively and independently able to carefully disseminate messages and announce statements taking into consideration the prevention of miscommunication. Managers of the hotel expect employees to observe ethical behavior towards open communication and eliminate unprofessional chit-chats that may damage not only the image of the persons involved but the whole organization itself.

Sharing of hotel's mission and vision among the subordinates by the managers is important to understand the impact of recognizing individual contribution. Active involvement during the operation and conveying the correct information to another department is necessary because it will favor the company's goal of achieving higher profits when the guests are satisfied [28].

Hotel managers acknowledge employees who are morally upright. The moral values of employees are observed and it has an impact on performance evaluation. Managers recognize subordinates who shows diligence over a given tasks and takes pride on the quality of services provided.

Understanding the ethics involves moral values and principles. The employees' decision can affect the company positively or negatively as a whole. Managers of the hotel recognize employees with good moral character who takes time to analyze the consequences of actions Ferguson [29].

Employers seek integrity as one of the fundamental values that employees must have. Employees must demonstrate principles morally and ethically at work. Heathfield [30] conveyed in her article that an employee who has integrity lives his or her values in relationship with the whole operating team. Managers appreciate employees who apply basic tenets with integrity when performing with honor even when no one is watching.

Refraining from using or appealing to use confidential information acquired in the course of work for unethical or illegal advantage either personally or through third parties is essential to performing a task by a responsible employee. Hotel management entrust the employees to represent the company well when dealing with the guests. That is why managers of the hotel industry prefer qualified professionals proven to have an impressive referral from the previous company where they came from.

Confidentiality is important in today's litigiously increasing workplace competition. The catastrophic incident of improper securing of confidential business information can aggravate loss of business or clients. Guests' and business partners' private information must be secured the way an employee protects the hotel organizations confidentiality [31].

Performing a task in a professional way is vital in hotel operation. An employee behaving professionally at the workplace will have the boss think he/she is an asset of the company. There are common traits expected by hotel managers that a potential employee must poses such as submitting a report ahead of time, consistently applying the principles, have an upbeat attitude, supporting others, a good listener and a lot more.

Character traits such as being courteous and well mannered, reporting for work earlier, careful analysis of situations, taking feedback and criticism positively, respecting privacy and confidentiality, collaborating well with co-workers and good listener are some of the professional behavior that hotel managers expect from hotel employee aspirants. Possessing a positive behavior is equivalent to being professional [32].

Professional competence and due care are expected to be demonstrated among young hotel practitioners. Preparation of objectives is also observed among employees and relevant information acquired is given appropriate analysis.

Employers prefer candidates for the position to acquire an honest construction of reports so as to avoid confusion on the next person who will be using it in continuation of performing a task since the operation of the hotel usually consists of three shifts. Endorsement of turnover after the shift is required. However, since young aspiring professionals are still on the process of developing their competencies, they must take all opportunities to be keen on observing the norms of professional competence and due care.

Hotel managers towards making an evaluation on employee performance use the submission of documentation reports. It helps the managers assess any situation more objectively. A copy of documentation is then provided to the team especially to those who will take over the tasks before the start of another shift [33].

Table 12. Difference of Responses on the Importance of the Competencies Required When Grouped According to Demographic Variables

Sex	t-value	p-value
Competencies	1.053	0.299
Skills	8.191**	0.000
Values	0.560	0.579
Length of Service	**t-value**	**p-value**
Competencies	24.170**	0.000
Skills	23.079**	0.000
Values	12.093**	0.000

*Legend: **Significant at p-value < 0.01*

Table 12 reveals that the importance of skills regardless of the sex is required according to demographic variables is highly significant with a t-value of 8.191. As to the length of service, the competencies (24.170), skills (23.079) and values (12.093) are all highly significant.

This implies that the requirements of hotel managers when it comes to skills do not depend solely on what gender will dominate the hotel industry. The diversity in the workplace is a clear manifestation that gender does not have something to do with what men can do and women cannot or vice-versa.

Women are given fair opportunities as of men. Professional skills are gathered through the number of years an employee spent in the field of his expertise regardless of the gender and as long as the person fits the job. High-profile hotel companies are highlighting gender equality and other diversity issues Hospitality Times [34].

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Table 13. Predictors of Hotel Industry Job Requirements
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
1	Competencies	0.863	0.046	0.952	18.597	0.000
2	Competencies	1.084	0.071	1.196	15.272	0.000
	Values	-0.317	0.084	-0.295	-3.761	0.000

F – value = 345.859 & 243.157; R = 0.952 & 0.966; R^2 = 90.6% & 93.3%

As per length of service, hotel managers meticulously select applicants who complied with the standards set by the company. It is of great advantage to the hiring hotel managers if the aspiring candidate is already confident when it comes to the required competencies, skills and attitude.

The core of any successful hotel organization regardless of how long the employee has been working in hotel industry is through the competent workforce. Job in today's modern society embraces financial agreement on task performance, social position and ability development in terms of self-actualization. Competency as a driving factor to accomplish work values brings together variety of personal traits such as knowledge, skills and values. To maximize these work values, employees are expected to exert professional confidence on their own competencies in performing tasks [35].

Table 13 shows that r-values of 0.952 and 0.966 indicates a high degree of correlation. In addition, 90.60% and 93.30% is explained by the independent variable (preferred educational qualification) the total variation in the industry qualification. Also, the computed p-value under F-test was less than 0.055 and indicates that, over-all, the regression models statistically predicts the outcome variables.

The coefficient table shows that when competencies combine with values contributes statistically significant to the model, thus competencies with values is considered the best predictor of industry qualification.

It is easier to train an employee to perform a job rather than training someone with poor values to be highly motivated. Hotel business involves teamwork requiring employee attitude that tells not only to oneself but as a representative of the entire hotel company as well. When a productive individual has a positive outlook, that person is more likely to motivate other people to do the same.

Connecting people is what the hotel industry is all about regardless if you are the external or the internal customers of the hotel. McFarlane [36] emphasized

skills and experience are expected to be evident even during the application process through degree and training certifications but the values instilled within the individual will take period of time to be noticed and it is a challenge for most hotel managers to identify aspiring employee with complete package of competencies, skills and good attitude.

Proposed Action Plan

The proposed action plan focuses on the improvement of the Curriculum for Hospitality Program. There is a need to strengthen international partnership and linkages and intensify the student /teacher exchange program in order to improve FL professional subject in relevance to workplace scenario so that the students will be able to communicate well in different situations requiring the use of foreign language.

Intensive hotel simulation and training activities among students is also suggested to promote first-hand experience on hotel operation for clear overview on the requirements of industry professionals so that students will be able to surpass the standards of the hotel managers when it comes to job requirements.

Assessment and evaluation of students' acquired skills and competencies towards the hotel industry may also be facilitated after their internship program, so that students will be able to develop managerial skills through recommendations on how to property manage hotel operation in accordance with the high demands of affluent customers.

Student should also be exposed in various hotel operations especially during internship programs and require them to provide an evaluation report including their recommendations and or suggestions in providing quality service so that students will be able to propose recommendations and or suggestions based on the perspective of a young hospitality professional.

CONCLUSION

The implication of the study to both students and university are to provide them an overview about the

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qualification standards set by the managers and supervisors of the hotel industry. This will enable the students to be guided with the required credentials and demands of the competitive fast growing hotel industry. The universities on the other hand will have a wider scope in enhancing curriculum program that will suit the needs of aspiring hospitality practitioners meet the said international standards and requirements.

Majority of the respondents were female and very few are male. Majority of them worked in the hospitality industry for about 6 – 8 years while others 9 years and above. The professional subject principles of tourism are highly relevant as perceived by the respondents.

The highly important requirement in the hotel industry were practice professional ethics, interpersonal (ability to work in groups and being a team player, persuasive, confident and diplomatic), and confidentiality (informing staff an appropriate regarding the confidentiality of information acquired in the course of their work.

There is a significant difference on the importance of preferred education qualification and professional subjects. In the competitive field of hotel management, managers prefer potential candidates with the appropriate education, experience and skills. Desirable candidates must finish hospitality management program and at least have relevant related experiences. However, individuals who took professional hospitality subjects and able to apply strong work ethic and dedication to quality service are given quick promotions.

There is a significant difference of responses on the importance of the competencies required when grouped according to the profile variable as to the competencies, skills and values. The highly important competencies include analyzing diverse culture, marketing and interpersonal competencies. Meanwhile, as per result of the survey, the variables under of skills competencies includes the ability to work in groups, open to constructive change and creative and innovative thinking. Furthermore, the highly important variables in values includes informing staff as appropriate regarding the confidentiality of information, communicating information fairly and objectively, ability to discern between what is normally right and wrong, avoiding actual as apparent conflicts of interest and discharging responsibilities with competence and diligence.

The researcher able to propose an action to improve the curricula of the hospitality program such as the improvement on foreign language subject which is relevant to the workplace, provide high level of trainability through simulation and training on the actual operation at the related industry, enhance problem solving skills among students during competency assessments, preparing of objectives and completion of reports.

RECOMMENDATION

The College of International Tourism and Hospitality Management may improve the syllabus and facilities to meet international standards among students through provision of hands-on experiences, simulations activities in the hospitality industry, seminar talk from reputable speakers from related field, worldwide internship deployments, and hospitality industry practitioners and mentors. Moreover, faculty members may encourage students to improve interpersonal and communication skills incorporated in the course and include it in the assessment. This will enable the hospitality students a wide access to gaining information and experiences that can be of great advantage to the professional advancement and connection within the hospitality industry. The future researcher may also use similar study using different set of curriculum.

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