

Establishment of Competency Model for Middle Managers in Hotel

Empirical Study on a Group of Starred Hotels in Kunming Province

Ting Chen

Yunnan College of Business Management
Kunming, China

Abstract—On the basis of drawing on the experience of related study results, this thesis initially study out the characteristics that the middle-level manager is required in the hotel, and then define the qualified characteristic model, including professional knowledge, knowing the human to make good use, paying attention to clients, studying and promoting, personal charisma, control ability, insight, flexible, emotional intelligence, coordination and communication, solidarity and cooperation and performance orientation, altogether 12 characteristics. Furthermore, some suggestions of this model's applying to the hotel middle-level management are proposed. I hope the level of management of hotel middle-level manager's quality and ability can be improved, the phenomenon of talent fault can be avoided, and the hotel competitiveness can be enhanced through strengthening the quality and ability of the middle-level managers. Through the structure of the hotel middle-level manager's qualified characteristic model, I hope my thesis can make a supplement to the study of the qualified characteristic of middle-level managers in the service, and can make a little contribution to the improvement of middle-level management in the hotel industry.

Keyword—middle-level managers in hotel; competency model; construction

I. INTRODUCTION

Through the structure of the hotel middle-level manager's qualified characteristic model, I hope my thesis can make a supplement to the study of the qualified characteristic of middle-level managers in the service, and can make a little contribution to the improvement of middle-level management in the hotel industry.

II. DEFINITION OF COMPETENCY MODEL

A competency model is a combination of different sets of competency elements required to achieve a certain performance goal in order to complete a job.¹

III. THE INITIAL CONSTRUCTION OF THE COMPETENCY MODEL OF THE HOTEL MIDDLE-LEVEL MANAGERS

A. Literature Reading Method to Determine the Theoretical Reference Model

This paper draws on the research results of Chinese and foreign scholars' competence characteristics, and deduces the competency characteristics of 16 middle-level managers in the hotel: professional knowledge and skills, communication and coordination skills, teamwork ability, interpersonal skills, learning improvement ability, administrative supervision ability, goals and action management, performance-oriented ability, ability to be good at knowing people and using people, ability to guide talents, information gathering ability, deductive thinking ability, organizational commitment, good mentality, emotional control ability, organizational perception, and insight.

B. Preliminary Evaluation Questionnaire to Revise Theoretical Reference Model

After the initial establishment of the reference model, the author selected 10 middle-level managers of 2 high-star hotels in Kunming as the survey objects, issued a preliminary questionnaire, selected 5-10 competency features that make the performance of hotel middle managers different from the theoretical model, and sorted the importance. The results are shown in the "Table I" below:

¹ Liu Zhaohong, Liu Guixiong, The Development and Application of Competency Model in Electronic Foreign Business [J] Development & Innovation of Machinery & Electrical Products, 2005, 18 (6): 80 - 82.

TABLE I. RANKING OF COMPETENCY CHARACTERISTICS IMPORTANCE

Number of votes Importance	Weighting	Professional knowledge and skills	Communication and coordination ability	Team work ability	Communication ability	Learning improvement ability	Administrative supervision ability	Goal and action management ability	Performance-oriented ability	Emotional control ability	Insight ability
High	X 3	4	2	2	2	1	1	3	1	1	1
Middle	X 2	2	3	3	1	1	1	2	3	3	2
Low	X 1	1	1	1	3	2	4	1	2	1	3
Weighting scores		17	13	13	11	7	9	14	11	10	8
Ranking		1	3	3	5	10	8	2	5	7	9

IV. DESIGN AND DISTRIBUTION OF THE QUESTIONNAIRE

A. Design and Distribution of the Questionnaire

This questionnaire is mainly to evaluate the importance of the middle management of the hotel on the importance of competency characteristics, including 12 items and their respective meanings. At the same time, 16 high-star hotels in Kunming were selected as the survey objects. Functional department management staffs were issued 140 questionnaires and 135 copies were recovered. Business department managers were issued 140 questionnaires and 135 copies were recovered. After deleting the invalid questionnaire, a total of 131 valid questionnaires were obtained from the functional departments. The effective recovery rate of the questionnaire was 88.57%. The effective questionnaires of the business departments were 134, and the questionnaire recovery rate was 97.14%.

B. Data Analysis Methods and Organizing

Statistical analysis was performed on the data using SPSS. Firstly, the problem of the questionnaire is the transformation of the data. The competency item is used as the control variable, and the data is recorded. Then, according to the theoretical hypothesis, the data are analyzed by means of mean comparison, T test, factor molecule and methods like these.

1) *Statistical characteristics analysis*: The following tables ("Table II" "Table III" "Table IV" "Table V" "Table VI" "Table VII" and "Table VIII") are analyzed from seven aspects (Department categories, Gende, Age, Education level, Working years, Position ranks, Hotel nature and so on.) to construct a feature model.

TABLE II. DEPARTMENT CATEGORY ANALYSIS

Department categories	Survey effective number	Proportion (%)
Business department	34	52.3
Functional department	31	47.7

TABLE III. GENDER RATIO ANALYSIS

Gender	Survey effective number	Proportion (%)
Male	33	50.8
Female	32	49.2

TABLE IV. AGE COMPOSITION ANALYSIS

Age	Survey effective number	Proportion (%)
20-29 years old	9	13.8
30-39 years old	41	63.1
40-49 years old	9	13.8
50-59 years old	6	9.3

TABLE V. EDUCATION LEVEL ANALYSIS

Education level	Survey effective number	Proportion (%)
Below high school	0	0
High school/secondary school/Technical school	5	7.7
Junior College	34	52.3
Undergraduate college	24	36.9
Higher than the master	2	3.1

TABLE VI. WORKING YEARS ANALYSIS

Working years analysis	Survey effective number	Proportion (%)
Less than 1 year	1	1.5
2-3 years	2	3.1
4-5 years	4	6.2
More than 5 years	58	89.2

TABLE VII. POSITION RANKS ANALYSIS

Position rank analysis	Survey effective number	Proportion (%)
Entry level employee	1	1.5
Junior managers	18	27.7
Middle-level managers	40	61.5
Senior managers	6	9.3

TABLE VIII. HOTEL NATURE ANALYSIS

Hotel nature analysis	Survey effective number	Proportion (%)
State-running hotel	24	36.9
Private hotel	30	46.2
Foreign-invested hotel	8	12.3
Joint venture hotel	3	4.6

V. HOTEL MIDDLE-LEVEL MANAGER COMPETENCY MODEL STRUCTURE ANALYSIS

Before the factor analysis, the KMO measure and the Bartlett test are performed first. The inspection structure is shown in the following "Table IX":

TABLE IX. KMO AND BARTLETT TEST

KMO value		.919
Bartlett test value	Covariance	501.699
	Degree of freedom	66
	Significance of difference	.000

In general, KMO values above 0.7 are suitable for factor analysis, and the larger the KMO value, the higher the structural validity of the questionnaire and the higher the commonality of the factors, the more suitable for factor analysis. The KMO value here is 0.919, so it is very suitable for factor analysis.

From the situation of the gravel map, from the second factor to the back slope line is relatively flat, so it is advisable to retain two factors. (See "Fig. 1" below)

Scree Plot

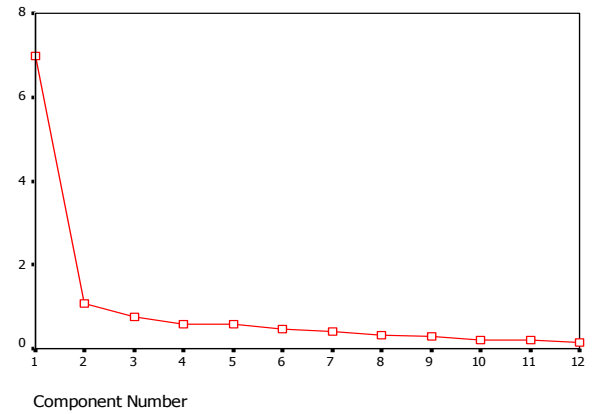


Fig. 1. Gravel diagram.

The eigenvalue analysis using principal component analysis found that there were two factors with eigenvalues greater than 1, so the analysis results were the same as those of the gravel map. Factor 1 eigenvalue = 6.970; factor 2 eigenvalue = 1.066. Two factors explain 66.966% of the total variation. The specific analysis results are shown in the following "Table X":

TABLE X. EXPLANATIONS OF THE OVERALL VARIATION

Content	Variance contribution rate			Ratio of the principal component explaining the difference %			Ratio of after the rotation matrix %		
	Total value	contribution to dependent variable %	Accumulated contribution rate %	Total value	contribution to dependent variable %	Accumulated contribution rate %	Total value	contribution to dependent variable %	Accumulated contribution rate %
1	6.970	58.082	58.082	6.970	58.082	58.082	5.330	44.420	44.420
2	1.066	8.884	66.966	1.066	8.884	66.966	2.706	22.546	66.966
3	.755	6.288	73.254						
4	.595	4.956	78.210						
5	.576	4.802	83.013						
6	.464	3.867	86.880						
7	.417	3.478	90.358						
8	.318	2.648	93.006						
9	.280	2.331	95.337						
10	.215	1.794	97.130						
11	.194	1.616	98.747						
12	.150	1.253	100.000						

After the analysis of the factor matrix after the reel, according to the competency characteristics of the common factors, the competency features are initially classified and named as follows "Table XI":

TABLE XI. COMPOSITION MATRIXES AFTER ROTATION AXIS

	Content	
	1	2
<i>professional knowledge</i>	.851	
<i>ability to be good at knowing people and using people</i>	.804	.359
<i>customer focus</i>	.792	.225
<i>Learning improvement</i>	.788	.173
<i>personality charm</i>	.748	.282
<i>supervision ability</i>	.738	.343
<i>insight</i>	.734	.487
<i>Flexible ability</i>	.681	.477
<i>emotional intelligence</i>	.556	.486
<i>coordination and communication</i>		.800
<i>team work</i>	.319	.704
<i>performance orientation</i>	.440	.674

The first common factor individual and enterprise development ability: professional knowledge, ability to be good at knowing people and using people, customer focus, learning improvement, personality charm, supervision ability, insight, flexible ability, and emotional intelligence.

Second common factor team leadership: coordination and communication, team work, and performance orientation.

VI. EVALUATION AND ANALYSIS ON THE IMPORTANCE OF COMPETENCY CHARACTERISTICS OF MIDDLE-LEVEL MANAGERS

Using the independent sample T test (mean difference comparison) importance items, the test results are classified as follows:

A. The Perception of the Importance of Quality in Different Departments

TABLE XII. ANALYSIS OF DIFFERENCES AMONG GROUPS

	Nature of business	total	Average	Standard deviation	Standard error
<i>professional knowledge</i>	Functional department	31	3.8710	.76341	.13711
	Business department	34	4.3235	.84282	.14454
<i>ability to be good at knowing people and using people</i>	Functional department	31	3.6774	.90874	.16321
	Business department	34	4.2647	.86371	.14812
<i>Flexible ability</i>	Functional department	31	3.2903	.78288	.14061
	Business department	34	3.8824	1.00799	.17287
<i>Learning improvement</i>	Functional department	31	3.9677	.87498	.15715
	Business department	34	4.4118	.82085	.14077
<i>customer focus</i>	Functional department	31	3.8065	.94585	.16988
	Business department	34	4.4706	.78760	.13507

TABLE XIII. INDEPENDENT SAMPLE T TEST

		Levene test		T test						
		F value	Significance of difference	T value	Degree of freedom	Significant difference (two sides)	Average difference	Standard error	95% confidence interval	
									Minimum value	Maximum value
professional knowledge	homoscedasticity	2.556	.115	-2.261	63	.027	-.4526	.20015	-.85253	-.05259
	Variance heterogeneity			-2.272	62.998	.027	-.4526	.19923	-.85069	-.05443
ability to be good at knowing people and using people	homoscedasticity	.055	.816	-2.671	63	.010	-.5873	.21988	-1.02669	-.14788
	Variance heterogeneity			-2.665	61.712	.010	-.5873	.22041	-1.02792	-.14666
Flexible ability	homoscedasticity	1.343	.251	-2.626	63	.011	-.5920	.22543	-1.04252	-.14154
	Variance heterogeneity			-2.657	61.499	.010	-.5920	.22283	-1.03754	-.14652
Learning improvement	homoscedasticity	.656	.421	-2.111	63	.039	-.4440	.21035	-.86438	-.02366
	Variance heterogeneity			-2.105	61.477	.039	-.4440	.21098	-.86584	-.02220
customer focus	homoscedasticity	.877	.353	-3.086	63	.003	-.6641	.21520	-1.09418	-.23410
	Variance heterogeneity			-3.060	58.622	.003	-.6641	.21703	-1.09848	-.22979

From the above two tables (see from “Table XII” and “Table XIII”), managers of business departments and functional departments have significant differences in the importance of various elements to work.

In the analysis of the functional departments, it is found that the distribution of the five elements from high to low is: learning improvement, professional knowledge, customer focus, knowledgeable use, and flexibility. In the analysis of the business department, it is found that the distribution of these five elements from high to low is: focus on customers,

learning improvement, professional knowledge, knowledgeable use, and flexibility. In terms of the importance of the five elements, the business departments are generally higher than the functional departments.

B. Differences in the Views of Managers of Different Genders on the Importance of Each Quality

The scores show no significant differences, so it shows that there is no significant difference in the importance scores of each quality, whether it is a male manager or a

female manager, only a certain difference. This may have a certain relationship with the traditional cultural concept, gender composition and work content of the hotel industry.

C. Differences in the Views of Managers of Different Ages on the Importance of Each Quality (One-way Analysis of Variance)

TABLE XIV. ANALYSIS OF VARIANCE

		The sum of variance	Degree of freedom	The average of variance	F value	Significance of difference
personality charm	The differences among groups	6.691	3	2.230	2.962	.039
	The differences within the group	45.924	61	.753		
	The overall differences	52.615	64			
supervision ability	The differences among groups	5.113	3	1.704	3.780	.015
	The differences within the group	27.502	61	.451		
	The overall differences	32.615	64			

TABLE XV. COMPARISON OF MULTIPLE FACTORS (SCHEFFE ANALYSIS TABLE)

Dependent variable	(I) age	(J) age	Average difference (I-J)	Standard error	Significance of difference	95% confidence interval	
						minimum value	maximum value
personality charm	50-59 years old	20-29 years old	1.0000	.48397	.245	-.3915	2.3915
		30-39 years old	1.2195(*)	.41102	.040	.0378	2.4012
		40-49 years old	1.1000	.47524	.159	-.2664	2.4664
supervision ability	50-59 years old	20-29 years old	1.0000	.37452	.079	-.0768	2.0768
		30-39 years old	1.0488(*)	.31807	.018	.1343	1.9633
		40-49 years old	.8000	.36777	.204	-.2574	1.8574

It can be seen from “Table XIV” and “Table XV” that managers of different ages have significant differences in the evaluation of the importance of personality traits and regulatory abilities. Further comparison of the multivariate averages revealed that the 50-59 age group is more important

than the 30-39-year-old manager for the importance of personality traits for work. At the same time, managers in the 50-59 age group think that regulatory power is especially important for work compared to employees aged 30-39.

^a. * represents that the symbol indicates a significant difference at the 0.05 level.

TABLE XVI. ANALYSIS OF VARIANCE

		The sum of variance	Degree of freedom	The average of variance	F value	Significance of difference
The performance of knowing people	The differences among groups	3.437	3	1.146	3.753	.015
	The differences within the group	18.624	61	.305		
	The overall differences	22.062	64			

TABLE XVII. COMPARISON OF MULTIPLE FACTORS (SCHEFFE ANALYSIS TABLE)

Dependent variable	(I) age	(J) age	Average difference (I-J)	Standard error	Significance of difference	95% confidence interval	
						minimum value	maximum value
The performance of knowing people	50-59 years old	20-29 years old	1.0000(*)	.30820	.020	.1139	1.8861
		30-39 years old	.7805(*)	.26174	.039	.0279	1.5330
		40-49 years old	.8000	.30265	.083	-.0702	1.6702

It can be seen from “Table XVI” and “Table XVII” that managers of different age groups have significant differences in their scores for self-recognition. Further comparison of the

multivariate averages revealed that managers in the 50-59 age group considered their ability to recognize people stronger than those in the 20-29 age group; at the same time,

^a. * represents that the symbol indicates a significant difference at the 0.05 level.

managers in the 50-59 age group knew about themselves. The score of human ability is significantly higher than that of managers in the 30-39 age group.

D. Comparison of Different Academic Qualifications (One-way Analysis of Variance)

In the academic sample, most of them are concentrated at the college level, followed by undergraduate, and the degree of education is small. There are fewer graduates with high education and low-educated technical secondary school students.

E. Comparison of Different Work Years (One-way Analysis of Variance)

In the analysis of the work years' sample, the sample with a working life of more than 5 years is mostly, accounting for 60% of the total sample. This shows that in the management team, the manager who has been working for a long time is generally at a higher management level has

a higher sense of identity and responsibility for employees in the lower-level departments, with higher sense of identity and responsibility for employees than employees in the lower-level departments, and is also conducive to the better accumulation of work experience, laying a good foundation for future talent training and self-level development.

F. Comparison of Different Position Ranks (One-way Analysis of Variance)

Managers at different position ranks do not have significant differences in the importance of each element. They are only slightly different due to differences in work levels. As a middle-level manager, he is more focused on communication and coordination. This may be because he is in the position of internal leadership and feels that coordination is particularly important.

G. Comparison of Hotel Companies of Different Natures (One-way Analysis of Variance)

TABLE XVIII. ANALYSIS OF VARIANCE

		The sum of variance	Degree of freedom	The average of variance	F value	Significance of difference
Professional performance	The differences among groups	12.313	3	4.104	6.742	.001
	The differences within the group	37.133	61	.609		
	The overall differences	49.446	64			

TABLE XIX. COMPARISON OF MULTIPLE FACTORS (SCHEFFE ANALYSIS TABLE)

Dependent variable	(I) age	(J) age	Average difference (I-J)	Standard error	Significance of difference	95% confidence interval	
						minimum value	maximum value
Professional performance	Foreign-invested	State-running	-1.0500(*)	.31046	.014	-1.9426	-.1574
		Private	-1.4167(*)	.31852	.001	-2.3325	-.5009
		Joint venture	-.7500	.52821	.572	-2.2687	.7687

^a. * represents that the symbol indicates a significant difference at the 0.05 level.

It can be seen from "Table XVIII" and "Table XIX" that managers of different nature hotels have significant differences in their performance scores in terms of professional knowledge and skills. After comparing the multiple averages, it is found that compared with foreign hotels, the managers of private hotels think that their professional knowledge and skills perform better in their daily work. At the same time, the managers of state-running hotels also think that their professional knowledge and skills are in better performance in the daily work. Both self-assessment scores are significantly higher than the performance scores of foreign hotel managers for this quality.

managers of the hotel are included in the model to obtain the model of the middle-level manager competency of the hotel, as shown in the following "Fig. 2":

VII. RESEARCH CONCLUSIONS AND RECOMMENDATIONS

A. Research Conclusions

1) Hotel middle-level manager competency model:

Through the interview of behavioral events and the use of weighted addition, the 12 competency features that can significantly influence the competency of the middle

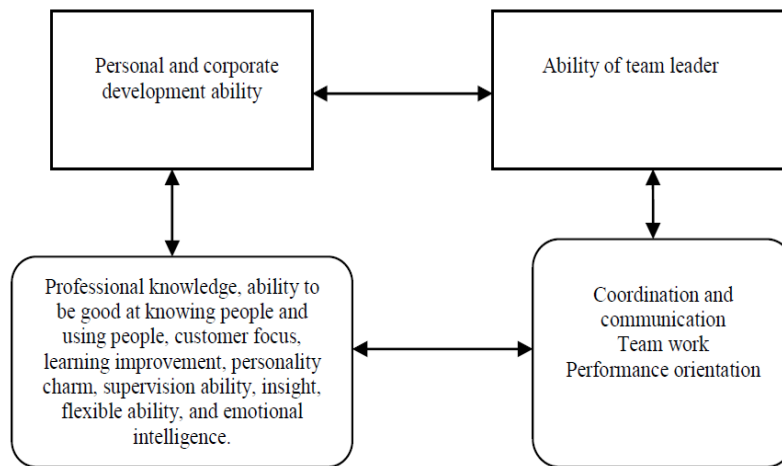


Fig. 2. Hotel middle-level manager competency model.

B. Application Suggestions on the Competency Model of Hotel Middle-level Managers

1) *Application of competency model in recruitment:* The use of competency model in talent recruitment not only examines the knowledge, experience and skills of candidates, but also guides their future work objectives according to their qualities to achieve the purpose of selection. In the interview process, the questions can be designed according to the competency characteristics and job requirements, and the corresponding competency features are given corresponding scores. When the candidate gets higher scores, the more competency items are, the more excellent they are. On the contrary, if they do not meet the job requirements, they should not be hired.

2) *Application of competency feature model in training:* In addition to paying attention to the on-the-job training of employees, more attention is paid to the identification of competency as the focus of self-training, to design performance-related training programs, tailor-made training programs, to plan for the characteristics of employees, and improve the effectiveness of training.

3) *Application of competency feature model in salary management:* Compensation management based on competency characteristics is mainly based on the matching of its ability and position. This means that even if the employee is at a lower job level, as long as he has strong ability and development potential, he can get higher salary, which makes the salary more stimulating and can make the hotel attract more, enriching their talents and their teams.

4) *Application of competency feature model in career planning:* Career planning based on competency features adjusts their positions based on their ability to develop, placing them in the best position to match themselves. This will not only give better play to the ability of employees, but

also effectively complete the work, and reserve excellent talents for the development of the hotel.

VIII. CONCLUSION

Based on the relevant research results of hotel middle managers and competency model, this paper verifies and corrects the competency characteristics of hotel middle managers through interviews and questionnaires, and finally determines its competency model and further proposes its applying suggestions. It is hoped to further improve the management level by strengthening the quality of middle managers, avoiding the phenomenon of talent gaps and enhancing the competitiveness of the hotel market.

REFERENCES

- [1] David C. McClelland. Testing for Competence rather than for Intelligence [J]. American Psychologist, 1973.
- [2] Klemp, G. O. The Assessment of Occupational Competence [M]. Washington, D.C.: Report to the National Institute of Education, 1980.
- [3] Boyatzis R.E. The Competent management: A Model for Effective Performance [M]. John Wiley, 1982.
- [4] Prahalad, CK and Gary Hamel. The Core Competence of the Corporation [J]. Harvard Business Review, 1990.
- [5] Ulrich, D.& Lake, D., Organization Capability [M]. Toronto: John Wiley and Sons, Inc, 1990.
- [6] Lyle M.Spencer.Competence at work: Models for superior performance [M]. John Wiley & sons, 1993.
- [7] Wai-hung Wilco Chan. Managerial roles of hotel per-opening teams in developing countries such as China [J]. Int. J. Hospitality management, 1993.
- [8] Mansfield R.S. Building Competency Models: Approaches for HR Professionals [J]. Human Resource Management, 1996.
- [9] Vickie Siu. Managing by Competencies — A Study on the Managerial Competencies of Hotel Middle Managers in Hong Kong [J]. Hospitality management, 1998.
- [10] Michael Armstrong and Angela Baron, Performance Management [M] London: The Cromwell Press, 1998.