



Management competencies assessment in selected apartelles and inns in Davao city, Philippines

Annie Fritce A, Aballe DBM

Lecturer, Department of Hospitality Management, College of Human Ecology, Central Mindanao University, Musuan, Maramag, Bukidnon, Philippines

Abstract

The main purpose of this study was to be able to understand the basic relationship of the managers' profile with their managerial competence. The study used descriptive correlational method to assess the relationship of profile of managers' and their competence in selected Apartelles and inns in Davao City. The tool used in the data gathering procedure was adapted from an existing standardized performance evaluation questionnaire. The subjects of this study were the managers of thirty four (34) selected Apartelles and Inns in Davao City, Philippines. Purposive sampling was employed in the selection of establishment as classified by the type of establishments. The hypothesis was tested at .05 level of significance which states that there is no significant relationship between the profile of managers and their managerial competence. Percentage, Weighted Mean and Pearson Product Moment Correlation Coefficient (Pearson-r) were the statistical tools used in this study. Most of the managers had earned a degree in hospitality management and that majority of the managers had a one or more years of managerial experiences; Results of the study showed the managers had satisfactory: Human relation skills and decision making skills; but poor marketing skills. However, the overall mean was 2.61 which had a descriptive equivalent of satisfactory. This means that the manager exhibited satisfactory managerial character as evidenced by the ratings of the respondents. The qualifications and characteristics of an ideal manager was satisfactorily exhibited. Statistical analysis of the data revealed that educational qualification of managers and number of years in service are correlates of their managerial competence. Positively it could be stated that the overall results are directed towards effective managerial abilities to achieve progress in Apartelles and inns ventures.

Keywords: managers, apartelles, inns, Davao city, Philippines

1. Introduction

The need for a more efficient, economical and equitable management of the human resources in business and industry has never been as pronounced as it is today. This need has been brought about by factors which inevitably affect not only the established structures and ways of doing things within the personnel area but also for more meaningful and substantial task of managing an organization.

Hospitality is all about handling people. So, an employee must have the right attitude, tolerance, and listening skills in order to move up the hierarchy of needs. There is still a long way to go to inculcate good public relation and interpersonal skills. There are existing problems of manpower in hotel industry. One of the greatest challenges plaguing the hospitality industry is the unavailability of quality workforce in different levels. The hospitality industry failed to retain good professionals. Retention of the workforce through training and development in the hotel industry is a problem and attrition levels are too high. One of the reasons for this is unattractive wage packages. Though there is a boom in the service sector, most of the hotel management graduates are joining other sectors like retail and aviation (Massie, 2000) ^[10].

The role of the manager is very significant since their position is determined through their academic preparations and experiences in order to perform the job very well. According to Noble and Watson (2007) ^[13] some rose from the

ranks in their organization to lead or manage others but they possess competence. Some managers were delegated to the position even without any human resource related education or experience. There is a need to equip the managers with the necessary skills to better perform the responsibilities of their position and prepare them to meet future challenges in the workplace.

The purpose of this study was to assess the competence of the managers in Apartelles and inns. This is an avenue which is highly practical to help leaders and managers implement comprehensive management systems. It deals with complex, ethical issues in the workplace and occur in the day-to-day realities of leading and managing an organization (McNamara and Trumbell, 2008) ^[12].

This is the reason why the study was undertaken in order to focus on the managers' competence in selected Apartelles and inns in Davao City.

1.1 Research Questions

The study was conducted to determine the profile of managers and their managerial competence in selected Apartelles and inns in Davao City. Specifically, it sought to answer the following questions:

1. What is the profile of the managers of Apartelles and inns when classified according to
 - 1.1. Educational qualification; and

- 1.2. Number of years in experience
2. What is the level of competence of the managers in terms of:
 - 2.1 Decision making;
 - 2.2 human relation skills; and,
 - 2.3 marketing skills
3. Is there a significant relationship between the profile of managers and their managerial competence?
4. Based on the results of the study, what action program can be developed to enhance the managerial competencies of Apartelles and inns managers in Davao City?

2. Methods

This chapter presents the research method; research design, participants of the study, research instrument, data gathering procedure, and statistical treatment of the research study.

2.1 Research Design

The study used descriptive correlational method to assess the profile of manager's contribution in measuring their competence in selected Apartelles and inns in Davao City. Descriptive correlational method is used to determine the relationship of variable whether the relationship is excellent, very satisfaction, satisfaction, poor and very poor.

Moreover, as cited by Sultan (2008, citing Brown, 1999) ^[18] that descriptive correlation method of research is a measure of association between variable with varying level of measurement. In these cases, the five variable become related because they are related to, or caused by a third variable in which the five variables tend to vary together or the presence of one also indicates the presence of the other or even one can be predicted from the presence of the other.

2.2 Participants of the Study

The subjects of this study were the managers of selected Apartelles and Inns in Davao City. Purposive sampling was employed in the selection of establishment as classified by the type of establishments. It is used when the information required can only be collected from appropriate special groups. A duly registered list of Apartelles and inns from the Department of Tourism Davao City was obtained. Due to the minimal number of employed managers in each establishments, all managers employed in selected Apartelles and inns were taken as respondents.

2.3 Research Instruments

The research instrument used in this study was adapted from an existing standardized performance evaluation form by Sison (2000) ^[16]. The questionnaire is divided into two parts:

Part 1, for personal information solicited personal profile of respondents;

Part II, for the level of competence of the managers. The indicator used in the second part were: decision making skills, human relation skills and marketing skills.

For the level of managerial competence, the 5 – point Likert Scale was used. It interprets the different categories described as excellent, very satisfactory, satisfactory, poor and very poor.

2.4 Data Gathering Procedure

The following procedures were followed in conducting the

research survey:

1. A letter of permission was given to the owners of Apartelles and inns before the research instrument was administered. After getting permission, the survey was conducted.
2. After collecting all the questionnaires from the respondents in the selected Apartelles and inns, their scores were then tallied separately and the mean rating of each respondent was obtained. Scores for each indicator was obtained and the average weighted mean was computed.

2.5 Statistical Treatment of the Data

The following statistical tools were employed in this study.

- **Percentage:** Was used in order to determine the distribution of the respondents' profile.
- **Frequency:** Was used to determine the level of skills of the managers.
- **Weighted mean:** Was used in order to determine the level of managerial competence of the respondents.
- **Pearson Product Moment Correlation Coefficient (Pearson-r):** Was used to determine the degree of association or closeness of relationship between two variables.

3. Conclusions

In the light of the findings of the study, the following can be concluded:

1. The participants are lack of marketing skills.
2. Educational qualification and number of years in service are highly correlated with managerial competence.

4. Recommendations

Based on the findings and conclusion of this study, the following recommendations are given:

1. Institutions of higher learning should review their curriculum program whether it undergoes progression and introduces modified activities to further achieve a level of performance on the part of the would – be managers this field of specialization. This well then enhance to positive changes necessary in management aspect.
2. The Apartelles and inn managers should consider elevating their basic skills in decision making, human relations and marketing through of leadership trainings in order to manage their respective establishments effectively. It is also recommended that the managers should pursue further studies in order to enhance their knowledge and approaches in marketing and human relations.
3. Future researchers be conducted exploring the other variables which were not included or considered in this study.
4. The proposed action plan is recommended for review and endorsement.

5. References

1. Department of Tourism Philippines. Davao Tourism Situationer Published: Davao City, Tourism, 2006.
2. Drucker P. Article: Managerial Courage. 2006. Retrieved: October 10, 2011 from <http://hbswk.hbs.edu/archive/5377.html>

3. Duncan G. A Home and away: Application of the Executive Simulation for education and Training Purposes in Dundee and Malaysia, 2004.
4. Elspeth S. Article: The Violence of Literacy. 2005. Retrieved: 2012. from <http://www.getcited.org>
5. Fajardo F. Entrepreneurship. Mandaluyong City, National book Store, 2009.
6. Faria A. Guedes A. Article: Critical Perspectives on International Business,m 2010. Retrieved: December 12, 2011 from <http://www.emeraldinsight.com>
7. Franco E. Article: Management in the Philippine Setting. 2000. Retrieved: July 18, 2011 from <http://www.reviewstream.com>
8. Lorenzana CC. Management Theory and Practice Revised Edition Manila, Philippines: Rex Book Store, 2009.
9. Martinez L. Article: Human Relation Effectiveness, 2003. Retrieved: June 8, 2011 from [http://www.manchester.ac.uk/research/mbs/miguel.martinez lucio /publications](http://www.manchester.ac.uk/research/mbs/miguel.martinez%20lucio/publications)
10. Massie JL. Essential of Mgt. Fourth Edition. Englewood Cliffs, New Jersey Prentice Hall Inc, 2000.
11. McClelland D. Article: David McClelland's Motivational Needs Theory, 2000. Retrieved: August 26, 2011 from: [http://www.businessballs.com/david mcclelland.htm](http://www.businessballs.com/david%20mcclelland.htm)
12. McNamara P, Trumbell D. An Evolutionary Psychology of Leader-follower Relations, 2008. Retrieved: October 11, 2012 from <http://books.google.com.ph>
13. Noble P, Watson T. Evaluating Public Relation, 2007. Retrieved: January 15, 2012 from: http://nashaucheba.ru/docs/10/9506/conv_1/file1.pdf
14. Papers 4 You Article on: Marketing skills that relates Hospitality Industry. Retrieved: July 24, 2010 from <http://www.Papers4you.com> 2011.
15. Schermerhorn J. Management. Philippines: Golden Gate Printers, C and E Publishings John Ailey and Sons Inc. 2008.
16. Sison P. Personnel and Human Resources Management 7th edition Mandaluyong City, National Book Store, 2000.
17. Stuart J. Business Simulation – Do They Have a Place in Trainings? Mandaluyong City, National Book Store, 2007.
18. Sultan R. Diversity Management Skills and Collaborative Leadership to Competitive Access to School Improvement, 2008.
19. Webster's New World Dictionary. Cleveland and New York: The World Publishing Company, 1980.
20. WWW.Answer.Com. What Is the Meaning of Inns, 1980. Retrieved: October 30, 2012 from <http://www.answer.com>.