

Key Competencies of Human Resource Capabilities in Hospitality Industry

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Abstract

This research aims to examine the effect of competency on the capabilities of human resources in the hospitality industry. This study uses quantitative methods and uses 100 samples from various levels of positions in 3 - 5 star hotels and exhibition buildings. Researcher distributed questionnaires through an online system to hotels and exhibition buildings. Testing the validity and reliability of the research instrument was analysed using SmartPLS 3.0. The results showed that the use of common sense, quick response, communication and relationship skills are the main keys of competency and have a positive and significant effect on the ability of human resources. This research is expected to provide input to the hotel industry players in developing the right aspects of competency in increasing the capabilities of human resources in the hospitality industry. Lifestyle changes and high guest expectations require a quick response from employees and the ability to build relationships. Hotel management must continue to seek and transform in following the emerging trends in the market to be developed into employee development programs.

Keywords

competencies; human resource capabilities; hospitality industry



I. Introduction

In facing the industrial era 4.0, all sectors are competing to utilize and improve their digital technology both in product processes and providing services, so the demands on employees in mastering technology are pivotal.

As an industry engaged in services, the hospitality industry relies heavily on quality and efficient services, especially during a pandemic which has a direct impact on increasing the competency of human resources. Therefore, to be able to continue to compete and survive, the industry players must immediately innovate both in service and production process.

Qualified competencies for hospitality are not only a set of skills, knowledge and attitudes, but other aspects that must be possessed and studied such as setting the right strategy in operational management, applying technology to accelerate service processes, change and creativity in providing services to guests and how to expand market segments in order to be sustainable.

The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al*, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020). The impact of pandemic caused the closure of many hotel industries and resulted in massive layoffs. According to a report from Jakarta Indonesian Hotel and Restaurant Association in February 2021, 1,642 hotels in Indonesia were permanently closed and affected around 13 million tourism workers in Indonesia.

The main resource of capability in hospitality industry lies in humans who play an important role in advancing a company. (Evans, 2003) said that hospitality human resources played a key role in creating successful company performance. Regardless of strength of the company's capital, if human resources are not qualified, it will not create a customer value which will ultimately achieve profits and expand the market. Therefore, how human resources behave and have competency is a capability that will determine sustainability.

Capabilities are not just abilities or competencies, but a series of all aspects such as skills, knowledge and attitudes possessed by an organization. Research conducted by (Khan et al., 2016) stated that proper development and training programs for employees can encourage employees to improve their skills and will have an impact on the results. Employee's skills in operational activities are needed to organize and ensure that the services provided to customers are carried out consistently according to standards that have been set.

From the above phenomenon, it raises a question of what kind of competencies that can generate and improve human resource capabilities in hospitality industry. This research is important to accomplish because of current lifestyle changes and consumer global demands especially in terms of cleanliness, health and use of technology so that it requires human resource capabilities to modify and transform their services and products that prioritize the use of high expertise.

A lot of researches on capability have been studied but the research on human resource capabilities in hospitality industry is still rarely discussed. Considering the importance of factors related to the capability of human resources towards sustainability, this research aims to examine and analyse the influence of competency on the capability of human resources in Jakarta and surrounding areas (Jabodetabek). The novelty of this research is to find the main competencies that underlie and influence the capabilities of human resources in the hospitality industry. Based on previous research searches, no one has examined the influence of competence on human resource capabilities in the hospitality industry, almost all previous researchers have only examined the effect of competence on employee performance.

This study used quantitative methods by distributing research instruments to employees of 3,4,5 star hotels and exhibition venues. The data obtained was analysed using SmartPLS 3.0. The results of research concludes that one of the competency indicators that highly influences human resource capabilities is the ability to respond quickly to requests and changes.

II. Review of Literature

(De Vos et al., 2015) revealed that knowledge, skills and attitude (KSA) increase employee's confidence to achieve organizational goals and strategies, align initiatives, increase organizational effectiveness and flexibility in adapting to changing industry demands. According to (Aamodt, 2016) knowledge is useful for performing tasks effectively, skills are proficiency in performing tasks while abilities are used to develop skills.

(Goldman & Scott, 2016) identified the importance of competencies for managers such as strategy development, implementation and organizational strategic thinking. Therefore, to achieve superior capabilities, companies must be able to manage their highly competitive human resources in terms of attitudes, skills and knowledge so that their work can be done effectively and efficiently. (Bharwani, 2017) stated that competency is the

most important integral part in career development in hospitality industry. Basic competencies such as motives, traits, self-concepts, attitudes and knowledge are needed to build organizational performance. Competencies for leadership in hotels are divided into 4 dimensions, namely cognitive competency, functional competency, social competency and meta competency.

Based on the opinion of the above researchers regarding the importance of employee's competency for company, in this study the researcher concluded that competency consists of knowledge, skills and attitude, it can increase employees' confidence and their ability to work effectively and efficiently.

(El Asame, 2018) said that knowledge is needed to perform critical tasks effectively, while skills are needed to perform operational tasks. (Weinert, 2021) revealed that competency was a combination of knowledge, ability and motive that allowed a person to succeed and be responsible for facing changing conditions.

(Guilding et al., 2014) one of the most important and mandatory competencies for employees in hotel industry is knowledge, skills and attitude. Competent employees have various qualifications such as ability, competency, experience, knowledge, intelligence, character and energy. Research conducted by (Wessels et al., 2017) concluded that special competencies that must be possessed by managerial levels are forecasting, strategic thinking, leadership skills, problem solving, communication, IT, customer service and financial management.

The research revealed by (Guilding 2014, Wessels 2017, El Asame 2018, Weinert 2021), in this study it can be concluded that knowledge and skills are aspects that complement each other, especially for the managerial level as the basis for strategy making, leadership and problem solving.

(Jo Dolasinski & Reynolds, 2019) revealed 5 (five) factors of leadership competency in hotels, namely leadership skills, interpersonal skills, organizational, relational and self-management. (Huang, 2016) argued that in MICE industry, exhibitors were more willing to participate if the organizer provides additional services. Therefore, the quality of guest service is mandatory and has an impact on better financial performance (Blayney, 2016). According to (Fleury, 2005) organizational competencies were divided into 2 (two), namely core competencies and distinctive competencies (which distinguish the organization from its competitors), therefore HR management must recruit employees who have good potential and competencies for the company such as commitment, unity, collaboration and accountability so that can improve company performance (Alberton et al., 2020).

According to the researchers above, it can be concluded that company should recruit employees who are committed to service oriented and ability to lead in order to achieve the company's financial performance.

Employee competencies that are difficult to imitate will be a source of competitive advantage as well as the main driver of improving organizational performance (Ciziuniene et al., 2016). In addition, the unique competencies and capacities of employees are very valuable in developing strategies, taking advantage of opportunities and preventing threats (Salman et al., 2020). (Puteh, et al., 2016) had the same opinion which said that employee's competency is important for the survival of company, customer satisfaction and improving company performance. (Weinland et al., 2016) also argued that a success in operations and finance was derived from employee competency. By having competency, employees will be confident in handling a critical problem to meet organizational goals (Cetin et al., 2016).

(Cania & Korsita, 2015) argued that technology, capital, market share or product sources were easier to be copied by competitors whereas knowledge was a resource which difficult to imitate and a source of sustainable competitive advantage.

The research conducted by (Ciziuniene 2016, Salman 2020, Puteh 2016, Weinland 2016 and Cania 2015), the researcher can conclude that the unique competencies and difficult to imitate of competency possessed by employees are the key for company to survive and be sustainable.

Based on the above phenomenon and previous research, the hypothesis in this study:
H: Competency has a positive and significant effect on human resource capabilities.

III. Research Methods

This research method was based on a quantitative approach using a 5-point Likert scale questionnaire. The survey questions in the research were developed from indicators of competency and capability of human resources.

To support the hypothesis, this study focused on 3 - 5 star hotels in the Jakarta area and around 100 employees from various levels participated in this survey. This data was analysed using SmartPLS to examine the effect of competency on human resource capabilities in hospitality industry.

3.1 Place and Time of Research

The place of research was conducted in Banten Province. The unit of analysis in this study is a 3 (three), 4 (four) and 5 (five) star hotel as well as an exhibition venue which is the unit of observation in this study.

3.2 Data Retrieval Method

The population in this study are supervisory and managerial levels who work at 3 (three), 4 (four) and 5 (five) star hotels and exhibition venues in Banten Province. This research process begins with identifying problems in the place that will be used as research locations, formulating identified problems, collecting theories that strengthen the foundation in variables, compiling methods in data collection, compiling instruments to determining statistical testing techniques used.

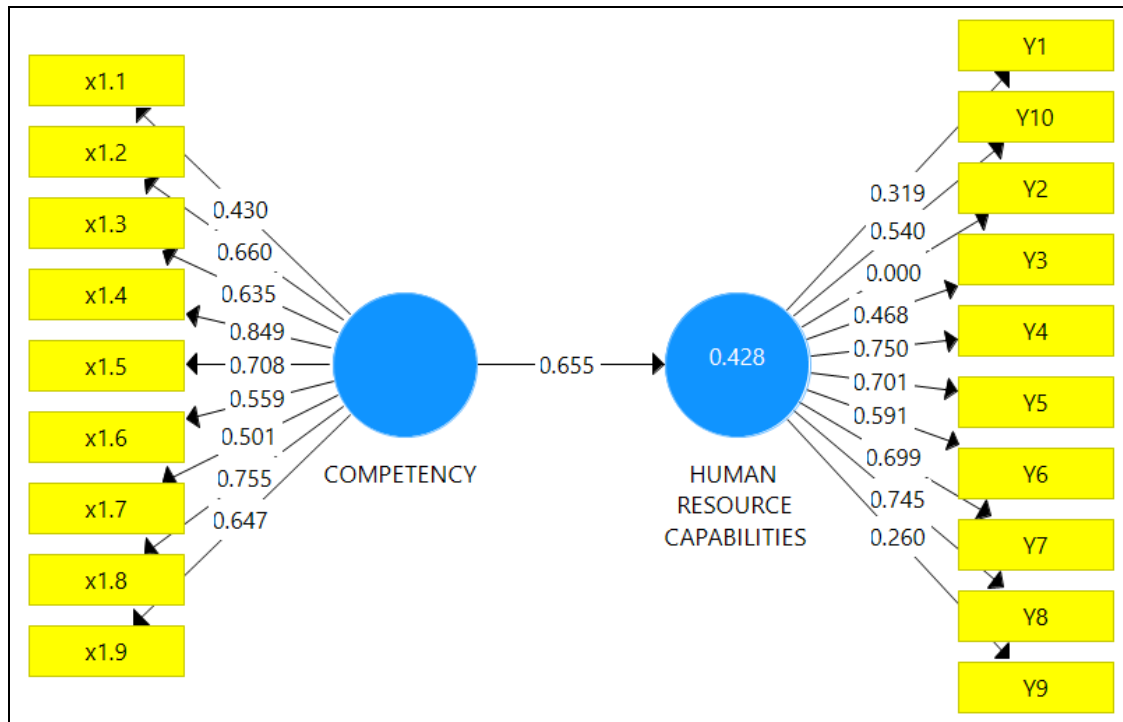
3.3 Method of Collecting Data

Sources of data used in this study are primary data and secondary data. The primary data in this study were taken from the results of a questionnaire regarding the variables studied by filling out a list of questions about the variables of competency and human resource capabilities. Secondary data in this study were obtained from books, journals, central statistics bureau, and statistical reports from the Central Bureau of Statistics (BPS) Banten Province.

IV. Results and Discussion

Convergent Validity Test

According to Hair at al (2010), to analyze the reflective model, an outer loading greater than 0.5 is recommended. If it is less than 0.5 it is recommended to delete it. Based on this theory, the researcher uses a value of 0.5 as the limit for outer loading.



Source: SmartPLS 3.0 Output Results (2021)

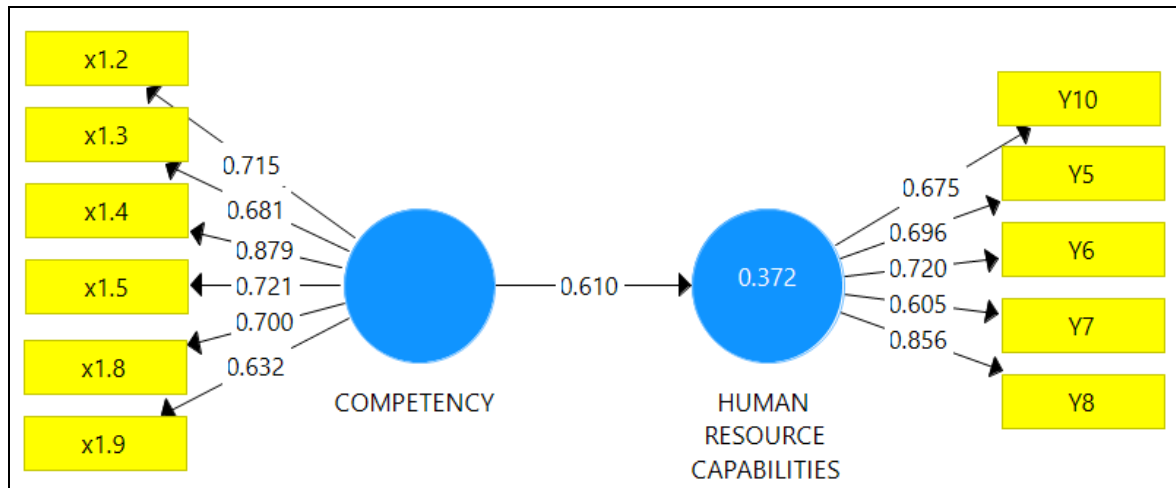
Figure 1. Conceptual framework

Table 1. Recapitulation of Outer Loadings

| Item | Value | Conclusion |
|------|-------|------------|
| X1.1 | 0.430 | Not valid |
| X1.2 | 0.660 | Valid |
| X1.3 | 0.635 | Valid |
| X1.4 | 0.849 | Valid |
| X1.5 | 0.708 | Valid |
| X1.6 | 0.559 | Valid |
| X1.7 | 0.501 | Valid |
| X1.8 | 0.755 | Valid |
| X1.9 | 0.647 | Valid |
| Y.1 | 0.319 | Not valid |
| Y.2 | 0.540 | Valid |
| Y.3 | 0.000 | Not valid |
| Y.4 | 0.468 | Not valid |
| Y.5 | 0.750 | Valid |
| Y.6 | 0.701 | Valid |
| Y.7 | 0.591 | Valid |
| Y.8 | 0.699 | Valid |
| Y.9 | 0.745 | Valid |
| Y.10 | 0.260 | Not valid |

Source: SmartPLS 3.0 Output Results (2021)

From the test results, it was found that several measurement values did not meet the outer loading test requirements which were still below 0.5, therefore the indicator needed to be removed because it did not meet the test requirements. After the model is modified, the resulting value meets the requirements for outer loading and AVE values above 0.5 so that it can be said to be valid.



Source: SmartPLS 3.0 Output Results (2021)

Figure 2. Conceptual framework

The results of convergent validity proved that the questions on the latent variables in this study could be understood by the respondents. Convergent validity that can be accepted in this study uses a loading factor value of ≥ 0.5 (Hair et al., 2010). From table 1.1 below, we could observe that all loading factor values for the competency and capability variables of HR were > 0.5 .

Table 2. Construct Reliability and Validity

| Variables | Cronbach's Alpha | Composite Reliability | AVE | Remarks |
|-----------------------------|------------------|-----------------------|-------|----------|
| Competency | 0.819 | 0.868 | 0.526 | Reliable |
| Human Resource Capabilities | 0.770 | 0.838 | 0.511 | Reliable |

Source: SmartPLS 3.0 Output Results (2021)

Convergent validity aims to measure the suitability between the indicators of variable measurement results which explain that the indicators of a construct have a high correlation. The convergent validity test can be seen from the outer loading. From the picture above, all of the outer loadings for indicators of competency and human resource capabilities are > 0.5 , this shows that these values are considered valid.

According to (Hair et al., 2014), the path coefficient value is in the range of values of -1 to +1, where the path coefficient value close to +1 represents a strong positive relationship and the path coefficient value of -1 indicates a strong negative relationship. From the picture above, it can be seen that the path coefficient value is 0.610 or 61%, this shows a positive and strong relationship between competency and human resource capabilities.

The coefficient of determination is a number that shows the magnitude of the influence exerted by exogenous latent on endogenous latent, in the picture above it can be

seen that the value of R^2 is 0.372 or 37.2% (Moderate), this indicates that competency has an effect on human resource capabilities by 37.2% while the remaining 62.8% contributed by other factors not examined in this study.

Table 3. Predictive Relevance Test Results (Q^2)

| | SSO | SSE | $Q^2 (=1 - SSE/SSO)$ |
|-----------------------------|---------|---------|----------------------|
| Competency | 180.000 | 150.000 | |
| Human resource capabilities | 150.000 | 130.998 | 0.127 |

Source: SmartPLS 3.0 Output Results (2021)

Predictive relevance (Q^2) for the structural model measures how well the observed values are generated. According to (Hair et al., 2017) if the value of Q^2 is greater than zero for certain endogenous latent variables, it shows that the PLS path model has predictive relevance for that construct. If Q^2 is greater than zero, this indicates the predictive relevance of the pathway model in the context of endogenous constructs and suitable reflective indicators. Based on the calculation of predictive relevance (Q^2), the value shows a value of 0.127 (medium), it can be concluded that the model has a relevant predictive value.

Table 4. Summary of Validity Test

| Variables | Indicator | Loading Factor | Remarks |
|-----------------------------|--|----------------|---------|
| Competency | X1.2 (Using common sense) | 0.715 | Valid |
| | X1.3 (Understanding SOP) | 0.681 | Valid |
| | X1.4 (Quick response) | 0.879 | Valid |
| | X1.5 (Good communication) | 0.721 | Valid |
| | X1.8 (Departmental relations) | 0.700 | Valid |
| | X1.9 (Mutual assistance) | 0.632 | Valid |
| Human Resource Capabilities | Y1.5 (New technology implementation) | 0.696 | Valid |
| | Y1.6 (Integrated service technology application) | 0.720 | Valid |
| | Y1.7 (Building business networking) | 0.605 | Valid |
| | Y1.8 (Expanding relationship) | 0.856 | Valid |
| | Y1.10 (Finding new ways for customer benefits) | 0.675 | Valid |

Source: SmartPLS 3.0 Output Results (2021)

From the data above, it can be seen that all indicators in competency and HR capabilities were valid. The indicator that has the highest score for competency (X) was the ability to respond quickly with a value of 0.879. It means that the ability to respond is one of the important indicators of competency that affects human resource capabilities, while mutual assistance was the lowest indicator with a value of 0.632.

The indicator with the highest value of 0.856 for human resource capabilities was expanding relationship for getting new business. It shows that the ability to expand relationship for getting new business is an indicator that strongly influences human resource capabilities. Meanwhile, building business networking had the lowest value of 0.605, which means that it is a lowest indicator that impacts human resource capabilities.

Table 5. Summary of Reliability Test

| Variables | Cronbach's Alpha | Composite Reliability | AVE | Remarks |
|-----------------------------|------------------|-----------------------|-------|----------|
| Competency | 0.819 | 0.868 | 0.526 | Reliable |
| Human Resource Capabilities | 0.770 | 0.838 | 0.511 | Reliable |

Source: SmartPLS 3.0 Output Results (2021)

Composite reliability (CR) testing is used to show the internal consistency of an indicator in the latent variable where the composite reliability value tends to be greater than Cronbach alpha (Fornell, C., & Larcker, 1981) and considered reliable if the CR value ≥ 0.7 (Nunnally, 1994). According to (Dahlan, 2014) the value of Cronbach Alpha (CA) > 0.6 is considered reliable. CA results from competency was 0.819 and HR capability was 0.770, it means reliable.

Discriminant validity will be fulfilled if the average variance extracted (AVE) is above > 0.5 (Barclay, 1995). The value of the two variables in this study for competency was 0.526 and human resource capabilities was 0.511.

From the data above, it shows that competency and human resource capabilities have Cronbach's alpha and composite reliability > 0.7 , it indicates that the variables are reliable as well as an AVE value > 0.5 which indicates that the variable is valid.

Table 6. Summary of Inner Model Measurement

| | Original Sample | T Statistics | P Values | Remarks |
|---|-----------------|--------------|----------|-------------|
| Using common sense | 0.715 | 4.637 | 0.000 | Significant |
| Understanding SOP | 0.681 | 2.646 | 0.008 | Significant |
| Quick response | 0.879 | 5.611 | 0.000 | Significant |
| Good communication | 0.721 | 2.986 | 0.003 | Significant |
| Departmental relations | 0.700 | 4.059 | 0.000 | Significant |
| Mutual assistance | 0.632 | 3.098 | 0.002 | Significant |
| New technology implementation | 0.675 | 3.032 | 0.003 | Significant |
| Integrated service technology application | 0.696 | 3.642 | 0.000 | Significant |
| Building business networking | 0.720 | 2.175 | 0.030 | Significant |
| Expanding relationship | 0.605 | 4.854 | 0.000 | Significant |
| Finding new ways for customer benefits | 0.856 | 3.693 | 0.000 | |

Source: SmartPLS 3.0 Output Results (2021)

The results of inner model measurements for the two variables above show that all the values for original sample are positive, as well as T-Statistic value which is all > 1.96 and the P-Value is < 0.05 . It shows that the two variables are significant.

The highest T-Statistic value for competency is quick response with a value of 5.611 and for human resource capabilities variable, the highest value for t-statistics is expanding relationship with 4.854. It shows that the two variables are significant.

Table 7. Summary of Inner Model measurement

| Path Coefficients | Original Sample | Sample Mean | Standard Deviation | T-Statistics | P Value | Result |
|--|-----------------|-------------|--------------------|--------------|---------|-----------------------|
| Competency → Human resource Capabilities | 0.610 | 0.656 | 0.232 | 2.626 | 0.009 | Positif & Significant |

Source: SmartPLS 3.0 Output Results (2021)

The results above show that competency has a positive effect on human resource capabilities with a positive value for original sample (0.610). Significant effect can be seen from T-Statistic > 1.96 and P-Value < 0.05 .

Based on the test results on the direct influence between competency on human resources capabilities, the path coefficients value is 0.610 which is close to +1 value, the T-Statistic value is 2.626 (> 1.96), and the p-value is 0.000 (< 0.05), so it can be concluded that the hypothesis is accepted and competency has a positive and significant effect on human resources capabilities. From these results, it can be concluded that if competency increases by one unit, then human resources capabilities increase by 0.610 with a moderate amount of influence.

V. Conclusion

From the results of research conducted on 100 respondents from various levels of office regarding the Main Competencies of Human Resources Capabilities in the Hospitality Business, it is known that:

1. Competency has a positive and significant effect on human resource capability, which means that if competency increases, human resource capabilities also increases and vice versa if competency decreases, HR capability will decrease.
2. The ability to respond quickly is the strongest indicator of competency that has a positive and significant effect on HR capabilities, especially the ability of employees to build relationships with others, so the higher the responsiveness of employees, the higher the relationship building.
3. Mutual assistance is the lowest indicator of competency, which means that this indicator has a weak influence on human resource capabilities.
4. This research reveals that there is a significant influence of competency on human resource capabilities. Increasing employee's competency in hospitality industry in terms of common sense, understanding standard operating procedure (SOP), quick response, good communication and departmental relationship will boost human resource capabilities.
5. This research also proved that to improve human resource capabilities, things that must be considered by companies are new technology implementation, integrated service technology application, building business networking, expanding relationships and finding new ways to provide benefits for customers.

The findings of this study are also expected to be a guideline in the hospitality industry to create a policy in developing its talent and the quality of human resources. This is very crucial and fundamental in the competitive and dynamic hotel industry.

In line with the literature and previous research, this study also concludes that the ability to respond quickly is the strongest and most important indicator of employee competency and has an effect on human resource capabilities in hospitality industry. Therefore, if a company wants to improve its human resource capabilities, thing that

should be considered is on how to provide training that can increase employee responsiveness to services that will have an impact on guest satisfaction.

Limitation and Future Research

This research has a limitation that it provides a space and opportunity for further researchers to expand their research and adopt other dimensions in developing employee competencies.

This research only examines the dimensions of employee competency namely knowledge, skills and attitudes that affect human resource capabilities, further researchers can expand the number of dimensions. This research is limited to hospitality industry in Jakarta and surrounding areas, further research is expected to explore at other sectors.

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