IMPACT OF EMPLOYEE COMPETENCIES ON EMPLOYEE PRODUCTIVITY AND ORGANIZATIONAL EFFICIENCY IN 5-STAR HOTELS OF RAJASTHAN

Thesis Submitted for the Award of the Degree of

DOCTOR OF PHILOSOPHY

in

Management

By

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2024

DECLARATION

I, hereby declared that the presented work in the thesis entitled "**Impact of Employee Competencies on Employee Productivity and Organizational Efficiency in 5-star hotels of Rajasthan**" in fulfilment of degree of **Doctor of Philosophy (Ph. D.)** is outcome of research work carried out by me under the supervision of Dr. P. B. Narendra Kiran, working as Assistant Professor in the Mittal School of Business, Lovely Professional University, Punjab, India. In keeping with general practice of reporting scientific observations, due acknowledgements have been made whenever work described here has been based on findings of other investigator. This work has not been submitted in part or full to any other University or Institute for the award of any degree.

Name of the scholar: Himani Arora

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CERTIFICATE

This is to certify that the work reported in the Ph. D. thesis entitled "Impact of Employee Competencies on Employee Productivity and Organizational Efficiency in 5-star hotels of Rajasthan" submitted in fulfillment of the requirement for the award of degree of **Doctor of Philosophy (Ph.D.)** in the Mittal School of Business, is a research work carried out by Himani Arora, 41900265, is a bonafide record of her original work carried out under my supervision and that no part of thesis has been submitted for any other degree, diploma or equivalent course.

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ABSTRACT

This study investigates the relationship between employee competencies and their impact on employee productivity and organizational efficiency within the front office staff of hospitality industry of Rajasthan, India. The hospitality industry, particularly the luxury segment, thrives on exceptional service experiences. A competent front office team plays a pivotal role in achieving this by ensuring smooth guest interactions, efficient operations, and maximizing revenue opportunities.

The study aims to identify how effectively developed competencies translate into increased employee productivity, measured by factors like guest check-in/check-out speed, accuracy in handling guest requests, and upselling capabilities. Furthermore, the research will examine how these competencies contribute to organizational efficiency within the front office department, reflected in areas like streamlined workflows, reduced errors, and improved departmental collaboration.

Data was collected from 400 front office staff in 17 five-star and five-star deluxe hotels across the state. Quantitative methods were employed, including questionnaires, surveys, and statistical analysis using IBM SPSS and PLS-SEM.

The study has been carried out with identified Nine key employee competencies such as *job knowledge, customer focus, task competence, social competence, interpersonal communication, Employee training & Education, Employee Attitude & Motivation, decision-making skills, and critical thinking*. Findings reveal that enhancing these competencies positively impacts employee productivity and organizational efficiency. Age and experience moderate this relationship.

By analysing this link between employee competencies, productivity, and efficiency, the study can offer valuable insights for hospitality management in Rajasthan's 5-star hotels. These insights can guide targeted training programs to enhance employee skillsets, ultimately leading to a more productive and efficient front office operation, fostering guest satisfaction, and bolstering the overall organizational success of the hotels.

Practical implications for hospitality practitioners include recommendations for training and development programs, recruitment strategies, performance management systems, and leadership practices to enhance employee competencies and boost productivity. The study contributes to the literature by addressing the gap in knowledge regarding employee competencies in the hotel industry of Rajasthan. The skewed sample distribution towards male employees suggests the need for further research on gender disparities in the industry.

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OCB	:	Organizational Citizenship Behavior
PMS	:	Performance Management System
HRM	:	Human Resource Management
F&B	:	Food and Beverage
WTTC	:	World Travel and Tourism Council
GDP	:	Gross Domestic Product
FTA	:	Foreign Tourist Arrivals
DTV	:	Domestic Tourist Visits
TvoA	:	Tourist Visa on Arrival
ETA	:	Electronic Travel Authorization
FDI	:	Foreign Direct Investment
UNESCO	:	United Nations Educational, Scientific and Cultural Organization
DIPP	:	Department of Industrial Policy and Promotion
HMI	:	Hotel Momentum India
RevPAR	:	Revenue per available room
COVID-19	:	Coronavirus Disease
YoY	:	Year on Year
CBT	:	Cognitive Behavioral Training
FLE	:	Frontline Employee
HRD	:	Human Resource Development
SPSS	:	Statistical Package for the Social Sciences
ANNOVA	:	Analysis of variance
DEA	:	Data Envelopments Analysis
CFA	:	Confirmatory Factor Analysis
EFA	:	Exploratory Factor Analysis
SEM	:	Structural Equational Modeling

CHAPTER-1
INTRODUCTION

1.1 Background of the study

Fierce rivalry exists both domestically and on the global stage in organizations has resulted in a shift in multinational corporations' attention to human resource management (**Pattanayak, 2020**). All management activities concerned with workers and their competencies in attaining the tactical and strategic goals of the organization are increasingly positioning human resources as a competitive advantage (**Wright & Ulrich, 2017**). The employee's production is distinctive in terms of the company, demonstrating the latter's ability to develop new goods and services that set it apart from competitors. Academic studies demonstrate interlink between knowledge acquisition and job performance and the organization's brand, which is necessary to stand out from the competition in the market and global enterprises (**Munjal & Kundu, 2017**; **Smith & Rees, 2021**). The classification, identification, and measurement of employee skills are trained and retrained in work setting to shape their successful job performance, according to **Anwar and Abdullah's (2021)** statement about competency mapping. A crucial part of organization is human resource management (HRM) and its effectiveness for hiring and staffing people since it creates a workforce with various abilities that can contribute to overcoming the aggregate challenges of the task at hand.

The Organizational context of performance links innovation and employee creativity, abilities, and competencies that have an impact on overall improvement and multiple management functions across different departments, where the job description, after job analysis, aids in separating and classifying the jobs (**Seeck and Diehl, 2017**). According to **Tweedie et al. (2019)**, it is determining for employees to learn new skills since these fills in any gaps in the operational processes of their jobs. Since enterprise-wide changes also necessitate frequent audit to address internal responsiveness against the external dynamism, skilling through training forms an important demand of the department or the Organization (**Sutherland, 2017**). According to **Kavanagh and Johnson (2017)**, when employees don't perform, the organization's overall competency in that management function also fails, has an adverse consequence on the organization's reputation in the industry. Integrating IT into HRM and mapping HRIS has aided in tracking and tracing the continual improvement of employee

performance in terms of what they are capable of, helping them to develop resilience, and having an impact on the overall management process.

According to **Cappelli and Tavis's (2016)** discussion of employee performance indicators, Organizational citizenship behaviour, task performance, and counterproductive behaviour are crucial in relation to the management of operations for giving services to the organization. According to the McKinsey research from 2014, the ability of employee performance to contribute to Organizational performance is one that relies on training, motivation, and leadership oversight to support individual employee goals. To fulfil the burden within the firm and deliver quantifiable outcomes of the customers to satisfy the demands and aspirations (**De Vos & Van Heijden, 2017**). To achieve delivery quality for the employed in shaping a finished task in line with customer order fulfilment criteria, the aggregate work process can therefore be quantified and requires knowledge and training.

Employee and employer communication in Indian hotels has demonstrated that it depends on the one-way or two-way mode, this makes a difference in the information flow from the sender to the recipient in the work output process (**Chand and Ranga, 2018**). Due to which the context of employee performance is between employee and employer communication. Clearly, leaders encourage their teams to take on new responsibilities, but they must also consider how well each team member will be able to use the skills they have acquired. Regarding performance, the leadership will assess the worker using a goal-based performance evaluation based on the worker's aptitudes for completing the task's objectives. Organizations have measured performance through a quantitative system to justify each employee's performance level and link it with variable pay for performance (**Basak & Khanna, 2017**). Similarly, to this, **Gupta Vikas (2019)** suggested that the competency-based approach helps to drive the basics of business operations in a job description that identifies the activities to be done by the employee. However, job stress and responsive employee skills help with operations and speed up addressing issues in the hotel industry (**Goswami & Dsilva, 2019).** Before that, firms introduced goal-based systems to understand work processes and personnel skills, resulting in competency-based employee profiling. The organizational output that demonstrates a focus on competencies that help the operations complete the task according to the established goals is linked to the individual or team-level capabilities. With lucrative calls, India's labour-intensive hotel industry is experiencing more special employee churn centre job offers; the turnover levels in the last two decades have seen new highs. Since hotels must evaluate the forces affecting operations, particularly the high demand from the customer side that generates a series

of interconnected activities in the back end of the operations, competency-based performance systems that are linked to psychological contract are required **(Santhanam et al., 2017).**

The topic of hotel operation uncertainty raises the questions of what the issue is and how the employer's participation will help to address it considering the established objectives. As a result, in an organizational setting in hospitality sector, the effectiveness of employee training increases as the employee progresses from one level to the next, demonstrating a significant improvement in terms of performance activities and output **(Sen and Bhattacharya, 2019).** Individual motivation and the intention to attain goals have been discovered to be directly related to one's abilities or competencies at work in industrial psychology and social sciences. According to **Jaiswal and Dhar (2017),** various jobs must be planned and evaluated in terms of the deliverables that lead the employee and the Organization to understand how to integrate performance with personal and Organizational goals. Additionally, the performance aspect related to employee competences, engagement, and opening employee communication are all necessary to satisfy consumer requests **(Bhasin et al., 2019).** To assess the Organization's capacity to foster Organizational citizenship behaviour (OCB) in opposition to the external forces of dynamism acting on the hotel operations, it's crucial to comprehend the various dimensions of forces acting on employees' competencies and skills.

It is crucial for HR to play a part in building the Organizational cultural factor as well as the competences of the individual employees, teams, and departments. This influences management's intents and motivation, particularly in operations involving hiring, staffing placement, training, and member exchange to lessen turnover intentions in the hotel industry **(Chen and Wu, 2017).** Employees' operational skills and competences have been linked to other managerial tasks like sales and marketing, extending their abilities beyond the idea of functional specialisation in job descriptions utilising multitasking. Therefore, there is a link between internal individual conduct and the personal talents and abilities that distinguish the individual variations, wanted vs. given service to the hotel, when an employee manages complaints in a service-oriented Organizational operations. The service quality and characteristics that connect to the individual performance management system (PMS) in HRM against a specific task are also assessed in terms of being for excellence. According to the median employee performance, which is linked to the variable pay component of employee compensation, the competency tool's role has been rated from the perspective of performance management systems **(Basnyat and Lao, 2019)**. This is a new dimension where the top and bottom performers in the job description help to be rationalised in terms of Organizational

vision and orientation, to acknowledge the performance-linked salaries to be a part of the HR compensation system. Over time, large, medium, and small organizations adopted these competency dimensions and the prevalence of competencies in the different sectors such as manufacturing and services sectors, which aid in the distribution of HR management and compensation management and support a business practice's developmental stance. Employee competences are necessary in a front-line service environment, particularly in the hospitality business. These competencies include individual abilities and branding oneself with a corporate hotel brand. As a result, to construct competency driven HRM and overcome the hurdles, it is necessary to comprehend employee perspectives, create systems, processes, and controls, and establish the controls (**Itam et al., 2020).**

1.2 Overview of the Hospitality Industry in India

One definition of "hospitality" is an attitude of kindness and generosity on the part of the host towards their visitor. This includes welcoming and easing the transition of strangers, guests, and visitors. An examination of industry associations, the economy, segmented emerging market trends, major shifts in market dynamics, and a market overview are all part of the comprehensive background research on hospitality sector in India is included in the study. There are many subsets within India's hotel market, including various types of hotels (independent and chain), price points (budget and tourist), and levels of service (luxury and mid-range).

The consumption of food, drink, and lodging in a setting other than one's usual home base is the "very essence of tourism," according to the hospitality sector. The leisure market for both local and international travellers depend heavily on the hospitality sector of the tourism industry. According to (**Robinson et al., 2013),** consistent demand for tourism enables the hotel industry to estimate demand and discover opportunities to enhance consumer spend, creating a wave of secondary financial consequences. The hotel sector and the (F&B) food and beverage sector make up the hospitality industry. Despite the recession, it has been expanding for the past 26 years and is committed to doing so in the future. Currently, the industry supports other industries, including hotels, restaurants, and educational institutions, while employing roughly 2.5 million people. One of the main forces behind the expansion of India's service industries is the tourism and hospitality sector. It accounts for 8.78 percent of all employment and 6.23 percent of the national GDP.

By September 2023, the number of foreign tourist arrivals had reached 6.43 million. 1.73% of the world's population will travel inside the United States in 2022. The yearly growth rate of free trade agreements in India was 305.4% in 2022. India's Hospitality industry market is projected to reach a size of USD 31.01 billion by 2029, rising at (CAGR) average yearly growth rate of an investment when compounding effects are considered over certain period, an annual growth rate of 4.73% through 2024 to 2029. In 2024, the market valued at USD 24.61 billion. The hospitality sector has been growing at a moderate rate over the last few years, and there is a good chance that it will develop much more in the future. Tourists from all over the world have been drawn to the country because of its vast cultural diversity. Both domestic and foreign travellers have acknowledged India as a place for spiritual tourism.

Rank of India in the Travel & Tourism Development (2022) Index is 54th by World Economic Forum's survey. 2nd in Travel & Tourism Employment, WTTC (2021). 6th of Travel & Tourism total contribution towards GDP by WTTC (2021). According to the Ministry of Tourism, over 6.4 million and 1.52 million international visitors visited India in 2022, down from 10.93 million and -44%, respectively. Indian tourism is not reliant on international visitors alone because of the country's large local visitor base. Domestic tourist visits fell by 25.45% in 2022, reaching 1731.01 million, down from 677.63 million in 2021 and 2321.98 million in 2019.
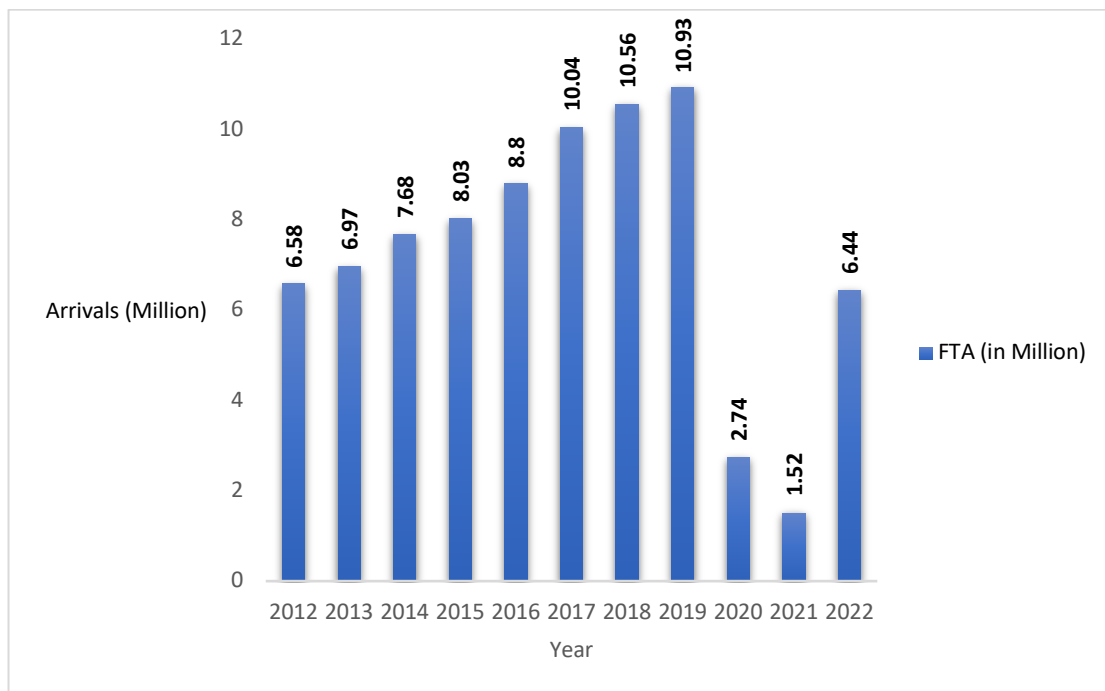
Graph 1.1: Foreign Tourist Arrivals in India, 2012-2022 (FTAs)

Source: https://en.wikipedia.org/wiki/Tourism_in_India
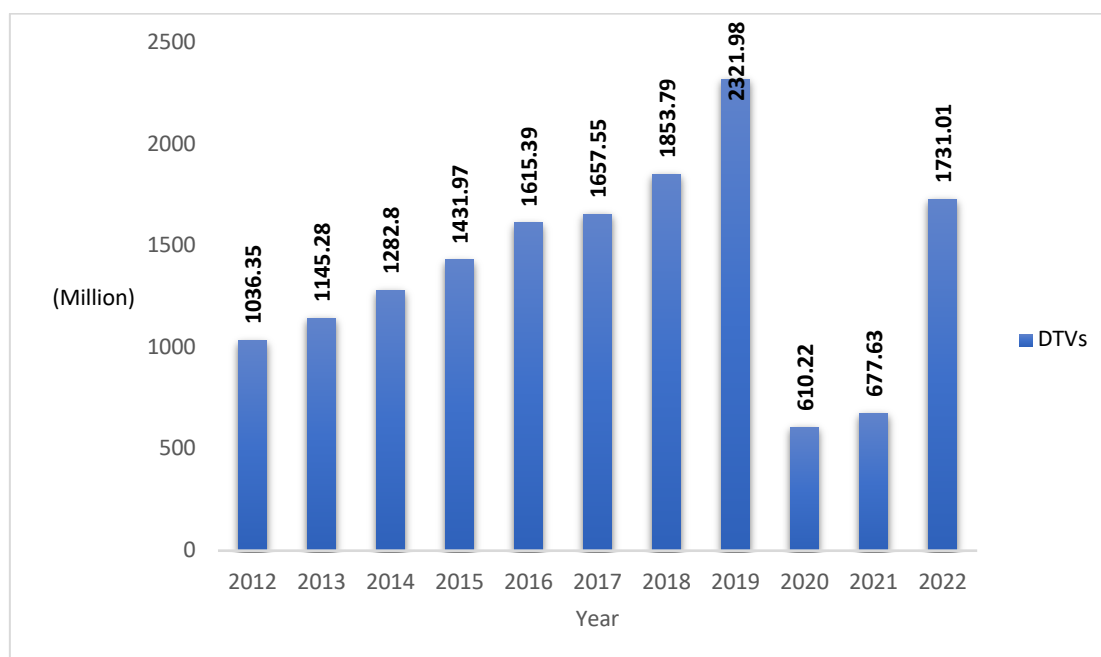
Graph 1.2: Domestic Tourist Visits in India, 2012-2022 (DTVs)

Source: https://en.wikipedia.org/wiki/Tourism_in_India

WTTC projections shows that the sector of travel and tourism in India would employ more than 1.6 million people directly and indirectly by 2023, making it the second biggest employer globally. This highlights the sector's ability to provide job opportunities.

When it comes to tourism, India is a major player. It caters to a wide variety of niche markets, including movie, rural, adventure, health, wellness, sports, MICE, ecotourism, and religious tourism. India is well-known as a spiritual tourism destination among both local and international visitors. It is projected that by 2030, the travel and tourism business in India would add USD 250 billion to the country's GDP. Foreign currency revenues from travel and tourism rank third for India. Tourists spent USD 19.7 billion in the country last year.

Many initiatives for branding and marketing strategies, exemplified by slogans like 'Incredible India' and 'Athiti Devo Bhava' have been introduced by the Indian government and have served to stimulate the economy. Additionally, a new kind of visa known as the medical visa (abbreviated as M visa) has been developed by Indian government to encourage medical tourism to the country. The Ministry of Tourism in India has declared 2023 as the 'Visit India Year' to encourage tourists to go to the country in honour of India's leadership in the G20 and the India@75 Freedom festivities. There will be a 30% annual increase, bringing the total

number of medical tourists to 500,000 by 2015. In November 2014, the Indian government launched the Tourist Visa on Arrival (TVoA) programme, which allows citizens of 43 countries to enter the country electronically using the e-Tourist Visa system, which is also known as the Electronic Travel Authorization (ETA). The tourist sector is projected to have a 7.5% boost in 2015 thanks to the facilities.

Additionally, the government has been working hard to increase tourism-related investments. The automatic route allows 100% FDI into the industry of hospitality and tourism. For hotels in the 2-, 3-, 4-star categories that are near UNESCO World Heritage sites (apart from Delhi and Mumbai), a five-year tax break has been offered. The 12th Five Year Plan anticipates spending US$ 12.4 billion on the tourism industry, of which US$ 9.2 billion in private investments—roughly Rs 15,000 crore (US$ 2.24 billion) will go towards the growth of projects in the tourist and hospitality industries.

One of India's top 10 industries for foreign direct investment (FDI) is the tourism and hospitality sector. According to data supplied by the Department for Promotion of Industry and trade (DIPP), the hotel and tourist sector drew over last 23 years (Apr 2000 to Dec 2023) are $971.521 billion. Many businesses have made investments in the travel and hospitality because of the surge in international travellers and awareness of India's potential.

1.2.1 Growth in the Hospitality Industry in India

As per JLL's Hotel Momentum India (HMI) Between October and December (Q42022), the hospitality sector in India saw a 60.9% increase in RevPAR compared to the same quarter to last year. Additionally, industry saw a 30.1% increase in RevPAR throughout all of India in Q4 2022 compared to Q3 2022, largely due to year-end holidays and corporate trip weddings. Six,333 keys were signed at 81 hotels overall in Q4 2022. 25 hotels that were converted from other hotels were included. In Q4 2022, conversions made up 27% of the inventory signed.

Most weekends see holiday spots sold out as domestic tourists choose to travel to various locations across the country. As prohibitions on large gatherings continue to be loosened, demand for weddings is increasing. On the strength of stronger market sentiment and an increase in immunisation rates, Food and beverage dining has experienced a notable comeback in major cities and secondary urban centres. The Managing Director of JLL's Hotels and Hospitality Group for South Asia noted a slight increase in corporate travel during this quarter, which is seen as a significant advancement toward the sector's complete recovery.

1.2.2 Hotel classification

The star denotes standard of hotels. Department of tourism, Government of India has set an autonomous committee Hotel & Restaurant Approval & Classification Committee (HRACC) is responsible for accreditation and classification of hotels. Classifications based on Location, Size and clientele, Star, Degree of service offered and Ownership basis.

Most standard classifications on basis of star are

Five star (★★★★★) | Four star (★★★★) | Two star (★★) | Three star (★★★) | One star (★)

ONE STAR

Usually, modest lodgings with a family vibe, close to priced sights, and simple amenities. Simple meals and a small selection of amenities. acceptable levels of comfort, cleanliness, and upkeep.

TWO STAR

Budget hotel, compact to medium-sized hotel, close to attractions with a moderate price range. Expect little more than a one-star hotel, with a cozy, well-furnished room with an attached bathroom and courteous personnel.

THREE STAR

A moderately priced hotel with well-appointed rooms and lobby areas, ample space for guests, business areas close by, moderate to expensive local attractions, and a medium-sized restaurant open for breakfast, lunch, and dinner is typical. Facilities including a pool, room service, toiletries, and direct dial phones are frequently offered.

FOUR STAR

First-class hotel: spacious, formal, close to major attractions; above average service; many restaurants; 24-hour room service; travel desk; laundry; valet parking; wellness centre; pool; elegant room décor.

FIVE STAR

Superior hotel with excellent accommodations and service, spacious lobby, elegantly furnished rooms with fine linens, all modern, high-end amenities, at least three restaurants, round-the-clock room service, and a 24-hour concierge.

FIVE STAR DELUXE

The best possible accommodations and services are offered by this hotel, which has five-star amenities like luxurious décor and butler service.

HERITAGE HOTELS

This is a recent addition, properties which are small forts, palaces or havelis. Visitors are offered rooms which have their own history, traditional cuisines, folk dances, and glimpses of heritage of the region.

For this study five star and five-star deluxe hotels are considered due to their luxurious amenities which requires expertise to deal with customers.

1.2.3 Reasons for choosing 5-star hotels

Title	Authors/Year	Journal name
Factors influencing the employees service performances in hospitality industry case study AQBA five stars hotel.	Jawabreh, O., Mahmoud, R., & Hamasha, S. A. (2020).	Geo Journal of Tourism and Geosites
The Mediating Role of The Job Competencies Map in Determining the Relationship Between Internal Marketing and Creative Behaviour of Employees: Applying to Some Five-Star Hotels	El Sayed Shehata, A., & Fayyad, S. (2021).	Journal of Association of Arab Universities for Tourism and Hospitality
Interpersonal competencies of employees in Hospitality Industries-A comparative study.	Subhash, P. S. (2012).	Advances in Management
Impact of employment practices adopted by hotels on productivity of its employees: a comparative study between Pune and Hyderabad cities.	Peshave, M. A., & Gujarathi, R. (2014).	International Journal of Management Research and Reviews
The Impact of Training on Hotel Employees' Productivity–A study on five-star hotels of Gautam Budh Nagar.	Raheja, S., Sharma, N., & Uniyal, M. (2021)	International Journal of Future Generation Communication and Networking,
Measuring efficiency in the hotel sector.	Barros, C. P. (2005).	Annals of tourism research
Productivity, efficiency, and its determinant factors in hotels.	De Jorge, J., & Suárez, C. (2014).	The Service Industries Journal

Table 1.1: References of 5-star hotels for study

Source: Compiled by Author

As per above research studies, below are main reasons for taking 5-star hotels for study-

Focus on High Standards: 5-star hotels represent the top tier in hospitality, meaning they offer the highest levels of service, amenities, and guest experience. By studying them, you can understand the benchmarks for luxury service and the practices that create a truly exceptional experience.

Access to Specific Resources: 5-star hotels often have extensive resources dedicated to guest comfort and satisfaction. This could include things like on-site spas, concierge services, Michelin-starred restaurants, and business centres. Studying these aspects can provide insights into guest preferences, service delivery in high-pressure environments, and the logistics of managing these premium offerings.

Guest Clientele: Understanding the clientele of 5-star hotels can be valuable research. These hotels tend to attract high-net-worth individuals and business travellers with specific needs and expectations. Studying how these needs are met can inform research on luxury travel, business travel experiences, or high-end customer service preferences.

Though there are few limitations also such as Limited Generalizability means the practices of 5-star hotels may not be applicable to the broader hospitality industry. Budget hotels and mid-range options operate with different budgets and target audiences. Focus on Luxury means the emphasis on luxury in 5-star hotels may limit research findings. But since the study is directed towards employees and not general hotel operations or guest experiences, it is ok to consider any category.

1.2.4 Reasons for choosing front office staff

Che Rusuli et al., (2010) mentioned that frontline employees are the direct link between a business and its clientele. Their interactions with customers shape customer perception and satisfaction. Positive experiences can lead to loyal customers, while negative ones can damage a brand's reputation.

The reservation desk is the initial point of contact between visitors and front desk employees, according to Sayin et al., (2019). Employees at the front desk have the most direct contact with customers. In addition to concerns about customers' actions while staying at the hotel, complaints against all employees and departments are most often addressed at the front desk. So, it's crucial for productivity since it satisfies guests' wants and requirements and makes them happier overall.

Merhaut, Marek, et al., (2017) focussed that staff has firsthand knowledge of daily operations and can identify areas for improvement. Empowering front office staff to share ideas and make decisions can lead to greater efficiency and innovation within the business.

1.2.5 Overview of the Hospitality Sector of Rajasthan, India

In terms of land Rajasthan has total 342,239 sq. km, which makes it as the largest state in India. It was established on 30 March 1949 and capital is Jaipur. Rajasthan, which is in India's northwest, is home to the Great Indian Desert's golden sand dunes and the Aravali Mountain Range, one of the planet's oldest mountain ranges. One of India's most well-known tourist attractions is the vibrant state of India, which is renowned for its rich tradition and culture. Each year, a significant number of tourists are drawn to the state because of its traditions and vibrancy. Rajasthan's palaces, forts, festivals, cultural fairs, wildlife, historical wonders, handicrafts, and rich legacy have contributed significantly to the state's development and made it a popular tourist destination.

Rajasthan is a state in India's far northwest. Its beautiful architecture, lively culture, and long history have made it famous. Points of interest for Rajasthan are as follows:

- *Historical Significance:* Rajasthan is home to several historical sites and forts that showcase the grandeur of its past. The state was ruled by various Rajput clans and witnessed the rise and fall of several kingdoms. Some famous forts include Amer Fort, Mehrangarh Fort, and Chittorgarh Fort.

- *Cultural Heritage:* Rajasthan is known for its colourful festivals, traditional music, and dance forms. The state's folk music and dance, such as Ghoomar and Kalbeliya, are popular worldwide. The vibrant attire of the people, including turbans and colourful sarees, adds to the cultural richness of the region.

- *Architectural Marvels:* The stunning havelis and palaces of Rajasthan are well-known worldwide. Architectural wonders such as Jaipur's City Palace, Jodhpur's Umaid Bhawan Palace, and Jaipur's Hawa Mahal draw visitors from all over the globe.

- *Desert Landscape:* A significant part of Rajasthan is covered by the Thar Desert. The desert offers a unique experience with its sand dunes, camel safaris, and desert festivals like the Pushkar Camel Fair. It is also known as the Great Indian Desert.

- *Wildlife Sanctuaries:* Rajasthan is home to several wildlife sanctuaries and national parks, providing a habitat for diverse flora and fauna. Ranthambore National Park is famous for its tiger population, while Keoladeo National Park, recognized as UNESCO World Heritage site renowned for its bird sanctuary.

- *Handicrafts and Textiles:* Rajasthan is renowned for its exquisite handicrafts and textiles. The state is known for its block printing, tie-dye (bandhani), and embroidery

work. Visitors can explore local markets like Johari Bazaar and Bapu Bazaar to shop for traditional Rajasthani handicrafts.

- *Cuisine:* Rajasthan offers a unique culinary experience with its rich and flavoursome dishes. Laal Maas, Kachoris, Dal Bati Churma and Gatte ki Sabzi are some of the popular Rajasthani delicacies that you must try. Rajasthan's rich heritage, vibrant culture, and warm hospitality make it a popular tourist destination. Whether you are interested in history, architecture, wildlife, or cultural experiences, Rajasthan has something to offer for everyone.

Fig.1.1 Map showing the Districts in Rajasthan

The Rajasthani government designated tourism as an industry in 1989 due to the state's reputation as a travel destination and its significance in the state's economic development. Since then, Rajasthan has made a name for itself as a popular and significant tourism destination both domestically and internationally.

Both domestic and foreign tourists favour Rajasthan as a travel destination. Around 15% of Rajasthan's income is derived from tourism, and Rajasthan receives more than 10% of all foreign visitors to India each year. After the inclusion of Jantar Mantar (located in Jaipur) and the Hill Forts of Rajasthan (which include six majestic forts in Kumbhalgarh, Chittorgarh,

Sawai Madhopur, Jaipur, Jhalawar, and Jaisalmer) in UNESCO's list of World Heritage Sites, the future of tourism in Rajasthan appears promising.

Rajasthan is renowned as a travel destination for people of all ages and backgrounds. Visitors have a variety of places to choose from when they visit. Rajasthan's desert region has an extraordinary diversity in practically every aspect, including people, music, cuisines, culture, clothes, and dialects. The shimmering Thar Desert region, along with the surrounding woods, temples, forts, and palaces, is a singular and breathtaking sight. Visitors to the state may do so for educational, recreational, restorative, medical, wedding, adventure, sporting, cultural, or religious reasons. Rajasthan is well known for its hospitality and tourism-related goods. Historic inns, camel rides, desert celebrations, castles on wheels, national parks, and animal sanctuaries are among the many tourist hotspots in Rajasthan that have won amazing reviews from visitors all over the world. Tourists from all around the world visit Rajasthan. People who go outside of their own country are known as foreign tourists, whilst those who stay inside their own country's boundaries are called domestic tourists.

1.3 Research Key Constructs

1.3.1 Employee Competency

This is a factor that relates to how each employee interacts with the business in connection to the current task. Competency is about overcoming task challenges with the help of education, training, and HR interventions, as well as experience and prior knowledge (**Bhasin and Sharma, 2018**). According to **Manju et al. (2020),** competencies are also linked to knowledge and skills that best represent an employee's ability as an individual, as well as their ability as a member of a team and as a group within a department, which helps them achieve enterprise-level productivity (**Kansal and Singhal, 2018**). Since the business encounters competition, an individual's competencies can be used to engage in problem solving, transfer solutions for the team to learn from, and achieve a competitive advantage. Clear communication, multilingual proficiency, efficiency in reading and writing, and quick decision-making are some of the competencies for front office staff that can help them fulfil their job descriptions and increase Organizational effectiveness (**Baharin and Hanafi, 2018**).

Today's dynamic, cutting-edge sales climate, along with rapid developments in technology and globalization, have led to an increase in the issues pertinent to superior efficiency. Companies are constantly mindful of the need for professional workers to ensure their sustainability and growth for long-term. **Yang et al., (2014)** investigated the significance of both general and

specialised managerial skills needed by those entering the field of hospitality management. Regardless of scale, composition, and age, all kinds of organizations today are concerned about competence. **Shah (2016)** assessed the levels of competence of the pharmaceutical sales staff through his study. For this purpose, the linkages of several competency groups viz personal, technical, time management, client orientation, presentation, team player, and interpersonal skills were observed on the effectiveness of the organization using SPSS. The study results indicated that competency mapping is crucial for the development, growth, and effectiveness and efficiency, and technical competencies and personal competency significantly affected the success of an organization.

Jandhyala Udayagirish (2023) looked at how well workers understood employee capabilities, how those competencies evolved over time, and what variables contributed to the growth of the company. Primary data was gathered from Toyota personnel in India for the research. Eighty percent of the organization's personnel were familiar with the idea of competences, according to the research. Furthermore, many of the employees believed that competency mapping is essential for career management and development. Additionally, Toyota company executes competency mapping regularly and believes that it assists in career development and employee retention. Finally, the study suggests that every firm must employ competency mapping to provide adequate training to the employees by analysing the disparity between anticipated and actual skills required to contribute optimally to the organization's prosperous growth and advancement.

1.3.2 Employee Productivity

Utari et al., (2021) studied connection betwixt employee productivity and factors such job satisfaction, competence on the job, and training. To perform the research, they polled hotel staff in Jakarta. Job training increases productivity, according to the data. Additionally, training significantly affects the success of an organisation. There is a connection between competence, employee dedication, and productivity in the workplace, and job happiness mediates this link.

Sharma and Bhat (2020) stated that Employee productivity often measures how effectively an employee can convert their time and effort into quality work. In other words, it is a measure of how much an employee can do in a certain amount of time. Results shows that service innovation plays an important role in increasing employee productivity.

1.3.3 Organizational Efficiency

Yurynets et al. (2021) stated that how educational competencies affect the level of organizational efficiency. Factors such as productivity of capital and productivity were also assessed for hotel efficiency. The results confirm that increasing training knowledge in the hotel industry leads to an improvement in the efficiency of hotels. Based on the developed model, it is possible to select possible business projects for new hotels. The result confirmed that increasing competencies in the hospitality lead to enhancing hotel efficiency.

Gull and Idrees (2022) aimed at importance of green training and organizational efficiency. Organizational efficiency means using the available resources effectively to save time and money. The results shows that environmental organizations' green training is required for to accomplishment of the goal of effective use of resources. Competencies of employees if taken care can increase organizational efficiency.

1.4 Significance of the Study

The major concern relates to the hospitality industry in five-star hotels, where front office staff play a crucial role in maintaining positive client interactions. Due to the existence of ancient forts and palaces, in Rajasthan, India, that experiences one of the greatest inflows of foreign and domestic tourists.

In 2021, there were over 21 million domestic tourists visiting the state of Rajasthan, while there were approximately 34 thousand foreign tourists entering. The state is one of the most well-liked travel destinations for both Indians and foreign visitors.

Visitors to the state of Rajasthan come from various multicultural backgrounds because they also appreciate discovering the aspects of Indian or Rajasthani hospitality in commercial forms. The focus on the guest stay experience in luxury boutique hotels comprises a significant portion of the tourist appeal. Play is now crucial given the steady development YoY (year on year) in inbound visitor arrivals to India. The issue is significant from a consumer perspective since the aspirant middle class with consistent career progress increasingly prefers short stays in 5-star hotels as part of their vacation plans. Consumers' goals and expectations have changed regarding their travel and high-quality consumption service delivery in a 5-star brand hotel experience in the context of the glorious history of 'Rajasthan Prince and Royal culture' in the past.

The hospitality industry's tourism operations are impacted by the increase in visitor numbers. Hotel's ability to give a higher level of service and go beyond their operational capacity to host inbound visitors during both busy and slow times is evidence of this, and it serves as a test of employee excellence in terms of opulent Rajasthani hospitality. It is obvious that the arrival of foreign visitors raises the standard of 5-star hospitality experience, related to Rajasthan royalty, and is closely connected to how employees can manage the 5-star hotel Service Delivery and Occupancy levels. This is based on the advertisement and inputs in different continents.

The research's backdrop is crucial from the standpoint of how the front office Employee Competencies in the 5-star Hospitality Industry Influence Employee Productivity and Contribute to Organizational Efficiency.

1.4.1 Why is the issue important now

The effects after post-COVID-19 on the hospitality sector, which is on par with similar global disruptions in this business. 5-star hotels in Rajasthan are not an exception. After the COVID-19 air bubble agreement between the continents and countries, the relevance of Rajasthan hospitality for drawing incoming tourists harmed the travel industry, even though it had been slowly stumbling back towards normalcy. Consumer demand is experiencing the most significant domestic and international trip purchasing intentions due to their confinement during the COVID-19 lockdown period. As a result, how Rajasthan Tourism is positioned on the global tourism map and how the service dimensions affect the customer base's current users utilizing "top of the mind recall" of the hospitality service is reflected in revisiting intentions. The problem for new visitors arriving at the opulent hotels in Rajasthan is particularly significant since the service contacts with COVID-19 protocols add a new dimension to the pre-existing service protocols for the front office staff. Calls, emails, and texts are the only ways that technology and automation are used by front office staff to enhance visitor connections. The messages are personalized to show personalization, while verbal face-to-face communication has followed the front office personnel's training on standard operating procedures. Individual success in the job dimension adds to the strategic and tactical implications of the competencies needed for front office personnel to thrive in luring new visitors and reuniting with the existing guests to the organizational efficiency dimensions.

1.4.2 Contributing to Business fraternity practices

The importance of front office staff contingencies that shape their marketing function, client interaction scope, and customer relationship management to impact the business and revenue

generation in the long run should be understood by business Organizations, especially luxury hotel enterprises. The business outlook following COVID19 is poor in terms of occupancy RevPAR, therefore the issue of the importance of an employee's contribution using their skills, abilities, and competencies for a particular work has taken on top priority. In the context of the 5-star hotel brands operating in Rajasthan, which is a component of the Golden Triangle tourism circuit in Northern India, this aspect of HR training and skilling impacts the front office staff service delivery competence. It would be easier for non-5-star hotels to position themselves using human resource interventions in the competitive market if they understood the process of employee competences for Front office staff and applied the results of this thesis in business practical circumstances in environment. The competency profiling of front office staff and the connection of HR training interventions supporting hotel brand promotion are technically real-world commercial applications that support the hotel industry.

1.5 Statement of the Problem

The hospitality sector has been significantly impacted by the COVID-19 pandemic, including 5-star hotels in Rajasthan, leading to a decline in incoming tourists and affecting the overall travel industry. This has resulted in challenges for Rajasthan Tourism in attracting visitors and maintaining customer engagement due to restrictions and protocols related to COVID-19. Front office staff in 5-star hotels are facing new challenges in delivering services while adhering to safety protocols, relying on technology and personalized communication to maintain customer satisfaction. The issue at hand involves understanding how employee competencies, training interventions, and service dimensions influence customer perceptions, revisit intentions, and organizational efficiency in the context of 5-star hotels in Rajasthan post-COVID-19.

Considering the difficulties faced in COVID-19 pandemic, it is necessary to investigate how the competences, training programmes, and service protocols of Rajasthan's five-star hotels affect the experiences of their customers, the efficiency of their organisations, and their ability to compete on a global scale. A thorough understanding of how staff capabilities affect organisational efficiency and production is of the utmost importance in the hospitality business. Even though employees' abilities are the engine that propels businesses forward, little is known about how competencies, training interventions, and HR policies may help 5-star hotels gain an edge in the market. It is critical to understand this knowledge gap in competitive and ever-changing hospitality industry and the elements that affect employee productivity, work happiness, and organisational efficiency. Therefore, study is purposed to investigate the role of

training programmes, understanding individual competencies, and HR practices in driving operational excellence and optimising employee skills in 5-star hotels, as well as the relation between organizational efficiency and performance of businesses.

1.6   Scope of the study

This study focuses solely on 5-star hotels. The geographical scope is confined to Rajasthan State. The scope of this study encompasses the evaluation of employees competencies in the context of organizational development and efficiency. The focus is on exploring the employee competencies to examine the right skills required to be competent for front office staff (FLEs). This study is undertaken for three years from 2020 to 2023. The broader scope involves scrutinizing the multifaceted correlation between the employee competencies, organizational efficiency, and individuals productivity across various sectors with a specific emphasis on the hospitality industry.

1.7   Limitation of the study

Although every attempt was made to collect accurate data, it would be inaccurate to say that this research is devoid of constraints. The following are constraints: -

a) Due to limited resources and available time, the research did not cover the full population in the Rajasthan State.

b) A portion of the research is based on the interview schedule, and the degree to which Front office staff disclosed information differed.

c) Some Front office staff were reluctant to give information that was asked for the study.

d) This analysis utilizes public published data from company websites. Consequently, the research is susceptible to the inherent limitations of published data.

1.8 Thesis Organization

This thesis comprises of five sections in form of chapters.

Chapter 1: Thesis starts with background of the topic followed by statement of problem. Importance of understanding employee competencies for organizational efficiency. Scope and limitation are also covered in this chapter. Factors of employee competencies, employee productivity and organizational efficiency of front office staff in 5-star hotels is studied along with the effects of the COVID-19 pandemic on the industry and the challenges faced by front office staff in service delivery.

Chapter 2: Introduction to Literature review, where past academic concepts, theories, models, and empirical findings are revisited. The synthesis of different elements of the research topic are identified and given a relational shape regarding factors influencing the outcomes and gaps found in this topic. The conceptual definition of employee competencies, employee productivity and organizational efficiency are defined. Research gap is identified, and a conceptual model is framed followed by conclusion.

Chapter 3 – Discussion on methodology which aims to choose appropriate methodologies for investigating the effect of employee competencies on individuals productivity and efficiency in the hotels of Rajasthan. It outlines the components of the methodology, including positivism philosophy, deductive approach, and quantitative data collection methods. The methodology chapter also justifies the use of closed-ended questionnaires for online surveys to collect numerical responses. It emphasizes the descriptive nature of the investigation to understand the existing situation regarding employee competencies in hospitality firms in Rajasthan. Ethical considerations are also discussed.

Chapter 4 – This chapter includes discussion and results using SPSS 22 and Smart PLS. Tables and figures are used to present results. Descriptive analyses of employee competencies. Used CFA to validate the factors. Assessed the measurement model through construct validity and reliability. To test how employee competencies influence employees productivity and organizational efficiency Structural model was used. Moderation analysis was used to test the moderation of age and experience.

Chapter 5 – These chapters align with the structure of a typical research study, covering the introduction, objectives, methodology, results, and conclusion, along with major findings, managerial implications, constraints, and recommendations for future research.

CHAPTER-2
LITERATURE REVIEW

2.1 Introduction

Competency is a critical concept in the field of human resources management, playing a significant part in shaping organizational success and employee performance. This introduction sets the stage for exploring the complex nature of competency, illustrate on the diverse perspectives and factors that hampers its definition and application.

As organizations strive to enhance their competitive edge in the rapid evolving business world of today, the importance of employee competency becomes increasingly evident **(Lustri et al. 2007).** Competency encompasses the KSAs such as knowledge, skills, abilities, and behaviours that individuals bring to their roles, influencing their performance and contribution to organizational goals. Understanding and effectively managing competency is essential for optimizing workforce productivity, fostering employee engagement, and driving innovation within organizations.

Despite the recognized significance of competency, defining it remains a complex and evolving process. Different disciplines, industries, and organizational contexts may interpret competency in distinct ways, leading to a diverse range of definitions and frameworks. This diversity can create challenges in aligning competency practices with organizational objectives and in developing comprehensive strategies for talent management and development.

We will dive into the rich tapestry of research and insights surrounding competency, exploring the various dimensions, theories, and practical implications associated with this fundamental concept. By examining the evolving landscape of competency definitions and applications, we aim to provide a comprehensive overview that illuminates the complexities and nuances of competency in the modern workplace.

Through an exploration of key studies, theoretical frameworks, and empirical findings, this review seeks to deepen our understanding of competency and its role in shaping organizational performance, employee engagement, and strategic human resource management practices. By synthesizing diverse perspectives and highlighting emerging trends in competency research, our objective is to add to the current discussion regarding optimizing employees productivity and driving sustainable organizational efficiency.

Khabsa and Giles (2014), emphasized that using capture/recapture techniques, based on the coverage of two well-known academic search platforms like Microsoft Academic Search and Google Scholar, the number of scholarly documents that are available online can be estimated. An estimated 114 million academic publications authored in English are available online, with Google Scholar housing around 100 million of them. Among these, calculate that a minimum of 27 million (24%) are accessible without any form of payment or membership. The keywords used for the research are: "Employee competency," "Employee productivity," Organizational efficiency," "Front line employees" and "Hospitality sector." The peer-reviewed articles published and available online from 2000 until 2024 in Elsevier, Springer, Emerald, Ieeexplore, Inderscience, and Taylor and Francis databases was collected.

Review process of papers was done adhering to the approach proposed by **Grant and Azadeh (2014)**. In paper selection phase, three steps process was followed which includes screening, assessment of paper and analysing and synthesizing of data.

Step 1 – Defining Criteria – On the basis of keywords and titles, a total of 424 articles were downloaded out of which 124 were found appropriate for further study based on publication date, credibility of journal and accessibility of the paper.

Step 2 – Assessment of paper – After defining criteria, 309 papers were taken forward for further scrutiny. After scrutiny 124 papers were taken into consideration on basis of objectives and keywords. Further explored citation networks by reviewing reference lists and kept a record of the papers reviewed, noting down details such as title, authors, publication venue, and key findings.

Step 3– Analyzing and synthesizing of data – At this step, all research papers have been read properly and research gap along with literature review was considered. At this step, 124 research papers have been categorized into Literature review, research gap is taken out and objectives of research have been designed for further conceptual framework.

2.2 Employee Competency

Rajakumar and Yashodha (2023) stated that Employee competencies are defined as observable abilities, knowledge, skills, traits, or motivations that are necessary for successful job performance. Competency-based human resources planning links HR management with strategic planning. Employee competency and understanding is crucial for aligning workforce with business objectives. Competencies serves as a behaviour needed for successful job

performance. Employee competency is understanding of an individual capability to perform a job properly.

Salman et al., (2023) advocates a company's most important asset is its people who can help the company expand and achieve its objectives via the application of their knowledge, motivation, and abilities. Employee competencies, including self-competence, team competence, and social competence, were studied that has direct influence of human resource management techniques on the concepts mentioned. These activities include hiring, employee engagement, performance evaluation, training, and development.

Le Deist et al., (2005) refers to competency as standard basis needed to execute organisational task and explained the intellectual skills that are required to develop knowledge and attitude of an individual. Skills can be defined as goal oriented, well-organized behaviour that is acquired to perform tasks at work. The vocational qualification created new framework of understanding competencies. The development of knowledge requires development of skills, all of which are prerequisites for the development of competence. Competence based on occupational profiles need to be develop with qualification frameworks.

Wuim and Ben (2014) competences are the critical traits that workers need to succeed in their jobs and have a positive impact on the bottom hierarchical structure. These could change according to the business's objectives, the nature of the work, and the position itself. Soft skills include things like the ability to communicate effectively, work well with others, solve problems creatively, and take the lead, whereas technical skills include things like knowing how to use a certain piece of software. For making sure that workers can carry out their duties and producing the expected results, employers often identify and define critical competencies that are specific to each position. Within organization, competency frameworks are used to assess, develop, and evaluate employees' performance and potential for growth of individual and organization.

Competency is a crucial component affecting learning, (**Yang et al., 2006**) propounded that competency is a quality and body of knowledge that may be demonstrated by appropriate working and connected competence to behavioural traits linked to job performance. The iceberg theory, put forth by **Spencer & Spencer (2008)**, contends that competencies are about characteristics, both apparent and implicit, that aid in understanding and predicting work performance and highlighted how turning resources and capabilities into organisational core

competencies leads to organisational strength. To successfully design firm strategy, it is crucial that core competences be related to both the person and organisational level.

In research the terms "competence" and "competency" interchangeably. Both expressions have the same meaning. This viewpoint is debatable. The definitions of these phrases have generated a great deal of discussion over time. According to **Winterton Jonathan (2009)** definition, based on **McClelland's (1973a)**, competency or competencies are the personal qualities that a person must have to perform well. Contrarily, competence or competencies are terms used to describe the knowledge or skills a person must have to do a task necessary for that occupation. In other terms, it indicates an individual capacity to conduct a necessary work for their position.

González et al. (2021) presented that a front-line employee in hospitality sector refers to individuals who directly interact with guests or customers in various establishments such as hotels, restaurants, resorts, and other hospitality venues. These employees are crucial for providing quality service and ensuring a positive guest experience.

Engen and Peter (2015) acknowledged FLE's are often considered as image of the organization and have a considerable influence on customers loyalty as well as satisfaction, and overall perception of the brand. Effective communication skills, problem-solving abilities, empathy, and product knowledge are essential qualities for front-line employees to succeed in their roles.

Chapman et al. (2006) analysed that by possessing competencies, front-line employees in the hospitality sector can deliver exceptional service, enhance guest satisfaction, and help make things successful overall and reputation of the establishment. Ongoing programs for training and development can help them advance their competencies and ensure that front-line staff remain effective and engaged in their roles.

Ley et al. (2003) concentrates on the observable performance of individuals. The work that needs to be done is the focus. Everyone shall possess the same level of competence as the requirements that are created, with the focus being on the product or work that must be done within those standards. The business can then use these metrics to see how well the employees are doing and, if necessary, provide them with training to help them reach their full potential, regardless of their level of experience. These duties are referred to as competencies that the person must fulfil.

Kowal, Barbara, et al. (2022) focuses on the characteristics of individuals, such as their knowledge, skills, and capacities. Achieve competent performance, according to this concept, is dependent on people's contribution based on their characteristics. Companies train their workers to meet job requirements by emphasising the traits that are most important for that position.

Since the hospitality industry is a very delicate one, front-line employees in the service industry are seen as the utmost important human resources in hospitality businesses, particularly hotels. **Choi et al. (2019)**, front-line staff members are thought of as an organization's face since they welcome and receive guests pleasantly. Through their actions, they also help to shape how customers see their businesses. Front office staff are obligated to assist customers throughout their lifecycle (from check-in to check-out). Reservations, telephone concierge, information desk, bell desk, guest relationship desk, beverage and food service, and in-room housekeeping services are among the crucial business activities in the hospitality frontline environment **(Wang et al., 2017)**. The significance of frontline staff has increased in the ongoing COVID19 pandemic in terms of conducting thermal screening, sanitising the luggage and belongings of the guests, washing, and sanitising their hands, and making sure they adhere to social distancing protocols throughout the hotel environment **(Chen and Eyoun, 2021)**.

More than any other department in the hotel, the front office staff is the first point of contact for visitors and guests **(Lee and Kyoung, 2014)**. The role of frontline managers and staff has also become increasingly important in the modern, globalised business world, where hotel visitors come from all over the world and exhibit a variety of cross-cultural attitudes and behaviours **(Buil et al., 2016)**. Front-line employees must possess cross-cultural skills and competencies in addition to basic customer-centric skills like strong interpersonal skills like communication skills, soft skills, active listening, customer services, empathy, and relationship building to deal with customers coming from diverse cultural destinations for business meetings or vacations **(Bharwani & Jauhari, 2017).**

Technical competencies and emotional competencies are the two categories into which the abilities needed by frontline staff to deliver exceptional competences in the hospitality sector may be classified **(Fukushima et al., 2020)**. The ability of frontline staff to behave and act in accordance with their comprehension of visitors' emotions is referred to as emotional competency. Cognitive behavioral training (CBT) and the development of emotional intelligence may be necessary for frontline personnel to gain emotional competences. **Prentice**

and King (2011) state that emotional intelligence is personal emotion in positive, constructive ways that promote successful communication, reduce stress, and demonstrate empathy when necessary. While welcoming guests, listening to their questions and concerns, and attending to their needs, it enables frontline personnel to develop social awareness and better handle social interactions at work.

Emotional intelligence has five main components: self-control, self-awareness, social intelligence, motivation, and empathy. Additionally, it guarantees that people's behaviour and actions, whether in a typical or extreme scenario, are not controlled by their emotions, whether they be positive or negative **(Miao et al., 2021)**. Frontline workers who can control their emotions might avoid acting impulsively and making rash decisions by exercising self-control and exercising reasonable thought before acting. Instead, then letting their emotions to control their behaviour and actions, self-regulation views any circumstance as "normal."

Lisovich et al. (2021), employees who possesses high amount of emotional intelligence as a competency can increase guest satisfaction and as a result, loyalty for the hotel. He also discovered a favourable association between emotional abilities and client happiness in the services sector supports these assertions further.

In any industry, including the hospitality sector, technical competency refers to the specialised knowledge and skill sets needed to run the systems and procedures linked to the profession **(Millar et al., 2010)**. Few technical skills needed by front office staff in the hotels such as familiarity with the company's operational procedures, such as the hotel's customer life cycle and the processes for check in and check out, consultative and persuasion skills, patience, and the capacity to adjust to changing customer needs.

Summarize all above definitions following nine competencies have been studied further.

2.2.1 Job Knowledge

Bharwani and Talib (2017) discussed that Job knowledge competence refers to the proficiency and understanding of the tasks, procedures, and industry-specific knowledge required to perform effectively in each role within the hospitality sector. Front office staff possessing job knowledge competence demonstrate expertise in their responsibilities, which contributes significantly to service quality, guest satisfaction, and organizational success. Having a solid grasp of the ins and outs of one's job is required to achieve success within

hospitality sector. This relates to a person's intellectual understanding. Knowledge gained on the job is crucial to an individual's growth.

Sisyuk Kristina (2018) highlighted the importance of job knowledge competence in front office staff, indicating that a deep understanding of products, services, and operational procedures enables employees to deliver consistent and accurate information to guests. This competency is particularly crucial in dynamic environments such as hospitality, where employees must navigate various guest inquiries, provide recommendations, and address concerns promptly and accurately.

Hanum et al. (2020) investigated job knowledge competence serves as a foundation for effective problem-solving and decision-making, as employees can draw upon their expertise to assess situations, identify solutions, and make informed recommendations. Learning and performance, or talent development programs play a key role in cultivating job knowledge competence among front office staff. Organisations may maximise employee performance by educating them thoroughly on product knowledge, service standards, and operational processes.

2.2.2 Customer Focus Competencies

Testa et.al (2012) sought to better understand the developing hospitality sector to better serve guests by identifying and mapping the competences needed by FLE to do so. Customer focus competencies is the main aim of hospitality industry as enhancing customer experience give them memorable experiences. Customer focus competencies encompass the skills, attitudes, and behaviours essential for front office staff to know, anticipate, and meet the requirements and preferences of guests in the hospitality industry. Front office staff who exhibit strong customer focus competencies demonstrate a genuine commitment to delivering exceptional service, building positive relationships with guests, and fostering loyalty and satisfaction.

Spowart Jane (2011) emphasizes the significance of customer focus competencies in driving guest loyalty and satisfaction in the hospitality. Front office staff who prioritize customer focus understand the importance of attentiveness, responsiveness, and personalized interactions in creating memorable experiences for guests. This competency involves actively listening to guests' needs, preferences, and feedback, and tailoring service delivery accordingly.

Wu et al. (2015) demonstrated that effective communication skills are integral to customer service competencies, enabling front office staff to engage with guests empathetically, convey

information clearly, and address concerns promptly. By demonstrating empathy and understanding, front office staff can build rapport with guests, anticipate their needs, and exceed their expectations, thereby enhancing satisfaction and loyalty. Moreover, competencies extend beyond individual interactions to encompass a holistic understanding of the guest experience. Front office staff who possess this competency recognize the interconnectedness of various touchpoints throughout the guest journey and strive to ensure consistency, coherence, and excellence across all interactions. This includes proactively identifying opportunities to enhance service delivery, resolve issues, and delight guests at every stage of their stay.

2.2.3 Task Competence

Madera et al. (2020) reviewed that completion of tasks allotted to front office staff within and outside their job description. The credibility which is gained by extra tasks and enhancing their skills is also a part of task competence. Task competence refers to the proficiency and effectiveness with which front office staff in the hospitality industry execute their assigned duties and responsibilities. It encompasses the technical skills, knowledge, and skills to perform specific work and functions in line with various departments like housekeeping, food, and beverages as well as front desk operations, and guest services.

Lucia et al. (2020) underscores the substance of task competence in ensuring operational efficiency and service quality in hospitality enterprises. Front office staff who demonstrate task competence possess a thorough understanding of standard operating procedures, protocols, and safety regulations pertinent to their roles. This enables them to execute tasks accurately, efficiently, and in accordance with organizational standards and guest expectations.

Shum et al. (2018) indicated that recruiters should particularly focus on task competence in departments such as housekeeping, where diligence, time management, and adherence to cleanliness and hygiene standards are paramount. Front office staff responsible for guest room preparation, cleanliness, and maintenance must demonstrate proficiency in using cleaning equipment, supplies, and chemicals safely and effectively to uphold cleanliness standards and create a positive guest experience. In food and beverage operations, task competence extends to various roles, including servers, bartenders, and kitchen staff. Front office staff in these positions must possess technical skills such as order-taking, food preparation, beverage mixing, and presentation to provide superior products and services. Additionally, proficiency in health

and safety procedures, food handling practices, and compliance with regulatory requirements is essential to ensure guest safety and satisfaction.

2.2.4 Social competence

Bharwani and Talib (2017) contributed those attitudes and behaviours of employees amongst themselves and outside the firm. FLE need this skill as they need to face customers as their key role is to interact with them. Social competence refers to the ability of front office staff in the hospitality industry to effectively interact, communicate, and build relationships with guests, colleagues, and other stakeholders. It encompasses interpersonal skills, emotional intelligence, and cultural awareness necessary to navigate diverse social interactions and create positive experiences for all parties involved.

Lee et al. (2022) emphasizes the value of social competence in front office staff, highlighting its impact on guest satisfaction, employee well-being, and organizational performance. Front office staff who possess strong social competence exhibit empathy, active listening, and communication skills, enabling them to establish rapport with guests, understand their needs, and provide personalized and attentive service.

Moreover, social competence extends to cultural awareness and sensitivity, particularly in multicultural and diverse hospitality settings as regarded by **Di Mascio (2010)**. Front office staff who demonstrate cultural competence recognize and respect differences in customs, traditions, and communication styles, fostering inclusive and welcoming environments for guests from various backgrounds. Emotional intelligence is another key component of social competence, enabling front office staff to manage their emotions effectively, empathize with others, and respond adaptively to challenging situations. Employees with high emotional intelligence can regulate their emotions, remain calm under pressure, and maintain professionalism and composure, even in demanding or stressful circumstances.

Genc et al. (2020) mentioned that encouraging respect amongst each other, collaboration, and teamwork in organization reinforces social competence and encourages employees to work harmoniously towards common goals. Recognizing and rewarding employees who exemplify social competence and promote a positive work environment reinforces desired behaviours and attitudes, contributing to employee engagement and organizational success.

Siriwaiprapan (2004), defines social competence as capacity to conform change, eagerness to acquire knowledge, motivation to enhance ability and willingness to take steps, self-assurance,

resilience, openness, receptiveness, self-control, respect for oneself, individuality, and self-determination. It is basic skill of social interaction and communication. Social competence includes networking skills, maintaining relationships, and enjoying the benefits of peer relationships. Communication skills are necessary for social interaction in the workplace so that employees can express their thoughts to others and interpret the meaning of others' communication. Social competence not only helps to create a comfortable working environment, but also facilitates learning from other fields of expertise.

2.2.5 Interpersonal communication competencies

Subhash and Patil (2012) focussed that interpersonal communication helps to exchange information and ideas amongst each other. They can help in building rapport with guests, helps in giving responses and create a better guest experience. It is important to express your emotions and thoughts amongst each other at workplace. Effective communication skills are indispensable for front office staff to convey information clearly, resolve conflicts, and build rapport with guests. highlights the significance of communication competence in enhancing service quality and guest satisfaction. Moreover, interpersonal communication skills aid in team collaboration and coordination.

Wu et al. (2015) indicated that interpersonal communication competencies encompass the abilities needed for effective interaction and communication between front office staff and guests, as well as among colleagues within the hospitality industry. These competencies are essential for building rapport, resolving conflicts, and delivering personalized service experiences that meet the diverse needs of guests.

Shum et al. (2018) underscores the significance of interpersonal communication competencies in driving guest satisfaction and loyalty. Front office staff who excel in interpersonal communication possess the ability to listen actively, express themselves clearly, and adapt their communication style to accommodate the preferences and needs of guests. Effective interpersonal communication enables front office staff to establish rapport and build trust with guests, fostering positive relationships that contribute to guest satisfaction and loyalty. By demonstrating empathy and understanding, employees can create a welcoming and supportive atmosphere that enhances the overall guest experience.

Wirawan et al. (2024) assessed interpersonal communication competencies are essential for resolving conflicts and addressing guest concerns in a timely and effective manner. Front office

staff who are skilled in communication can navigate challenging situations diplomatically, de-escalate tensions, and find mutually satisfactory resolutions, thereby mitigating service failures and preserving guest relationships. In addition to guest interactions, interpersonal communication competencies are vital for fostering collaboration and teamwork among colleagues within the hospitality organization. Effective communication enables employees to share information, coordinate tasks, and support each other in delivering seamless and efficient service experiences.

2.2.6 Employee Training and education

The impact of employees' perceptions of the accessibility, value, and support for training on the service quality provided by restaurants was investigated by **Waqanimaravu and Arasanmi (2020)**. The gathered information via survey method. Study's participants included both the front desk employees and their clients. Customers were asked about the quality of service after staff had answered to questions on training aspects. In this research, 120 valid questionnaires were used. Perceptions of training advantages, training assistance, and service quality are significantly correlated, according to this research.

Che et al. (2010) presents that employee training and education refers to the ability of front office staff in the hospitality industry to effectively acquire, apply, and transfer knowledge and skills gained through training and educational programs. This competency is essential for enhancing employee performance, satisfaction with their and overall success of the organization.

Mathias et al., (2021) underscores the importance of employees learning and education in performance driven and innovation in hospitality enterprises. Front office staff who excel in this competency demonstrate an initiative-taking approach to learning and development, actively seeking opportunities obtain new proficiencies that contribute to their professional growth and effectiveness. Effective employee training and education competency enables front office staff to acquire job-specific skills, operational knowledge, and customer service techniques necessary to excel in their roles. By participating in training programs on topics such as product knowledge, service standards, and technology use, employees can enhance their proficiency and confidence in delivering high-quality service experiences to guests.

Moreover, front office staff who possess intense training and education can apply their learning to real-world situations, effectively translating theoretical knowledge into practical actions that drive organizational performance **(Nwulu et al. 2018)**. Furthermore, employee training and

education competency extend beyond job-specific skills to encompass broader competencies such as communication, problem-solving, and leadership. By participating in professional development programs that focus on these areas, employees can enhance their effectiveness, adaptability, and resilience in navigating diverse challenges and opportunities within the hospitality industry.

2.2.7 Employee attitude and motivation

Subari and Riady (2015) claims that the characteristics that determine the success of PDAM personnel include training, individual competency, and the desire for achievement motivation. He goes on to say that workers' motivation and attitude are major factors in their productivity. Additionally, one of the most crucial factors in controlling their actions is internal communication.

Sadeghi et al. (2019) introduced that employee attitude and motivation refer to the ability of front office staff in hospitality sector to maintain an enthusiasm, elevated levels of motivation, and a strong commitment to achieving organizational goals and delivering exceptional service experiences to guests.

Lee and Kyoung (2014) highlighted the significance of employee attitude and motivation in driving job satisfaction, engagement, and performance in the hospitality sector. Front office staff who possess a positive attitude exhibit enthusiasm, optimism, and resilience, even in the face of challenges or demanding situations. Motivated employees are driven by a sense of purpose, intrinsic satisfaction, and a desire to excel in their roles. They demonstrate initiative, proactivity, and a willingness to go beyond to meet guest needs and exceed expectations, thereby contributing to guest satisfaction and loyalty.

Yang et al. (2016) explored that Leadership styles and company culture are two factors that affect workers' motivation and attitude. Ownership of work, pursuit of continuous improvement, and positive contributions to the organization's success are all outcomes of leaders that create an inclusive, empowering, and supportive work environment. Furthermore, recognizing and rewarding employees who demonstrate a positive attitude, and prominent levels of motivation reinforces desired behaviours and attitudes.

2.2.8 Decision Making Skills

Mun and Kim (2016) investigated in his study attempted to research the influence of decision-making ability and teamwork skills on staff which says that Teamwork and decision-making skills competency is important for high work performance.

Potnuru and Sahoo (2016) outlined decision making skills refers to the ability of front office staff in the hospitality industry to make informed, knowledgeable, efficient, and timely decisions that contribute to guest satisfaction, operational efficiency, and organizational success. These skills are essential for navigating various situations, resolving issues, and delivering exceptional service experiences to guests.

Esendemirli et al. (2023) emphasized the significance of decision-making skills in driving performance and productivity in the hospitality sector. Front office staff who excel in this competency demonstrate critical thinking, problem-solving, and analytical skills, enabling them to assess situations, evaluate options, and make decisions that orient with goals of organization and guest expectations.

Li et al. (2009) addressed effective decision-making skills enable front office staff to respond promptly and effectively to guest inquiries, requests, and concerns. By considering relevant information, weighing alternatives, and anticipating potential outcomes, employees can make informed decisions that address guest needs, resolve issues, and enhance satisfaction and loyalty. Moreover, it extends beyond guest interactions to encompass various operational and administrative tasks within the hospitality organization. Front office staff who possess strong decision-making skills can prioritize tasks, allocate resources efficiently, and adapt to changing circumstances to optimize service delivery and operational performance.

2.2.9 Critical thinking skills

Alexakis and Lan (2019) surveyed hotel industry professionals ratings for the education and experience of hospitality students. The poll findings highlight the need of effective communication skills and reasoning abilities, including problem-solving abilities and critical thinking skills, as essential for providing an exceptional guest experience. Critical thinking refers to the ability of front office staff in the hospitality industry to analyse information, evaluate options, and make reasoned decisions that lead to effective problem-solving, innovation, and continuous improvement. These skills are essential for navigating complex situations, anticipating guest needs, and delivering high-quality service experiences.

Cho et al. (2002) showed significance of critical thinking skills in driving performance and decision-making in the hospitality sector. Front office staff who excel demonstrate the ability to assess situations objectively, identify patterns, and draw logical conclusions based on evidence and reasoning. Effective critical thinking skills enable front office staff to evaluate the implications of their decisions on guest satisfaction, operational efficiency, and organizational goals.

Wilks et al. (2011) studies empower front office staff to proactively identify opportunities for improvement and innovation within the hospitality organization. Innovation and continual development are fostered when workers are encouraged to share ideas, provide constructive comments, and participate in process of making decisions. This enriches a feeling of ownership and empowerment.

2.3 Employee productivity

Sjahruddin et al. (2023) explained that Employees competency attributes to the abilities and individual behaviours that possess and utilize in the workplace by employees. Employees who have high competency levels can perform their jobs well and achieve desired results. Employee productivity, on the other hand, measures how efficiently employees utilize resources and time to produce output. Employee competency and productivity are linked. Employees who have the right competencies for their roles tend to be more productive. They know expectations and how to do their work efficiently. As employee competency increases, so does their productivity and output. In short, employee competency enables productivity while productivity helps enhance competencies. By focusing on developing the right competencies through training and experience and rewarding productivity, organizations can maximize the output of their workforce.

Oladimeji et al. (2023) investigated the influence of talent management and organizational culture on employee productivity in the public sector and assessed the moderating effect of employee involvement in the relationship. The results emphasized the importance of focusing on employee commitment and improving employee productivity. Furthermore, the relationship between organizational culture and employee productivity is influenced by the degree of employee involvement in the company. Hence, organizational culture plays significant role in talent management and employee productivity.

The concept of employee productivity, (**Samson and Gungul, 2014**), has gained more than enough traction in the fiercely competitive business world, and the hotel sector is no exception.

The average measurement of production efficiency is known as productivity. It also describes the proportion of production's output to its actual input (such as labour, capital, materials, knowledge, and efforts). Because the real products offered are intangible services, measuring productivity is difficult for businesses that specialise in the services sector, such as the hospitality. Additionally, the features of the service sector make productivity management more difficult and complex.

Bhatti et al. (2007) described that productivity in the workplace is a measure of success that takes efficiency and effectiveness into account. Finding the people who make a company tick is critical. Organisational culture that promotes employee engagement is associated with improved employee performance, according to the article. As part of this engagement, you may be asked to help with making decisions, creating objectives, or addressing problems. Evidence also shows that a more participative management style may boost morale and output in the workplace. Taken as a whole, it shows how crucial staff productivity is to a success of company.

Haris et al. (2023) analysed that in the Covid-19 post-pandemic and digital era, the impact of employee organizational culture, job motivation, and competence on employee success are all significant factors. The study hypothesis test results indicate that, in the Covid-19 post-pandemic and digital era, work culture has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and competence has a positive and significant effect on employee performance.

Peshave et al. (2013) stated that Productivity in the workplace is described as the level to which workers achieve objectives of an organization via the execution of their job duties. It is a ratio that measures the efficiency of a company's production by comparing the resources used to make a product with the output that the company achieves. It is a straightforward way to quantify the worth that an employee brings to the company. Several metrics may be used to quantify productivity, including the amount of work done, the quality of that work, the happiness of customers, the attainment of objectives, and the amount of money made. To improve the effectiveness of assessing productivity, organisations should establish defined criteria and include workers in the process. Any company that wants to succeed must find a way to increase staff productivity. Training and development opportunities, efficient systems and procedures, a decent work atmosphere, recognition and reward for outstanding performance, and continual evaluation and monitoring of performance are all ways to attain this goal. Because it has a direct influence on efficiency of company, profitability, and to satisfy

the expectations of its customers, staff productivity is a key dimension in the success and competitiveness of businesses.

Ada et al. (2023) workers' efficiency and effectiveness in doing their work and making a positive impact on the company's objectives is known as productivity. Wage policies and employee productivity are significantly related, according to the results given in the text. Wages motivate people to work harder and more efficiently, according to a sizeable percentage of respondents. Furthermore, wage policies accounted for almost 72.1% of the variance in productivity, demonstrating a substantial and statistically significant association according to the regression analysis. A major factor in raising morale and productivity in the workplace is public acknowledgement of employees' efforts. A robust and statistically significant correlation between employee recognition and their productivity, and the research found that acknowledgment boosts morale. Recognition procedures account for about 73.9 percentage of the variation in employee productivity. Implementing such remuneration systems and recognition programmes should be a top priority for organisations, especially those in the hospitality sector, as they may significantly boost employee happiness and productivity.

Jahmani et al. (2023) Results shows a interlink between the employee management and performance of organization which suggests that better management of people might boost organisational efficiency. The research also found that physical environment, organisational structure, and systems all affect staff management, which in turn affects employee productivity. Additionally, the research implies that productive workplace relationships, which may be encouraged by skilled staff management, can boost workplace productivity, which in turn contributes to organisational efficiency.

2.3.1 Task Performance

Siyal, Saeed, et al. (2023) recognized Task performance in the context of employee productivity, as discussed in the paper, refers to the effectiveness and proficiency with which employees conduct their routine tasks and overall technical responsibilities within the hospitality industry. It is an estimate of how employees perform their designated job duties and responsibilities, reflecting their ability to meet job requirements and achieve desired outcomes in their roles. Task performance is a key aspect of employee productivity as it directly hampers the overall performance and organizational success.

Kalia and Bhardwaj (2016) referred to the specific behaviours and actions that employees engage into fulfil the requirements of their job roles. Work quality and quantity refer to how

well people or teams carry out their responsibilities. Meeting business objectives, giving good presentations, and accomplishing certain job-related outcomes are all examples of task performance that are linked to the goals and objectives of the organization. The smooth operation of businesses depends on this kind of performance, which is usually evaluated in relation to established criteria and objectives.

2.3.2 Adaptive Performance

Nanesa et al. (2022) referred to employees ability to adjust their behaviours and strategies to effectively meet the changing demands of their work environment. It involves being flexible, responsive, and proactive in adapting to new tasks, technologies, and work conditions. Employees who demonstrate adaptive performance can quickly learn new skills, problem-solve efficiently, and adjust their approaches to achieve desired outcomes.

Charbonnier et al., (2012) examined adaptive performance behaviour plays a key role in strengthening employees productivity. Employees who exhibit adaptive performance behaviours are more likely to transcend in their roles, contributing to organizational success, and thrive in dynamic and competitive business environments. By being adaptable and open to change, employees can effectively navigate challenges, seize opportunities, and drive innovation within their organizations. By cultivating a culture that values adaptability, encourages continuous learning, and supports employees in developing their skills and capabilities, organizations can boost employee productivity and achieve sustainable growth.

2.4 Organizational Efficiency

Azimi et al. (2023) introduced that Organizational efficiency refers to the potential of an organization to achieve their objectives with the help of minimal waste of resources, effort, and time. It involves optimizing processes, procedures, and structures within the organization to maximize productivity, reduce costs, and enhance overall performance. Efficient organizations typically exhibit streamlined operations, effective resource allocation, and a focus on continuous improvement to stay competitive and adjust to changing conditions. Improve efficiency, organizations should regularly measure and analyse key metrics, identify bottlenecks and inefficiencies in processes, implement changes gradually through testing and feedback, track results of changes and make further adjustments as needed and reward efficiency improvements and share best practices across teams and departments. Overall, organizational efficiency requires commitment from leadership and employees alike. But when achieved, it can significantly boost performance, morale, and results for the entire organization.

Djajasinga et al. (2021) said that the term "organisational efficiency" describes the degree to which a company makes effective use of its assets in pursuit of its objectives. When it comes to people, a company may be efficient: Through making sure workers are well-equipped, inspired, and motivated to do their jobs well. Factors such as establishing a positive work atmosphere, recruiting qualified candidates, and investing in their professional growth are all part of this. Procedures: By reducing duplication and unnecessary steps, we can standardise and streamline our procedures. This may involve analysing workflows, identifying bottlenecks, and implementing improvements. Technology: By utilizing the latest technological tools and automation to boost productivity and reduce costs. This could mean things like cloud computing, AI assistants, robots, and automated reporting systems. Resources: By making sure physical and financial resources are allocated appropriately based on priorities. This involves planning, budgeting, procurement, and asset management. In short, organizational efficiency is about how well an organization is run in terms of its people, processes, technology, and resource utilization.

Treinta et al. (2020) researched that Organizational efficiency relates to how well an organization utilizes its inputs - such as money, people, and equipment - to produce its outputs of products and services. An efficient organization minimizes waste and uses resources in a productive manner to meet its goals. Some examples of organizational efficiency include A low cost per unit of output, High productivity levels among employees, Low material spoilage and waste and Minimal duplication of work. Organizations can improve efficiency through strategies like Streamlining processes to reduce unnecessary steps, improving employee skills and motivation, investing in technologies that boost productivity and better scheduling and allocation of resources. While efficiency is important, organizations also need to focus on effectiveness - ensuring they are achieving their objectives and meeting customer needs. An efficient organization that misses the mark on goals and customer satisfaction will not be successful long term.

De Carvalho et al. (2016) Organisational efficiency, as previously said, is defined as the capacity of a business, especially one operating in the hospitality sector, to maximise output while enhancing customer satisfaction. It is considered essential for independent hotel management to gain a competitive edge that can be maintained over time. Stay afloat in the ever-changing market and enhance the service that is offered, organisations must always search out new ways to innovate to be efficient. Furthermore, it stresses the significance of human resources and how they impact the organization's success or failure. By focusing on

organizational efficiency, companies can enhance their effectiveness in communication, improve the speed and accuracy of processes, and achieve their goals and objectives more effectively and efficiently.

Bartuševičienė and Evelina (2013) defined the difference between organizational effectiveness and efficiency. Effectiveness measures how efficiently an organization achieves its goals and objectives, while efficiency measures the optimal use of resources to produce outputs. Effectiveness focuses on outcomes, value creation, and interactions with the environment. Efficiency relates to the inputs and outputs within the organization itself. While both effectiveness and efficiency are important, organizations that are both effective and efficient achieve the best performance. Paper also states how organizations can assess their effectiveness and efficiency through metrics like return on assets, total asset turnover ratio, and profit margin ratio. Tools like Total Productive Maintenance and organizational self-assessment can help organizations improve their performance by identifying areas for improvement. While effectiveness and efficiency provide different information, organizations should aim to achieve elevated levels of both to ensure long-term success and competitiveness.

Aktaş et al. (2011) established organisational efficiency, which includes several factors including quality, cohesiveness, flexibility, development of human resources, planning, growth, control, stability, and goal setting. In this research, organisational efficiency is measured along these aspects. Moderating the interconnection between organizations efficiency and the culture include the values of senior managers, the unpredictability of the inside and outside the organizations environment, and other factors.

Davis et al. (2002) To be efficient, an organisation must be able to accomplish its objectives with little outlay of resources. The efficiency with which an organisation generates outputs from its resources is quantified by this metric. An effective business makes better use of its resources and gets more done with less. An organization's effectiveness may be defined as the degree to which it accomplishes developed aims and objectives. An effective organization can accomplish what it sets out to do. Both efficiency and effectiveness are important for organizational success. However, they are distinct concepts. Efficiency focuses on the use of resources, while effectiveness focuses on achieving goals. An organization can be efficient without being effective if it is not achieving its actual objectives. Similarly, an organization can be effective without being efficient if it wastes resources to achieve its goals. Efficiency is often measured quantitatively based on ratios and metrics, while effectiveness is measured

qualitatively based on goal achievement. Improving efficiency typically requires process changes and optimization, while improving effectiveness often requires changes to strategies, goals, or objectives. Maximize performance, organizations should strive for both high efficiency and high effectiveness. This means using resources in the most optimal way while also making progress towards the right goals. Regularly evaluating and measuring both efficiency and effectiveness can help organizations identify areas for improvement.

Manning et al. (2012) defines an organisation is considered efficient if it can maximise the use of its resources, procedures, and systems to accomplish its goals and objectives in the optimal and efficient manner. It involves maximizing productivity, minimizing waste, and ensuring that resources are allocated and utilized in the most effective manner. Organizational efficiency is crucial for generating competitive advantage and improving performance in various areas, such as service quality, customer satisfaction, and overall organizational effectiveness. It often involves implementing strategies, technologies, and practices that streamline operations, enhance communication, and improve decision-making processes. By focusing on organizational efficiency, companies can improve their performance, reduce costs, and achieve sustainable success in a competitive market.

Daskin et al. (2012) highlighted the capability of an organization to capability own objectives with minimal use of resources is known as organisational efficiency. This comprises establishing reasonable business goals that only use necessary means of attainment. Minimising risks is the primary goal. A more efficient and cost-effective means of accomplishing an organization's goals will lead to more profitability.

Adoption of various business tools, technology, and management philosophies are all part of organisational efforts to achieve improved performance. Business practises must concentrate on tasks that have the greatest influence on organisational efficiency due to limited financial resources **(Poldrugovac et al., 2016)**. Focus managers' attention on areas that can increase productivity; the sources of organisational efficiency, such as hotel efficiency, must first be identified. This is crucial for various industries, but it's crucial for the hotel business in particular because of how seasonal it is.

Nolan (2017) stated that "efficiency" is a key factor of management control and a requirement for encouraging progress. The data envelopments analysis (DEA) (Cooper et al., 2011) is one of the methodologies that may be used to assess the effectiveness of a hotel organisation. This

suggests that organisational efficiency may not be only determined by staff performance and/or production.

According to past empirical study conducted in nations like Croatia, independently owned hotels and domestically brand of hotels are the most efficient, whereas global brand hotels are the least effective **(Vudric et al., 2019).**

Sharma Sanjay (2017) investigated the interlink between hotel size and efficiency in the Indian environment but came to no definitive conclusions. According to **Manoharan and Singal (2019)**, it is possible for managers to maintain an improved incentive policy, upgrade the service quality of hotel management practises, adopt superior benchmarking procedures, better labour controls, and train and develop employees to keep up with the most recent technological trends to increase efficiency in the hospitality industry.

Alberca and Parte (2018) concluded that each hotel has its own set of traits and attributes and that there isn't a single, universal approach for boosting the effectiveness and performance of hotel organisations. There are, however, two ways to increase hotel efficiency. First, hotels could lower the cost of the inputs used to produce their products (food, drinks, and menu items) and services. Optimising rooms, cutting back on labour for food and beverages, using energy-saving measures to reduce energy use, and other costs are all examples of ways to cut back on inputs for services. The alternative is to raise the output level, which refers to the results of the process of producing services, such as rate and income.

Rotea et al. (2018) reviewed that an organization is efficient if it makes effective use of its resources and procedures to maximise production and quality and minimise waste and redundancy. Employee productivity is a measure of the efficiency of employees and how much value they generate for the organization through their work. Organizational efficiency and employee productivity are closely related. Some ways to improve both includes equipping employees with appropriate tools, technology, and resources to accomplish their task efficiently, implementing streamlined processes and procedures that minimize wasted time and effort and setting clear goals and expectations for employees and teams. When organizations operate efficiently, employees have clarity on what's expected of them, what resources they need and how their work contributes to organizational goals. This enables employees to work productively and generate the most value for the organization. In summary, organizational efficiency creates the foundation for high employee productivity. By continuously identifying

and removing inefficiencies in processes, technology and communication, organizations can empower their employees to work smarter and achieve more.

Verle et al. (2014) recognized that when a company makes effective use of its resources to generate output and accomplish its objectives, it is said to be operating efficiently. Optimal utilisation of resources (including people, technology, and space) is a key component in process streamlining. The ability of an organisation to successfully carry out its goal is dependent on its competences, which are its unique collection of knowledge, skills, procedures, and capabilities. Competencies and organisational efficiency go hand in hand. An organization's competencies determine its potential for efficiency, while efficiency helps develop and refine those competencies further. For example, efficient processes and systems help develop technical competencies within the organization. And competencies like collaboration and teamwork enable employees to work efficiently together. Overall, organizations need to understand what makes them unique and how they can utilize their collective strengths in the most efficient manner. By focusing on developing the right competencies and implementing efficient processes, organizations can increase their performance and achieve their strategic goals.

2.4.1 Goal oriented performance

Ali and Ali (2022) regarded that Goal-oriented performance management is a cornerstone of fostering productivity and driving success within organizations. By establishing clear and measurable objectives for employees, companies provide a roadmap for individual and collective achievement. Employees with defined goals have a feeling of direction and purpose, motivating them to channel their efforts towards meaningful outcomes.

Fayyaz et al. (2014) presented that through frequent performance reviews and feedback tied to these objectives, employees remain accountable for their progress, ensuring alignment with organizational priorities. Moreover, goal-oriented performance management encourages a culture of continuous improvement, as employees strive to meet and exceed established benchmarks. This approach enhances individual productivity but also imbibe collaboration and synergy among teams working towards shared goals. Acknowledging and compensating employees for their efforts towards goal attainment further reinforces positive behaviours and sustains elevated levels of performance. Ultimately, goal-oriented performance management

empowers employees to focus their efforts on tasks that directly contribute to organizational efficiency, driving productivity and fostering a culture of excellence.

2.4.2 Production efficiency

Davis et al. (2002) established that Production efficiency and organizational efficiency are critical components of ensuring the smooth operation and success of a company. Production efficiency specifically related to the effectiveness which a company utilizes leveraging its resources to manufacture goods or provide services. This entails streamlining processes, with minimizing wastage, and maximizing output while maintaining quality standards. Production efficiency is essential for reducing costs, meeting customer demand, and staying competitive in the market.

Sharma et al. (2016) studied that organizational efficiency encompasses a broader scope, encompassing all aspects of the operations of company beyond production. It incorporates the effective management of resources, including human capital, financial resources, and technology, to achieve organizational goals. Organizational efficiency focuses on streamlining processes, eliminating redundancies, and improving overall performance across departments and functions. While production efficiency primarily deals with the manufacturing or service delivery aspect of the business, organizational efficiency extends to areas such as administration, finance, marketing, and customer service. Achieving elevated levels of organizational efficiency requires aligning all aspects of the company's operations with its strategic objectives, fostering communication and collaboration among teams, and continuously evaluating and improving processes.

Both production efficiency and organizational efficiency are essential for enhancing competitiveness, driving growth, and ensuring the sustainability and long-term goals achievement of the organization. A company that excels in both areas can effectively meet customer needs, adapting to changing market conditions, and maintain a strong position in the marketplace.

2.5 Research Gap

2.5.1 Overview of the study in identifying the gap

Research on the views of managers and newcomers to the field on the necessary skills for fresh management designations in the hotel sector is required (Jiang & Alexakis, 2017). Focussing on FLE in the hospitality sector, it is important to evaluate the role of staff competences in

maintaining organisational efficiency and productivity, as these interactions form the backbone of the customer experience and reflect the company's image. As a result, the present research looks at how skills might help boost productivity in the hotel sector, which in turn improves organisational efficiency. To get their thoughts on the matter, we will send a questionnaire to the management team of a five-star hotel in Rajasthan. Thus, this research will try to fill the anticipated knowledge vacuum and provide novel theoretical frameworks to the current knowledge.

More specifically, human resource development (HRD) practises are programmes that are designed and put into place to help employees enhance their competences, which in turn helps them operate better and perform to expectations (Nilsson and Ellstrom, 2012). As per (Yuvaraj and Mulugeta, 2013), HRD implementation aim in enhancing workers' competencies and productivity via the utilisation of pre-existing methodologies in organisational development, performance management, career progression, and training and development. Compensation, performance reviews, career advancement, employee relations, training, development, and engagement were the HRD practices outlined by Ruona and Gibson (2004). Similarly, Clardy Alan (2008) argues that HRD practises are an important strategic tool for organisations to influence employees' knowledge, attitudes, and behaviours in a positive way, which in turn can boost performance and productivity. According to Kehoe and Wright (2013), this is the primary reason individuals learn new things, which improves the performance of their organisations.

Human resource development and organisational performance have been the subject of much theoretical and conceptual inquiry, with several practitioners and academics making strides in this direction. In human resource development, previous research has shown a relationship between these two aspects (Riordan et al., 2005). Alagaraja et al. (2015) stated that there are five main ways to look at the connection between HRD, effectiveness and performance of the organization: best-fit and best-practice models, combination of the two, and stakeholder perception based. Organisational success is positively correlated with human resource development activities, either as an individual practice or as part of a network, as per Rahman et al. (2013). Human resource development efforts, as proposed by Nilsson and Ellstrom (2012), allow workers to acquire new skills, which in turn boosts the efficiency and productivity of the business.

Given the significance of FLEs in creating memorable experiences for customers and preserving the credibility of hospitality businesses, Bhebhe and Moment (2020) noted that

research on how FLE competencies can enhance productivity and efficiency within the work environment wherever lacking. Considering the dynamic nature of the Indian hospitality sector, it is crucial to fill this knowledge gap by studying how competences can be used to boost productivity in the workplace and propel companies to greater heights.

While there is a wealth of literature on competency but in hospitality sector, there is noticeable insufficient research examining the factors that influences organisational efficiency and staff productivity in the Indian hospitality industry. Research on the specific difficulties and possibilities encountered by Indian hospitality companies is lacking, in contrast to studies that have investigated competence in general and its consequences for workforce development.

2.5.2 The gap identified

The rapid growth of the hospitality industry in India, driven by changing market dynamics, technological advancements, and increasing per capita income, has created a demand for skilled and competent workforce management. However, existing studies indicate a mismatch between industry expectations and the qualifications possessed by hospitality graduates and freshers, highlighting a disconnect between educational curricula and industry requirements.

This research gap underscores the need for a more nuanced understanding of the competencies essential for new management positions in the Indian hospitality industry. By exploring the discrepancies between industry practitioners' expectations and educators' perceptions of graduate qualifications, researchers can identify key areas for improvement in workforce development and talent management strategies.

In addition, given the influence of FLEs on customer experiences and company reputation, it is important to investigate competence mapping and how it affects efficiency and productivity in the hotel industry. Scholars may fill this knowledge vacuum and provide light on how competences play a strategic role in enhancing operational performance and customer happiness in Indian hospitality enterprises.
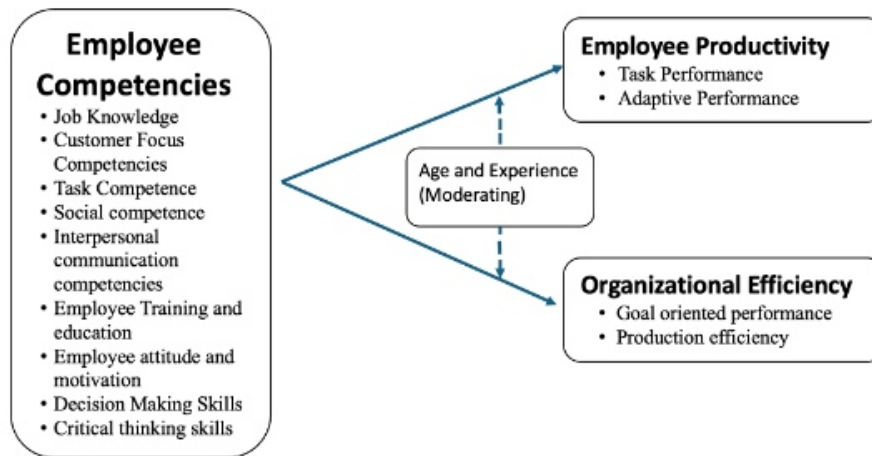
Fig 2.1: Conceptual Framework

2.6 Conclusion

Competency plays a vital role in driving organizational efficiency, employee productivity, and customer satisfaction in the Indian hospitality industry. By addressing the research gaps identified in this literature review, scholars and practitioners can develop evidence-based strategies for talent development, organizational effectiveness, and sustainable growth in the Indian hospitality sector. Understanding and leveraging employee competencies are essential for aligning the workforce with business objectives and ensuring a competitive edge in the dynamic landscape of the hospitality industry.

CHAPTER 3
METHODOLOGY

3.1 Introduction

In methodology, purpose is to discuss a range of methodologies and methods that can be followed to conduct the investigation and choose the most appropriate ones that are relevant to the study. Designed as a framework, the methodology helps fulfil the research aim built around analyzing the impact of employee competencies for ensuring employee productivity and organizational efficiency for front office workers in the hospitality sector in Rajasthan. The components of the methodology, including the positivism philosophy, the deductive approach, which is aligned with the quantitative method of data collection, and the survey using a questionnaire as the tool to collect the data, are justified. Questionnaires designed were online surveys with closed-ended and structured, which helped to collect numerical responses.

The type of investigation was descriptive, and hence, an in-depth enquiry was conducted to describe the existing situation and phenomenon underpinning the development of employee competencies through human resource development in hospitality firms in Rajasthan and how it led to improved employee productivity and organizational efficiency for front office workers. The use of the quantitative method was mainly utilized in research to depict the traits of a sample being studied and then generalize the overall findings to a wider population in the industry. Descriptive research helps to describe the characteristics of the targeted population in a specific background, understand the existing trends, and verify the relationship between the key variables, even though the researcher lacks control over the variables (Kothari Chakravanti Rajagopalachari 2004). Research onion was designed by Saunders et al., (2009) provided the methodological frameworks to conduct the investigation, as discussed in the subsequent part.

3.2 Aim and Objectives

To determine how employee competencies affect front office staff in Rajasthan's hospitality business in terms of assuring employee productivity and Organizational efficiency.

3.2.1 Research Questions

RQ1. What are the key competencies required for front office staff in 5-star hotels in Rajasthan?

RQ2. What are the factors influencing employee productivity and organizational efficiency among front office staff in 5-star hotels in Rajasthan?

RQ3. How do the employee competencies of front office staff impact their productivity in 5-star hotels in Rajasthan?

RQ4. How do the employee competencies of front office staff impact organizational efficiency in 5-star hotels in Rajasthan?

RQ5. How do demographic factors age and experience moderate the interlink between employee competencies and productivity amongst front office staff in 5-star hotels in Rajasthan?

3.2.2 Research Objectives

- To examine competencies of front office staff in 5- star hotels of Rajasthan.
- To explore factors of Employee Productivity and Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.
- To study the impact of Employee Competencies on Employee Productivity of front office staff in 5-star hotels of Rajasthan.
- To study the impact of Employee Competencies on Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.
- To study the moderating role (demographic - Age and Experience) between the relationship of Employee Competencies and Employee productivity of front office staff in 5-star hotels of Rajasthan

3.3 Research Onion

Designed by Saunders et al. (2009), the research onion provides guidance to the researcher in choosing the most appropriate philosophy required for research, approaches, strategies and choices for a specific time, whether cross-sectional or for a longitudinal study. Reflecting the resemblance of an onion, this research methodology model includes the key elements that incorporate the

research framework designed. The research design framework incorporates the research methods, procedures, and strategies to be adopted to collected data and finding the answers to questions defined for doing research. Peeling each layer of the onion, starting from the outermost layer, helped the researcher choose each research element by penetrating the innermost layers systematically and finally collecting data to resolve the research problems.
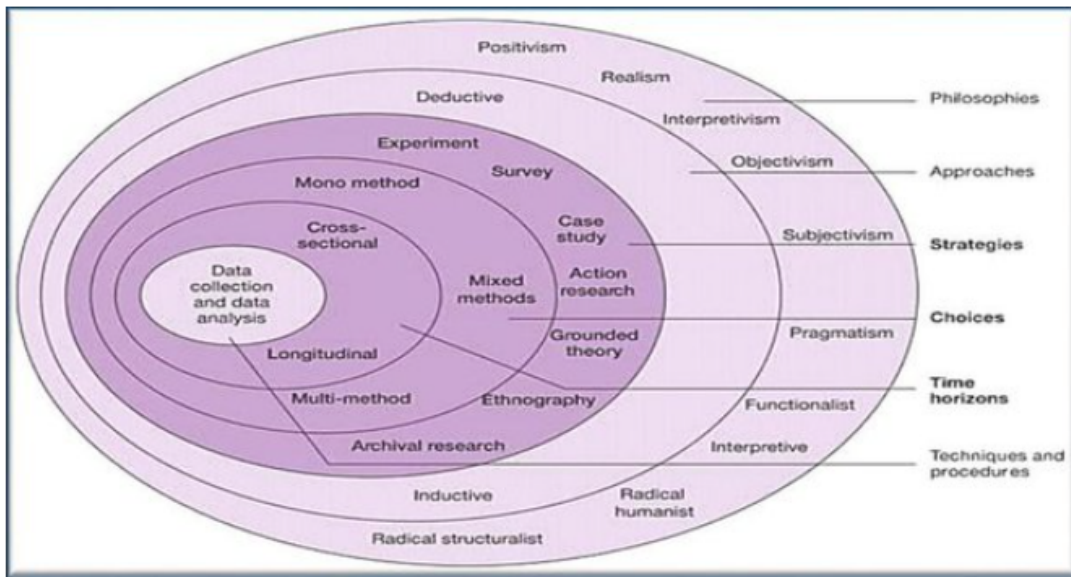
Fig 3.1: Research onion model

Source: Saunders et al. (2009)

3.3.1 Research Philosophy for Following Positivism

After evaluating the characteristics, assumptions and beliefs embedded in each of the philosophical standpoints discussed above, the positivist worldview was considered appropriate because positivism considers human behaviour and thinking passive and controlled by the external world (Kuipers Theo AF, 2013). This implies that the descriptive and elaborate human views and understanding, insights and perceptions, lived experiences and emotions, and the possibility of subconscious bias are subject to question. Positivism helped to collect quantitative data to statistically test the impact of employee competencies to ensure employee productivity and organizational efficiency for front office workers in the hospitality industry in Rajasthan.

Dependence on elaborate human views and perceptions may question the research validity due to the inclusion of potential bias, including the researcher's own judgments that may unconsciously include bias (Rubadeau Ksan, 2015). Therefore, interpretivism was considered weaker for the study because it relies on extensive human views, ideas, experiences and emotions, and the researcher's own judgments, which may be biased. Using positivism, the findings will be obtained through logical interpretations and scientific observation rather than relying on subjective views.

3.3.2 Research Approach for following the deductive approach.

Following deductive approach helped to initiate this study with a critical, deeper review of the theories underpinning theories of HRD in the hospitality industry, and HRD approach towards frontline employees, competency framework, the employee competency and workload from the Job Demands Resources Model (JD-R Model), competence-oriented management of process performance, including the resource-based view theory, and causal models to critically review the effect of competencies on the performances of processes, and talent managements capabilities. The theories and concepts, including the empirical studies already conducted by previous researchers to analyze the impact of employee competencies for ensuring employee productivity and organizational efficiency for front office workers in the hospitality industry, and published studies, have been critically reviewed.

Finding research gaps in existing studies was followed to formulate the sets of research hypotheses to clarify how the independent and dependent variables relate to each other. Further investigation was undertaken by conducting employee surveys based on closed-ended questionnaires to collect quantitative data that were tested using statistical methods for testing the theories and confirming or rejecting the existing knowledge by testing the hypothesis. Subsequently the quantitative method was followed using the deductive process to collect data to evaluate the impact of employee competencies for ensuring employee productivity and organizational efficiency for front office workers of the hospitality industry in Rajasthan.

The inductive approach was considered weaker for this study because it delves of exploratory research that requires exploration and discovery of knowledge that was not known before. The inductive process of understanding the emerging data patterns does not suit this study's research requirements.

3.3.3 Type of investigation for conducting descriptive research.

Descriptive research is also identified as statistical research, and it defines a phenomenon in the manner that it occurs. Descriptive research is followed to ascertain and acquire information relating to the characteristics of a specific concern linked to people, groups or society. The justification of the current research is to investigate the impact of employee competencies to ensuring employee productivity and organizational efficiency for front office workers in the hospitality industry in a particular context. Therefore, the issue was linked to specific people, such as hospitality firms' employees. Therefore, it would not be incorrect to say that descriptive research tends to describe social situations, social structure, and social events.

In the current research, descriptive research helped to answer the questions from multiple angles by collecting data from a list of exhaustive closed-ended questionnaires for quantitative data, the results of which helped to accomplish statistical analysis and find concrete answers to the research questions, thereby reaching conclusive outcomes. Following the descriptive research, it was more feasible to deduce the impact of employee competencies for ensuring employee productivity and organizational efficiency for front office workers in the hospitality industry in a specific context of Rajasthan. Descriptive research is followed to investigate the present situation affecting an organization or a community. It is extensively used in the field of natural and social science to conduct deeper reinterpretations of problems that have already been identified. Therefore, social research following a descriptive investigation initiates the study with a formal set of research aims, objectives, and questions to be investigated.

3.3.4 Research Choices for adopting the Mono Method (Quantitative method)

In line with the positivist philosophical standpoint, this research adopts the quantitative method that is variable-centered and meant to verify the correlation between the dependent variables and the independent variables. Quantitative methods deal with presentation of figurative analyzed data using pictorial representations supported by statistical interpretations. The quantitative method requires the researcher to implement experimentation, surveys and questionnaires, using structured, closed-ended questions to collect numerical responses that could be tabulated, graphically represented and explained by applying statistical techniques (Choy Looi Theam, 2014). Following the quantitative method, it was more feasible to deduce the impact of employee

competencies for ensuring employee productivity and organizational efficiency for front office workers in the hospitality industry in a specific context of Rajasthan.

Therefore, researchers following the quantitative methods tend to measure independent and dependent variables on sample of the population and convey the association within the variables using statistical interpretations like relative frequencies, correlations and regression analysis, and subsequently focus on theory testing. The quantitative method was followed for collecting data to evaluate the impact of employee competencies on employee productivity and organizational efficiency for front office workers of the 5-star hospitality industry in Rajasthan.

3.4 Strategies for quantitative data collection as a survey.

The design of the questionnaire for the survey was structured and open-ended. The usage of the Likert 5-point Likert scale captured the extent of agreeability of individual or disagreeability of individual's with a particular question and a statement (Joshi et al., 2015). The scale used is [SD – Strongly disagree, A- Agree, D – Disagree, SA – strongly agree, N – Neutral,]. This surveyed questionnaire consists of sections: the first section is - demographics, and the second – is questions related to the research topic.

Following the closed-ended surveys, it was more feasible to deduce the impact of employee competencies for ensuring employee productivity and organizational efficiency for front office workers in 5-star hospitality organizations in a specific context of Rajasthan.

3.5. Hypothesized Model
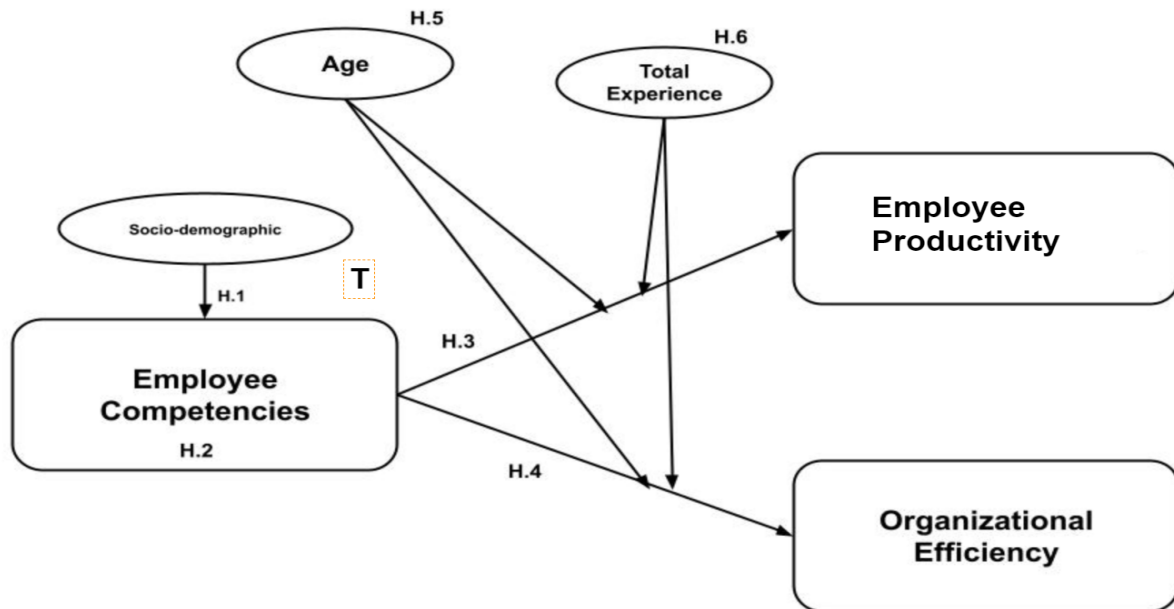
Fig 3.2: Hypothesized Model

The hypotheses mentioned below have been developed based on the hypothesized conceptual model.

3.5.1 Hypothesis of the Study:

H1: There is a significant difference in employee competencies of front office staff of 5-star hotel with respect to their socio-demographic factors.

H.1.1: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect of gender.

H.1.2: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect of type of employment.

H.1.3: There is a significant difference in the employee competencies of front office staff at 5-star hotels with respect to age.

H.1.4: There is a significant difference in the employee competencies of front office staff at 5-star hotels with respect to total experience.

H.1.5: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect to working shifts.

H2: There is a significant effect in factors of Employee Productivity and Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.

H3: There is a significant impact of employee competencies on the productivity of front office staff in 5-star hotels in Rajasthan.

H.3.1: There is a significant impact of critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.3.2: There is a significant impact of customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.3.3: There is a significant impact of Decision-making skills on the adaptive performance of front office staff in Rajasthan.

H.3.4: There is a significant impact of Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.3.5: There is a significant impact of Employee training and education on the adaptive performance of front office staff in Rajasthan.

H.3.6: There is a significant impact of interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.3.7: There is a significant impact of Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.3.8: There is a significant impact of social competencies on the adaptive performance of front office staff in Rajasthan.

H.3.9: There is a significant impact of Task competencies on the adaptive performance of front office staff in Rajasthan.

H.3.10: There is a significant impact of critical thinking skills on the task performance of front office staff in Rajasthan.

H.3.11: There is a significant impact of customer focus competencies on the task performance of front office staff in Rajasthan.

H.3.12: There is a significant impact of Decision-making skills on the task performance of front office staff in Rajasthan.

H.3.13: There is a significant impact of Employee attitude and motivation on the task performance of front office staff in Rajasthan.

H.3.14: There is a significant impact of Employee training and education on the task performance of front office staff in Rajasthan.

H.3.15: There is a significant impact of interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.3.16: There is a significant impact of Job knowledge on the task performance of front office staff in Rajasthan.

H.3.17: There is a significant impact of social competencies on the task performance of front office staff in Rajasthan.

H.3.18: There is a significant impact of Task competencies on the task performance of front office staff in Rajasthan.

H4: There is a significant impact of employee competencies on the organizational efficiency of front office staff in 5-star hotels in Rajasthan.

H.4.1: There is a significant impact of critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.4.2: There is a significant impact of customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.3: There is a significant impact of Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.

H.4.4: There is a significant impact of Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.4.5: There is a significant impact of Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.4.6: There is a significant impact of interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.7: There is a significant impact of Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.4.8: There is a significant impact of social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.9: There is a significant impact of Task competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.10: There is a significant impact of critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.4.11: There is a significant impact of customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.4.12: There is a significant impact of Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.4.13: There is a significant impact of Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.4.14: There is a significant impact of Employee training and education on the production efficiency of front office staff in Rajasthan.

H.4.15: There is a significant impact of interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.4.16: There is a significant impact of Job knowledge on the production efficiency of front office staff in Rajasthan.

H.4.17: There is a significant impact of social competencies on the production efficiency of front office staff in Rajasthan.

H.4.18: There is a significant impact of Task competencies on the production efficiency of front office staff in Rajasthan

H5: Relationship between employee competencies and employee productivity is moderated by age.

H.5.1: There is a significant impact of age as a moderator in between critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.5.2: There is a significant impact of age as a moderator in between customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.5.3: There is a significant impact of age as a moderator in between Decision-making skills on the adaptive performance of front office staff in Rajasthan.

H.5.4: There is a significant impact of age as a moderator in between Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.5.5: There is a significant impact of age as a moderator in between Employee training and education on the adaptive performance of front office staff in Rajasthan.

H.5.6: There is a significant impact of age as a moderator in between interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.5.7: There is a significant impact of age as a moderator in between Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.5.8: There is a significant impact of age as a moderator in between social competencies on the adaptive performance of front office staff in Rajasthan.

H.5.9: There is a significant impact of age as a moderator in between Task competencies on the adaptive performance of front office staff in Rajasthan.

H.5.10: There is a significant impact of age as a moderator in between critical thinking skills on the task performance of front office staff in Rajasthan.

H.5.11: There is a significant impact of age as a moderator in between customer focus competencies on the task performance of front office staff in Rajasthan.

H.5.12: There is a significant impact of age as a moderator in between Decision-making skills on the task performance of front office staff in Rajasthan.

H.5.13: There is a significant impact of age as a moderator in between Employee attitude and motivation on the task performance of front office staff in Rajasthan.

H.5.14: There is a significant impact of age as a moderator in between Employee training and education on the task performance of front office staff in Rajasthan.

H.5.15: There is a significant impact of age as a moderator in between interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.5.16: There is a significant impact of age as a moderator in between Job knowledge on the task performance of front office staff in Rajasthan.

H.5.17: There is a significant impact of age as a moderator in between social competencies on the task performance of front office staff in Rajasthan.

H.5.18: There is a significant impact of age as a moderator in between Task competencies on the task performance of front office staff in Rajasthan.

H.5.19: There is a significant impact of age as a moderator in between critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.5.20: There is a significant impact of age as a moderator in between customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.21: There is a significant impact of age as a moderator in between Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.

H.5.22: There is a significant impact of age as a moderator in between Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.5.23: There is a significant impact of age as a moderator in between Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.5.24: There is a significant impact of age as a moderator in between interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.25: There is a significant impact of age as a moderator in between Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.5.26: There is a significant impact of age as a moderator in between social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.27: There is a significant impact of age as a moderator in between Task competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.28: There is a significant impact of age as a moderator in between critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.5.29: There is a significant impact of age as a moderator in between customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.5.30: There is a significant impact of age as a moderator in between Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.5.31: There is a significant impact of age as a moderator in between Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.5.32: There is a significant impact of age as a moderator in between Employee training and education on the production efficiency of front office staff in Rajasthan.

H.5.33: There is a significant impact of age as a moderator in between interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.5.34: There is a significant impact of age as a moderator in between Job knowledge on the production efficiency of front office staff in Rajasthan.

H.5.35: There is a significant impact of age as a moderator in between social competencies on the production efficiency of front office staff in Rajasthan.

H.5.36: There is a significant impact of age as a moderator in between Task competencies on the production efficiency of front office staff in Rajasthan.

H6: Relationship between employee competencies and employee productivity is moderated by experience.

H.6.1: There is a significant impact of experience as a moderator in between critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.6.2: There is a significant impact of experience as a moderator in between customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.6.3: There is a significant impact of experience as a moderator in between Decision-making skills on the adaptive performance of front office staff in Rajasthan.

H.6.4: There is a significant impact of experience as a moderator in between Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.6.5: There is a significant impact of experience as a moderator in between Employee training and education on the adaptive performance of front office staff in Rajasthan.

H.6.6: There is a significant impact of experience as a moderator in between interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.6.7: There is a significant impact of experience as a moderator in between Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.6.8: There is a significant impact of experience as a moderator in between social competencies on the adaptive performance of front office staff in Rajasthan.

H.6.9: There is a significant impact of experience as a moderator in between Task competencies on the adaptive performance of front office staff in Rajasthan.

H.6.10: There is a significant impact of experience as a moderator in between critical thinking skills on the task performance of front office staff in Rajasthan.

H.6.11: There is a significant impact of experience as a moderator in between customer focus competencies on the task performance of front office staff in Rajasthan.

H.6.12: There is a significant impact of experience as a moderator in between Decision-making skills on the task performance of front office staff in Rajasthan.

H.6.13: There is a significant impact of experience as a moderator in between Employee attitude and motivation on the task performance of front office staff in Rajasthan.

H.6.14: There is a significant impact of experience as a moderator in between Employee training and education on the task performance of front office staff in Rajasthan.

H.6.15: There is a significant impact of experience as a moderator in between interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.6.16: There is a significant impact of experience as a moderator in between Job knowledge on the task performance of front office staff in Rajasthan.

H.6.17: There is a significant impact of experience as a moderator in between social competencies on the task performance of front office staff in Rajasthan.

H.6.18: There is a significant impact of experience as a moderator in between Task competencies on the task performance of front office staff in Rajasthan.

H.6.19: There is a significant impact of experience as a moderator in between critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.6.20: There is a significant impact of experience as a moderator in between customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.21: There is a significant impact of experience as a moderator in between Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.

H.6.22: There is a significant impact of experience as a moderator in between Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.6.23: There is a significant impact of experience as a moderator in between Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.6.24: There is a significant impact of experience as a moderator in between interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.25: There is a significant impact of experience as a moderator in between Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.6.26: There is a significant impact of experience as a moderator in between social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.27: There is a significant impact of experience as a moderator in between Task competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.28: There is a significant impact of experience as a moderator in between critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.6.29: There is a significant impact of experience as a moderator in between customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.6.30: There is a significant impact of experience as a moderator in between Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.6.31: There is a significant impact of experience as a moderator in between Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.6.32: There is a significant impact of experience as a moderator in between Employee training and education on the production efficiency of front office staff in Rajasthan.

H.6.33: There is a significant impact of experience as a moderator in between interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.6.34: There is a significant impact of experience as a moderator in between Job knowledge on the production efficiency of front office staff in Rajasthan.

H.6.35: There is a significant impact of experience as a moderator in between social competencies on the production efficiency of front office staff in Rajasthan.

H.6.36: There is a significant impact of experience as a moderator in between Task competencies on the production efficiency of front office staff in Rajasthan.

3.6 Sampling

Employees of 5-star hospitality organizations in Rajasthan were shortlisted to participate in the survey using a probability sample approach. The results applied to the entire population since the sample size was chosen by using simple random technique of sampling.

In Probability Sampling, as described by Sharma and Gaganpreet (2017), each representative of a bigger population size is given a uniform chance of being included in the size of sample. This allows us to choose samples from the population. The inclusion of every member of the population in the sample is guaranteed by probability sampling procedures. Researchers may then extract meaningful conclusions about the population from the sample if this ensures that the sample accurately represents the population of the overall. Scientists may then extrapolate from these population estimates using standard statistical methods. It is possible to draw probabilistic conclusions about the population from the sample's characteristics because the sample is chosen at random. As a result, there is less room for bias in the sampling process. Probability sampling

techniques ensure that the sample accurately reflects the entire population by offering everyone a fair chance of being chosen.

Every person in target group has a similar chance to be picked and participate in the survey, the simple random sampling technique is a biassed free sampling approach. Another method of selecting participants for quantitative data collecting that is simple random is that it is straightforward, cheap, and takes less time. Quantitative methods, like closed-ended, structured surveys, can benefit from simple random sampling when choosing a large sample to participate. Selecting a population's sample is a completely random process. This reduces the possibility of bias and guarantees that the sample is statistically valid. The selection of each sample is done separately from the others. That is why the sampling procedure is fair and impartial; picking one person does not affect picking another.

3.6.1 Sample area

Approximately 3% of annual growth rate is observed in foreign visitor arrivals in the year 2019, India ranks eighth in the world for this industry. With 31.41 million visitors, India's tourism industry brought in $30.058 billion (211661 crore). In 2019, 52220431 domestic tourists visited Rajasthan, placing it tenth, while 1101343 foreign tourists visited the state, placing it eighteenth. A total of 10,5344 hotels, ranging all-stars, including five-star luxury, and the heritage hotels, can be found throughout India. The Indian state of Rajasthan is home to more hotels than any other. The classification of hotels is presented in graph. 3.1 below.
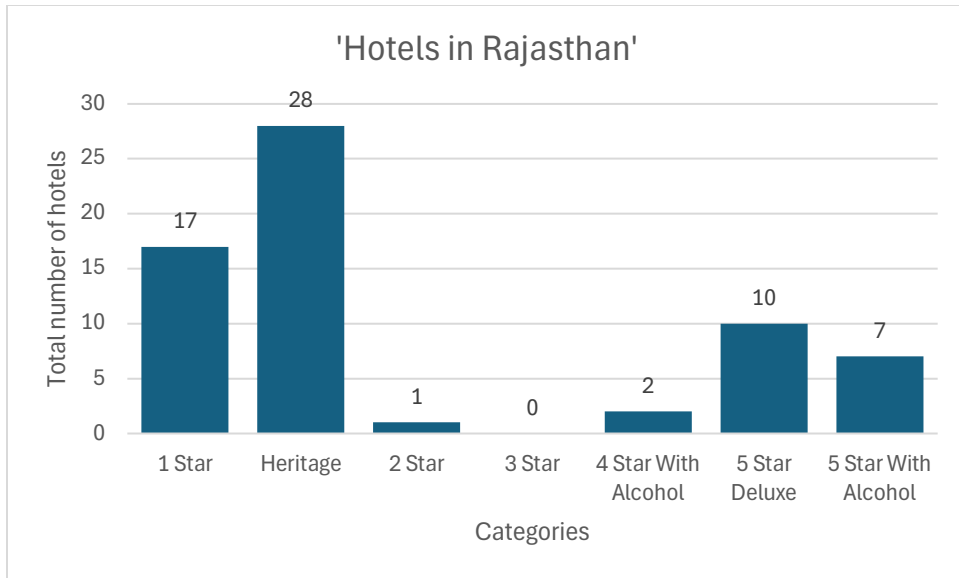
Graph 3.1: Classification of Hotels

Source: Compiled by Author

3.6.2 Sample Population -

Sample was taken from below mentioned population size which is compiled by Author. Total 17 hotels of 5-star and 5-star Deluxe are in Rajasthan.

Table 3.1: Population: Hotel-wise registered 5-star and 5-star deluxe

S. No.	Name of the Hotel	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
1	Heritage Resorts Pvt Ltd Unit Amanbagh	114	3%	114	3%
2	Multitude Infrastructure Pvt. Ltd.	153	4%	267	7%
3	Hotel Mansingh	197	5%	464	12%
4	Indana Palace Jaipur (A Unit of Waves Hotels and Estate pvt ltd)	225	6%	689	17%
5	Trident	234	6%	923	23%
6	The Oberoi Vanyavilas	109	3%	1032	26%
7	Trident Udaipur	315	8%	1347	34%
8	ITC Rajputana	409	10%	1756	44%
9	The Oberoi Rajvilas	272	7%	2028	51%
10	Chokhi Dhani Resort	214	5%	2242	56%
11	Rambagh Palace Hotel, Jaipur	198	5%	2440	61%
12	Jai Mahal Palace, Jaipur	217	5%	2657	66%
13	Hotel Crowne Plaza, Tonk Road	428	11%	3085	77%
14	Umaid Bhawan Palace, Jodhpur	176	4%	3261	81%
15	Taj Hari Mahal, Jodhpur	167	4%	3428	86%
16	The Oberoi Udaivilas	294	7%	3722	93%
17	Taj Lake Palace	287	7%	4009	100%
	Total	**4009**	**100%**		

Source: Compiled by Author from Ministry of Tourism, Government of India and employees data is taken from Ministry of Skill Development And Entrepreneurship.

3.6.3 Sample Size:

Bujang, Mohamad Adam, et al. (2024) stated that the sample size specifies the number of individuals shortlisted from a larger population to participate in a study or experiment. It is crucial for the accuracy of results, as the goal of research is often to draw conclusions and identify any real effects from the results if they exist. In conclusion, the sample size is a critical aspect of

research design. By understanding its importance and the factors that influence it, researchers gain the ability to produce reliable and generalizable findings.

For this study, a sample of 400 front office staff was surveyed using questionnaires from 5-star hotels in Rajasthan. There are a total of 17 hotels across Rajasthan. A minimum of 350 responses needed to be conducted to ensure a 95% level of confidence that the actual value falls within ±5% of the measured or surveyed value but as a round up 400 sample is considered. The total staff working within these 17 hotels is 4009 employees. The responses were collected from various positions, including General Manager, Operation Manager, Front Office Manager, Assistant FOM, Duty Manager, Supervisor – Front Office, Bell Boys, Food and Beverage Manager, Doorman, Assistant F&B Manager, F&B Executives, Captains, and Stewards. Data will be collected from both restaurant and hotel front office staff.

$$n = \frac{N \times Z^2 \times p \times (1-p)}{(N-1) \times e^2 + Z^2 \times p \times (1-p)}$$

In this context:

z represents the z-score, (for a 95% confidence level) = 1.96

ε stands for the margin of error, set at 5%.

N denotes the population size, = 4009.

$\hat{p}$ denotes the estimated proportion = 0.5 (used for maximum variability)

When it is plugged these values into the formula:

$$n = \frac{3729 \times (1.96)^2 \times 0.5 \times (1-0.5)}{(3729-1) \times (0.05)^2 + (1.96)^2 \times 0.5 \times (1-0.5)}$$

$$n = \frac{3729 \times 3.8416 \times 0.25}{3728 \times 0.0025 + 3.8416 \times 0.25}$$

$$n = \frac{3597.6072}{9.32 + 0.9604}$$

$$n = \frac{3597.6072}{10.2804}$$

$$n \approx 349.93$$

The sample size of 350 was determined with the assistance of factors such as confidence level, sampling error, and population size (an estimated value). To achieve the desired sample for the present study, the following values were considered for these factors: Confidence was set at 95%, with a margin of error of 5%, assuming the population proportion is 50%, and a given population size of hotel employees in the study area of 4009.

Table 3.2 : Sample taken Hotel-wise (5-star and 5-star deluxe)

S. No.	Name of the Hotel	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
1	Heritage Resorts Pvt Ltd Unit Amanbagh	11	3%	11	3%
2	Multitude Infrastructure Pvt. Ltd.	15	4%	26	7%
3	Hotel Mansingh	20	5%	46	12%
4	Indana Palace Jaipur (A Unit of Waves Hotels and Estate pvt ltd)	22	6%	68	17%
5	Trident	23	6%	91	23%
6	The Oberoi Vanyavilas	11	3%	102	26%
7	Trident Udaipur	31	8%	133	33%
8	ITC Rajputana	41	10%	174	44%
9	The Oberoi Rajvilas	27	7%	201	50%
10	Chokhi Dhani Resort	21	5%	222	56%
11	Rambagh Palace Hotel, Jaipur	20	5%	242	61%
12	Jai Mahal Palace, Jaipur	22	6%	264	66%
13	Hotel Crowne Plaza, Tonk Road	43	11%	307	77%
14	Umaid Bhawan Palace, Jodhpur	18	5%	325	81%
15	Taj Hari Mahal, Jodhpur	17	4%	342	86%
16	The Oberoi Udaivilas	29	7%	371	93%
17	Taj Lake Palace	29	7%	400	100%
	Total	**400**	**100%**		

Source: Compiled by Author from Ministry of Tourism, Government of India, and employees data is taken from Ministry of Skill Development and Entrepreneurship.
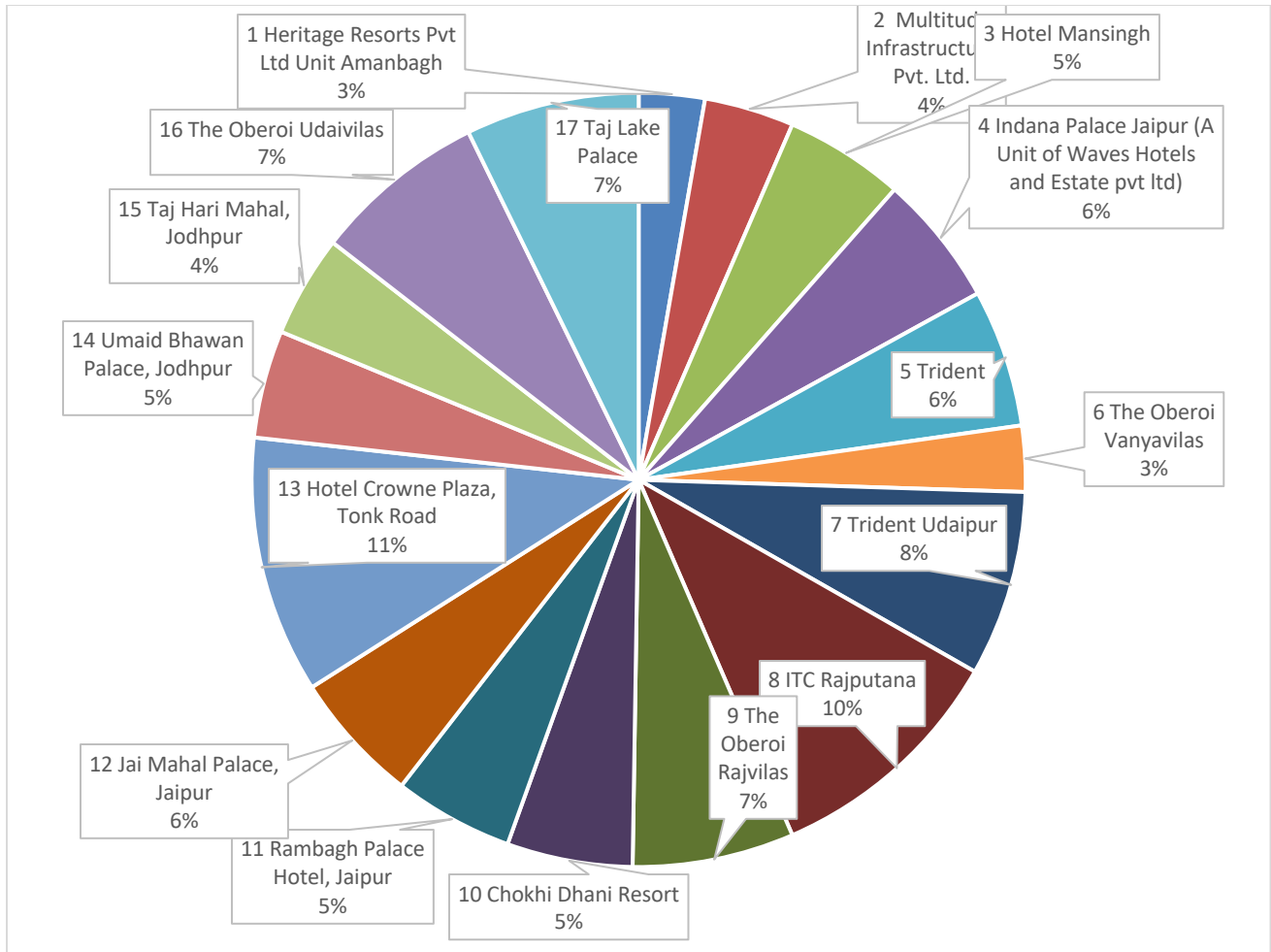
Fig 3.3: Number of Employees selected from hotels in percentage.

3.6.4 Expert validation

Questionnaire validation was done from industry and academia experts to review the questions and provide their feedback. This assesses whether the questionnaire measures the intended construct or concept. The questionnaire was sent to 15 people and results were incorporated before circulating the actual survey in industry. As per their suggestion questions related to salary are confidential so it should not be asked. This was incorporated and 2 salary based questions were removed and then reliability and pilot study was conducted.

Table 3.3 : Industry and Academic Experts details

Sr. No.	Name	Designation	Location
1	Gaurang Vora	Front Office Manager	Indana Palace Jaipur
2	Mithun Bhattacharya	Manager	ITC Sonar
3	Vishesh Agarwal	Guest Service Associate	Raffles Udaipur
4	Jinay Modi	General Manager	Hotel Mansingh
5	Dr. Ashutosh Verma	Associate Professor	GNA University
6	Sandip anyal	Guest relations executive	ITC hotel
7	Mausami Chatterjee	Guest relations officer	Oberoi
8	Shivam Jaiswal	Supervisor	Hotel Marriot
9	Anubhav Sachdeva	Training Manager	The Oberoi Hotel
10	Zahir Ahmed	Assistant Professor	Jaipur National University
11	Samsuzzoha Ahmed	Front Office Manager	Jai Mahal Palace, Jaipur
12	Divoy Chhabra	Vice Principal	CT Institute of Hotel Management
13	Viya Chauhan	Front office Manager	Trident Jaipur
14	Dr. Rajesh Mehrotra	Director	Jaipur National University
15	Rahul Kadam	Steward	Chokhi Dhani Resort

Source: Author compilation

3.7 Variables and Measures

In the study, various variables were carefully identified and defined to capture the nuanced aspects of the research topic. These variables ranged from demographic characteristics to behavioral indicators, ensuring a comprehensive analysis. Rigorous measures were implemented to maintain data integrity and validity, including standardized assessment tools and meticulous data collection protocols. Additionally, controls were established to mitigate confounding factors and enhance the reliability of the findings. Overall, the study employed a robust methodology, combining meticulous variable selection with stringent measurement techniques to yield credible results.

3.7.1 Main Constructs and Sub constructs

Table 3.4: Details of the Main Constructs / Sub-constructs and its code

S. No.	Constructs / Sub Constructs	Code
1	Employee Competencies	EC
2	Job Knowledge	JK
3	Customer Focus Competencies	CFC
4	Task Competence	TC
5	Social Competence	SC
6	Interpersonal Communication Competencies	ICC
7	Employee Training and Education	ETE
8	Employee Attitude and Motivation	EAM
9	Decision Making Skills	DMS
10	Critical Thinking Skills	CTS
11	Organizational Efficiency	OE
12	Goal Oriented Performance	GOP
13	Production Efficiency	PRE
14	Employee Productivity	EP
15	Task Performance	TP
16	Adaptive Performance	ADP

Source: Author defined

3.7.2 Subconstructs with Item details and codes

Factor codes for the constructs/sub-constructs taken in the study are:

Table 3.5: Factor codes of Constructs / Sub-constructs

S. No.	Constructs/ Sub constructs	Item details	Item code
1	Job Knowledge	I possess adequate background experience for front office work	JK1
2		I can apply my knowledge for performing my duties in a better way	JK2
3		I can direct the right person, for the right job, for problem solving in front office work	JK3
4		My knowledge about front office work helps me to meet my daily operations target	JK4
5		I apply continuous learning to improve my skills for best service delivery output	JK5
6	Customer Focus Competencies	I believe my competencies help the team to offer the best amongst many service choices for our hotel guests	CFC1
7		I have undergone skill development training, which helped me in giving efficient services to hotel guests	CFC2
8		I am aware of my competencies that helps me in identifying hotel guests' needs and offer personalization	CFC3
9		I support competency-based performance in operations to bring customer focused efficiency	CFC4
10	Task Competence	I am efficient in my current work role to accomplish all my tasks	TC1
11		I am thorough with the work tasks in Front office work	TC2
12		I am able to meet the hotel guest needs and tasks well on time	TC3
13		I perform my duties and complete task as per hotel standards	TC4

14		I am my own self, using my competence to fulfil the task needs in front office jobs	TC5
15	Social Competence	I connect with the guests for better hotel experiences through interaction	SC1
16		I always ensured to surpass guest expectations	SC2
17		I am always genuine in understanding and offering solutions to the guests during interactions	SC3
18		I am always able to conform to the professional approach to my job in social setting needs in my work	SC4
19		I am always able to conform to professional approach to my work in social setting needs in front office in luxury hotel	SC5
20	Interpersonal Communication Competencies	My communication skills help me to reduce barriers to understand hotel guest's needs.	ICC1
21		My communication skills help me to share knowledge and offer best Customer Relationship services to guests	ICC2
22		My communication skills help me to understand foreign guests' cultural issues	ICC3
23		My communication skills help me to succeed in handling complex tasks in my work	ICC4
24	Employee Training and Education	In my work customer service in Front office is a key job responsibility	ETE1
25		My inhouse training and learning has improved my problem-solving abilities	ETE2
26		My training has helped to achieve desired job performance with confidence	ETE3
27		Refresher courses has increased my competitive abilities to personalize service for guests	ETE4
28		Training contributes to my team performance and commitment	ETE5

29		My organization culture is well established	EAM1
30		I feel proud to be an employee of five-star hotel	EAM2
31	Employee Attitude and Motivation	My peer group behavior towards work motivates me to take up the challenges	EAM3
32		My supervisor behavior towards staff impacts my work motivation levels	EAM4
33		My organization always motivates me to pursue 'service excellence' for guests in this hotel	EAM4
34		I rely on information availability from the backend to achieve task goals	DMS1
35		My working conditions effects my decision-making skills	DMS2
36	Decision-Making Skills	I do undertake personal responsibility for the consequences of my decisions during work	DMS3
37		I am open to changing my decisions for the betterment of the guest service experience	DMS4
38		I take steps to make guest experience better with my superiors' inputs	DMS5
39		I tend to be ethical, maintain hotel rules, and keep my work goals in mind while making decisions	DMS6
40		I think independently and act impartially to take decisions at work	CTS1
41		I never postpone taking judgement as time is important for customer experience	CTS2
42	Critical Thinking Skills	I engage in active listening and clarifying issues before asking deep questions from guest	CTS3
43		I never get into argument with anyone whatsoever case maybe	CTS4
44		I justify my reasons to my superior while finding solutions toward the work issues	CTS5

45	Goal Oriented Performance	I have to perform to decrease hotel check-in/checkout time	GOP1
46		I am aware of the cost of service against efficiency	GOP2
47		My organization is acquiring new customers and retaining old customers	GOP3
48		My organization is reducing guest complaints and maintaining zero customer claims	GOP4
49	Production Efficiency	Use of Information technology and the internet has increased my performance	PRE1
50		I am aware of workflow methods to meet my targets	PRE2
51		I accept feedback from hotel guests in order to improve Value Added Service in the hotel	PRE3
52		I am comfortable with the performance management system in the organization	PRE4
53		In my organization quality assurance for measuring employee performance is well established	PRE5
54	Task Performance	My front office work improves my output	TP1
55		Autonomy at internal work area helps me to increase outcomes of my work	TP2
56		My performance has improved over time along with incentives	TP3
57		My experience improved my performance at work	TP4
58	Adaptive Performance	I am able to control my work with awareness & empowerment	ADP1
59		Planning and time management helps me to improve my productivity	ADP2
60		I am able to handle work stress effectively	ADP3
61		Work schedule (shift timings) never affect my front office role	ADP4

62		I can balance my energy levels and attention to detail in front office work	ADP5
63		Working environment in my organization is friendly and helps to improve productivity	ADP6

Source: Author defined

3.8 Pilot study

A pilot study is a small feasibility study undertaken to test the various aspects of the research methods to be implemented for the larger, more confirmatory and rigorous investigation. The main purpose of a pilot study is to carry out a large-scale investigation such as by conducting a survey without gaining satisfactory knowledge of the proposed research methods. Pilot study is carried out to prevent the incidence of a serious error the large-scale study that could be more fatal, costly, and irreversible and time consuming.

Therefore, a pilot study tends to ask whether the original, large-scale research can be conducted, should a researcher proceed with it, and how to get the intended outcomes. A pilot study needs to have a definite design feature and be carried out on a smaller scale relative to the full-scale, major study.

A pilot study was executed by distributing the survey forms to including the questionnaires designed for the data collection. The pilot study was conducted from 55 participants from the entire sample chosen to take part in the survey. This helped to capture the perceptions, views and insights of the participants whether the questionnaire design, layout, sequence and wordings are appropriate or require any amendments. It also helped to identify whether the questionnaires were understandable, relevant and the anticipated responses obtained from the survey could be valid in terms of finding answers to the research questions. In other words, pilot study helped to understand whether the questionnaires designed for the survey were underpinning and linked to the research objectives and questions.

Based on feedback and suggestions obtained from the participants in the pilot study the questionnaires designed for the closed-ended surveys were edited, restructured, and amended until the last version was reached. The pilot study also helped to understand whether the procedures of

the main, large-scale survey were valid and feasible in terms of the exclusion and inclusion criteria of the participants, validity of the research instrument and the research quality.

3.9 Validity and reliability

Validity is the extent to which the instrument accurately measures what was intended to be measured in a study. It relates to whether the measuring instrument measures the behaviour and/or quality it aims to measure and the extent to which it performs the functions it is supposed to carry out. Validity can be determined by the appropriate and meaningful interpretations of data collected through the research instrument as the outcome of the analysis. It is about collecting relevant, accurate, and appropriate data in terms of getting responses that help find answers to the research questions and, therefore, test the hypothesis in quantitative research. Validity tests help to determine if the expressions in the research scale can make appropriate measurements according to the research purpose. Testing the instrument's validity for measurement is difficult; however, it is more important than examining its reliability. To yield the intended results, the instrument to collect data and measure the results must be capable of measuring what it claims.

Reliability relates to how consistently the research method adopted for data collection and analysis provides accurately similar results when used multiple times over an extended period, for instance, longitudinal research. Therefore, longitudinal research is a more effective method to test the reliability of a specific research method accompanied by the instrument, which provides almost similar results when used again and again on the same or different set of samples. However, it is not likely that the results will be as similar when the same method is adopted multiple times as the first attempt, mainly because of changes in human perceptions, population, and context. Yet a robust, relationship amongst the set of variables which is positive and constructs as the result of the research method and instrument reflects research reliability. The dominantly applied most of the time in methods of reliability are test and retest reliability, internal consistency tests, and alternative forms.

In the current research, reliability was maintained by validating the instrument, that is, the questionnaires designed for the survey, by getting it pilot-tested and eradicating the loopholes that existed. Moreover, the instrument for measurement was designed carefully based on the questions

designed for research and hypothesis so that the results obtained from the survey were consistent and similar investigations taken multiple times in future could yield consistent results.

The validity entails the degree to which the instruments is efficient in measuring its objectives. In this case, the researcher used a trial-and-error method to introduce the variables step by step and tried to improve the degree of validity of the instrument. Reliability tests (SPSS software) were utilized to improve the validity of instrument. To ascertain reliability, instrument the Cronbach alpha coefficient (α) in the SPSS software was used. Table 3.8 and Table 3.9 depict the research tool having 63 variables and 55 valid responses taken for the final study. The research variables' Cronbach alpha coefficient (α) values were (0.948). The instrument yielded very good reliability as given in the table below. Therefore, the instrument was considered highly acceptable for the current study. The full reliability of the questionnaire is mentioned in table given below.

Table. 3.6: Reliability of the Research Instrument

Research Tool	Cronbach's Alpha
Employee Competency Performance in Hotels	0.948

The decision rule states that: Reliability is categorized as very good when the result ranges between 0.80 and 0.95. Good reliability is indicated by results falling between 0.70 and 0.80. Fair reliability is represented by results ranging from 0.60 to 0.70, while poor reliability is defined as results less than 0.60 (Decision rule adopted from Sekaram & Bougie, (2010).

3.9.1 Instrument Used for Variables

Table 3.7: Instrument used for variables.

S. No.	Instrument	Cronbach alpha	No. of items
1	Employee Competencies	0.963	44
2	Organisational Efficiency	0.860	9
3	Employee Productivity	0.818	10

3.10 Time horizons

This model provides two- time different horizons, the cross-sectional and the longitudinal time horizons. Cross-sectional study involves conducting research from a particular set of samples to capture their responses in a single time phase. Longitudinal research entails collected data from a particular sample or different samples characterizing the population to be studied over multiple phases of time. Longitudinal research is characterized with higher reliability because the same research involving the same set of research questions, or questionnaires is conducted over an extended period and this helps in measuring the extent of dependability of findings, that is, reliability. Time horizon in the current research involved the cross-sectional research and therefore data collected in a single phase of time. Longitudinal research was not possible due to budgetary constraints and time limitations.

3.11 Data analysis

SPSS-22 is a statistical software tool that was adopted to conduct the analysis of data based on scientific interpretation, observation, and measurement of the research outcomes objectively. Descriptive statistics was conducted for studying the demographical traits of the sample being studied and generalize the findings for the wider population. The inferential statistics were conducted to test the hypothesis and finally measure how employee competencies led to employee productivity and organizational efficiency and how it affected these two constructs of human behaviour for front office workers in the hospitality industry in Rajasthan.

Skewness and kurtosis index has been used to access the normality. Reliability statistics has been used to access the internal consistency of scale items. Measurement adequacy has been accessed through Confirmatory Factor Analysis (CFA). Multiple correlation has been used to examine the inter-construct correlation. Structural Equational Modeling(SEM) has been used to measure the significance of Employee competencies on employee productivity and organizational efficiency. Chi-square is used to access relationship between variables. In addition, MS Excel, SPSS, PLS-SEM and AMOS have been used for data analysis.

Following Statistical tests have been conducted to in achieving the objectives of the study:

Table 3.8: Applied Statistical Tests for Selected Objectives

S. No.	Objectives	Statistical Tests
1	To examine competencies of front office staff in 5- star hotels of Rajasthan.	Parametric test
2	To explore factors of Employee Productivity and Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.	Exploratory Factor Analysis
3	To study the impact of Employee Competencies on Employee Productivity of front office staff in 5-star hotels of Rajasthan.	Regression Analysis
4	To study the impact of Employee Competencies on Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.	Regression Analysis
5	To study the moderating role (demographic - Age and Experience) between the relationship of Employee Competencies and Employee productivity of front office staff in 5-star hotels of Rajasthan	Moderation Path Analysis

a) **Parametric test –** This test assumes the data approximately follows normal distribution i.e., population follows a normal distribution.

b) **Exploratory Factor Analysis –** It is a statistical method utilized to manage large variable sets. As described by Brown (2015), it measures all variables and every factor, and the goal is to determine relationships between observed variables and factors.

c) **Regression Path Analysis –** It is used to check association between dependent variables and independent two or more variables.

d) **Moderation Path Analysis –** It is effective to check relationship between Employee Competencies and Employee productivity through moderating role of Age and Experience.

3.12 Ethical considerations

Specific codes of ethics in a social research make it compulsory to protect rights of human, and more specifically the participants rights while performing primary research. The ethics codes emphasize acquiring voluntary informed consent, preserving obscurity of names of the participant and data confidentiality in the form of responses shared by the participants. The participants can decline to take part as their right, authority for withdrawing from the investigation, fortification from any kind of physical and/or psychological harm.

Informed consent infers that a person willingly, meaningfully, and judiciously approves to participate in the study without any pressure or any form of coercion. In this study, the researcher clutched informed consent from the potential participants (working employees,' workers, and managers of the hospitality firms in Rajasthan for participating in the survey conducted by distributing questionnaires online.

 Informed consent is a requirement that ensures the rights of participants to autonomy or freedom is protects the same. Autonomy here referred to the ability of a person to be self-determined and act voluntarily. In this investigation, informed consent assimilates the rights of participants through self-determination. The participants took informed decisions to voluntarily participate in the primary research only after gaining consciousness of the probable risks involved in the research.

Respect for confidentiality and anonymity are key aspects with regards to ethical considerations. Anonymity of those taking part in the primary research is protected when identity of respondents is not associated with their individual responses. Confidentiality refers to the fact that the respondents feel free to deliver or withhold any evidence which they intend to. The researcher in this study acknowledges that any breach of privacy or confidentiality should have an unfavorable mental and social consequence.

Respect for privacy is a vital constituent in conforming to the ethical considerations. Privacy refers to the autonomy the possession of which helps an individual to determine the level, time, and the conditions under which personal data/information can be shared or withheld from others. The invasion of privacy is done when responses shared by the participants such as perceptions, beliefs attitudes, experiences, and insights of the respondents are shared with those unauthorized without the respondents' consent.

The researcher followed the ethical protocols and considerations that relate to academic research in terms of informed consent, voluntary participation, to uphold data confidentiality and maintain the anonymity of participants' identities, steps were taken to ensure that none of the participants were coerced by the researcher, persuaded or incentivized to take part in the survey. Their participation was voluntary. They were briefed on the study's objectives, and their rights to withdraw from the investigation were made clear. This meant that participants had the freedom to discontinue the survey at any moment they desired. The researcher was cautious in terms of ensuring that there was no physical or emotional harm to the participants. The anonymity of the names of the participants was maintained. The data/information they shared was stored confidentially in a personal computer that belonged to the researcher and was password protected.

3.13 Conclusion

In this chapter explaining of justification of research methodology implemented along with the choice of positivism philosophy, deductive approach, and quantitative method to collect data through online surveys. Also, the sampling process and analysis of data using SPSS and the ethical considerations followed throughout the investigation. The subsequent chapter presents the data obtained by adopting this research methodology and conducts the data analysis. This thorough methodology forms the cornerstone of the research, directing the investigation towards the successful and rigorous attainment of its objectives.

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 Introduction

This result is an outcome of the study conducted on the employees working in hostel industry of state of Rajasthan. The aim of this study as mentioned in the methodology is to find out the employees competencies and their effect on individual productivity and organizational efficiency. This chapter includes demographic findings followed by objective wise analysis and their results. The current chapter includes primary data collected from participants which was analysed to interpret results.

In this data analysis chapter, beginning with an examination of respondents' demographic status in section 4.2 provides valuable insights into the characteristics of our sample population, including factors such as age, gender, education level, and employment status. Following this, in section 4.3, conducted a descriptive analysis to explore the distribution and central tendencies of key variables under investigation. Moving forward, section 4.4 focuses on Confirmatory Factor Analysis (CFA), a robust statistical method employed to validate the measurement model and assess the relationships between observed and latent variables. Subsequently, in section 4.5, an Independent t test is conducted to examine potential differences in employee competencies across different groups or conditions, shedding light on factors influencing workplace performance. Additionally, section 4.6 presents findings from Exploratory Factor Analysis (EFA), a technique used to explore the underlying structure of our data and identify latent constructs. Finally, in section 4.7, constructed the measurement model, which serves as the foundation for our subsequent analyses, ensuring the validity and reliability of our research instruments.

4.2 Respondents Demographic Status

In the demographic section, the respondent's demographic distribution was identified through SPSS (22). The sample's demographic characteristics was generated for testing the sufficiency of the sample for this study, and the results were generated. 480 questionnaires were circulated and out of those, 400 founded suitable to administer the tests and further analysis.

The socio-demographic analysis was done at first stage, and their results were documented. The socio-demographic analysis includes the analysis of data collected in terms of gender,

age, education, employment, organization, duration of job, shift, and experience. The results were presented through tables, percentages, and charts.

4.2.1 Gender-wise distribution

The gender-wise distribution for frontline employees in the hotel industry showcases the balance or imbalance between male and female representation within different roles, reflecting broader trends in workforce diversity and inclusion efforts. It highlights the industry's commitment to fostering gender equality and creating opportunities for all individuals to thrive in various positions within the hospitality sector. Understanding gender distribution aids in implementing targeted recruitment strategies, addressing potential biases, and promoting an inclusive workplace culture that values diversity and equal opportunities for career advancement. As such an attempt has been made to unveil gender wise analysis and presented in Table 4.1.

Table 4.1: Respondents' distribution based on gender.

Gender	Frequency	Percent
Male	281	70.25
Female	119	29.75
Total	**400**	**100.00**

Source – Primary data.
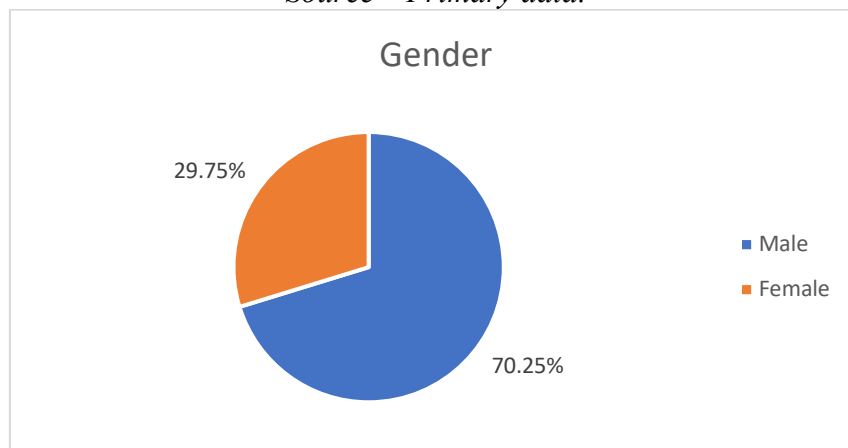
Fig 4.1: Gender ratio of the respondents

The analysis of response distribution-based genders indicated that out of 400 respondents, 281 (70.25%) are male employees and 119 (29.75%) are female. The analysis indicated that the sample was skewed toward males.

4.2.2 Age - wise distribution

The age-wise distribution for frontline employees in the hotel industry demonstrates the diverse range of age groups, spanning from younger individuals seeking entry-level positions to seasoned professionals with extensive industry experience. It reflects the inclusive nature of the hospitality sector, accommodating individuals from various stages of their careers and providing opportunities for both career starters and those seeking career transitions. Understanding age distribution aids in crafting tailored recruitment strategies, implementing age-appropriate training initiatives, and fostering a collaborative work environment that leverages the strengths of employees across different age demographics. Hence an attempt was made in the present study to collect the information on the age of the respondents and the data has been presented in the Table 4.2.

Table 4.2: Respondents' distribution based on age.

Age Group (in Years)	Frequency	Percent
18 - 25	166	41.50
25 -30	123	30.75
30 - 35	60	15.00
35 - 40	24	6.00
Above 40	27	6.75
Total	**400**	**100.00**

Source – Primary data.
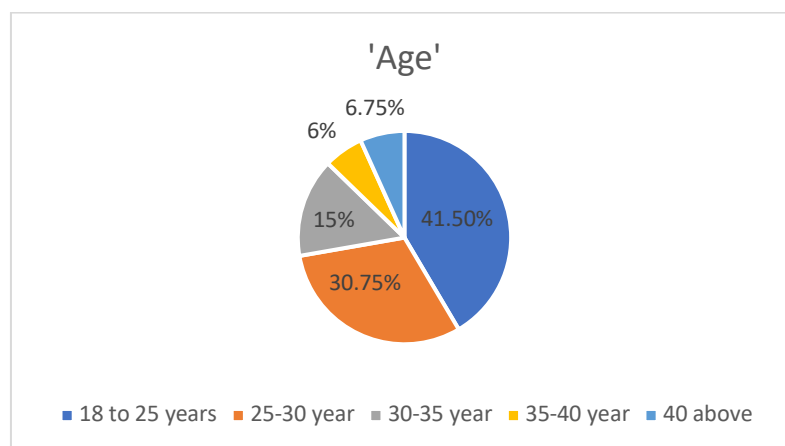
Fig 4.2: Age of the respondents

To understand the age range of employees employed within five-star hotels of Rajasthan, a question asked to know the age of participants. The result of outcome indicates that out of

400 respondents, 166 (41.5%) are between the ages of 18 and 25, and 123 (30.7%) respondents are between the ages of 25 and 30. 60 (15%) respondents are of age 30 to 35 years, 24 (6%) respondents are aged between 35 and 40 years, and 27 (6.7%) are of age 40 years and older.

4.2.3 Education-wise distribution

The education-wise distribution for frontline employees in the hotel industry illustrates the spectrum of educational backgrounds, including diplomas, degrees, and vocational certifications, reflecting diverse skill sets and qualifications among staff members. It highlights the importance of both formal education and practical training in hospitality management, with employees possessing a combination of theoretical knowledge and hands-on experience. Understanding education distribution assists in designing targeted development programs, fostering continuous learning opportunities, and optimizing talent utilization to enhance service excellence in the hotel industry. Hence, in this study an attempt has been made to study the educational qualifications of the respondent's and the data have been gathered and presented in Table 4.3.

Table 4.3: Education-wise distribution of Respondents

Education	frequency	Percent
Masters	128	32.00
Bachelor	268	67.00
Other	04	1.00
Total	**400**	**100.00**

Source – Primary data.
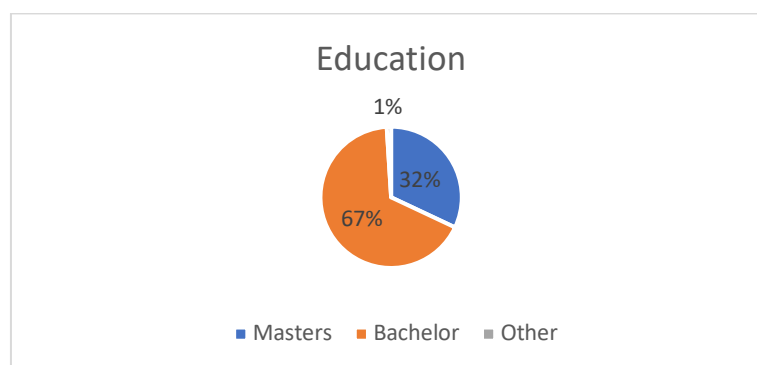
Fig 4.3: Educational qualification of the respondents

To know the education of the respondent's question of education, out of 400 responses, 128 (32%) are masters, 268 (67%) hold bachelor's degrees, and the remaining 4 participants have selected other qualifications. Table 4.9 shows the distribution of the respondents based on education.

4.2.4 Total Experience wise distribution

The total experience (tenure) wise distribution of frontline employees in the hotel industry showcases a range of professional backgrounds and levels of expertise, contributing to a diverse and skilled workforce. It reflects the cumulative industry experience of frontline staff, encompassing previous roles and responsibilities across various hospitality establishments. Understanding the total experience distribution aids in tailoring training programs, identifying mentorship opportunities, and leveraging the collective knowledge to elevate service standards and guest satisfaction. As such, an attempt has been made to unveil Total experience wise analysis and presented in the Table 4.4.

Table 4.4: Respondents' Total experience

Experience (in Years)	Frequency	Percentage
Up to 3	125	31.25
3 - 6	133	33.25
6 - 9	71	17.75
9 - 12	34	8.50
Above 12	37	9.25
Total	**400**	**100.00**

Source – Primary data.

To identify the experience of the respondents, a question was asked after reading their total experience in the hotel industry. Out of 400 respondents, 133 (33.25%) have work experience between 3 and 6 years, 125 (31.25%) have work experience below three years, 71 (17.75%) have work experience between 6 and 9 years, 37 (9.25%) have work experience for more than 12 years, and 34 (8.5%) of respondents have work experience between 9 and 12 years.
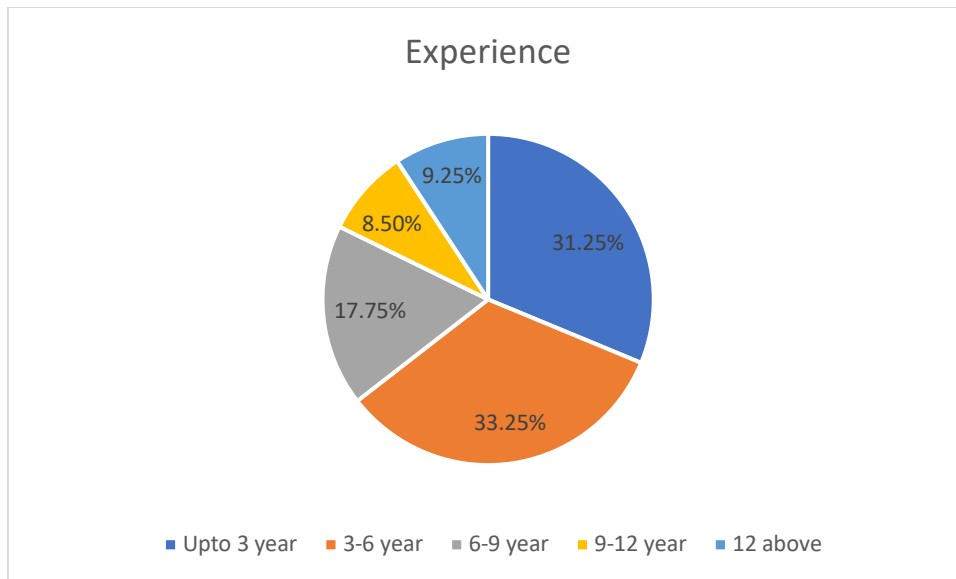
Fig. 4.4: Experience of respondents

4.2.5 Tenure in Organization wise distribution

Tenure-wise distribution of frontline employees in the hotel industry reveals a diverse tenure spectrum, indicating a mix of experienced and newer staff members contributing to the workforce. The distribution may range from short-term employees, possibly seasonal or contract-based, to long-serving individuals with extensive experience within the organization. Understanding tenure distribution aids in workforce planning, training, and retention strategies to maintain a skilled and stable frontline workforce, which is crucial for delivering exceptional guest experiences. Hence, an attempt is made to explain the tenure of the respondents in Table 4.5.

Table 4.5: Respondents' distribution based on Tenure.

Tenure (in Years)	Frequency	Percentage
Less than 1	2	0.50
1 to 3	210	52.50
4 to 6	135	33.75
7 to 10	35	8.75
above 10	18	4.50
Total	**400**	**100.00**

Source – Primary data.
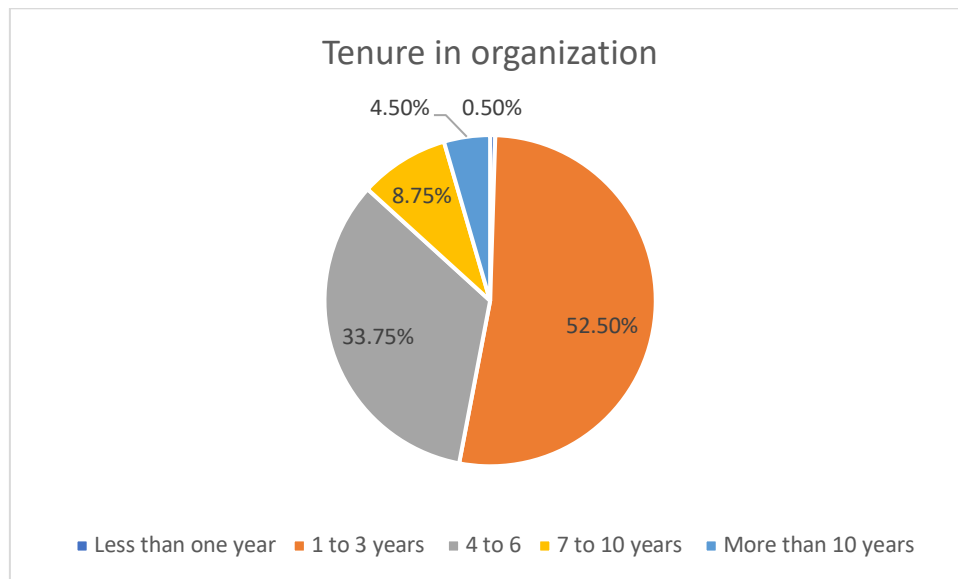
Fig 4.5: Respondents Tenure in Organization.

To know for how many years respondents have been associated with their current organization. Respondents were asked regarding their tenure at the current organization. Out of 400 responses, 2 (.5%) of respondents are associated with their organization for less than one year, 210 (52.5%) respondents have selected option 1 to 3 years, 135 (33.75%) have selected option 4 to 6 years, 35 (8.7%) of respondents have selected option 7 to 10 years, and the remaining 18 (4.5%) are associated with the organization for more than 10 years.

4.2.6 Designation-wise distribution

Designation-wise distribution of frontline employees in the hotel industry is structured to manage various aspects of guest services and hotel operations effectively:

- *Captain, F&B Executive, Steward:* These roles oversee food and beverage operations, ensuring seamless service delivery and guest satisfaction in dining areas.
- *Concierge, Front Office Assistants:* These positions handle guest inquiries, requests, and reservations, providing personalized assistance and information to enhance the guest experience.
- *Door Man / Bell Boy & Front Office Supervisor:* Responsible for welcoming guests, assisting with luggage, and maintaining lobby appearance, they play a pivotal role in creating a favorable first impression and ensuring smooth guest arrivals and departures.

Therefore, an attempt was made in the study to collect the designations of the respondent and the collected information is presented in the Table 4.6.

Table 4.6: Designation–wise distribution of respondents

Designation – Front office staff	Frequency	Percentage
Captain	31	7.75
Concierge	27	6.75
Door Man/ Bell boy	29	7.25
F&B Executive	40	10.00
Food & Beverage Manager/ Assistant F & B Manager	22	5.50
Front Office Assistants	57	14.25
Front Office Manager / Assistant Manager/ Duty Manager	30	7.50
Front Office Supervisor	45	11.25
General Manager/ Operations Manager	34	8.50
Steward / Assistant Steward	85	21.25
Total	**400**	**100.00**

Source – Primary data.

The table above presents the distribution of frontline employees in the hotel industry according to their designations. Among the front office staff, Front Office Assistants constitute the largest proportion, with 57 employees, accounting for 14.25% of the total workforce. Stewards/Assistant Stewards follow closely behind, comprising the highest percentage of frontline employees at 21.25%, with a total of 85 individuals. F&B Executives and Front Office Supervisors also constitute significant portions of the workforce, each comprising 10% and 11.25%, respectively. Other designations such as Captain, Concierge, Door Man/Bell Boy, and managerial roles like General Manager/Operations Manager, show varying but notable contributions to the overall frontline employee distribution.

Designations of front-office staff

- Captain — 7.75%
- Concierge — 6.75%
- Door Man/ Bell boy — 7.25%
- F&B Executive — 10%
- Food & Beverage Manager/ Assistant F & B Manager — 5.50%
- Front Office Assistants — 14.25%
- Front Office Manager / Assistant Manager/ Duty Manager — 7.50%
- Front Office Supervisor — 11.25%
- General Manager/ Operations Manager — 8.50%
- Steward / Assistant Steward — 21.25%

Fig. 4.6: Designation wise distribution of respondents

4.2.7 Shift-wise distribution.

Frontline employees in the hotel industry are often assigned to either regular or rotating shifts, each with its benefits and challenges. Regular shifts offer consistency in working hours, facilitating work-life balance and routine scheduling for employees. Conversely, rotating shifts provide variety and flexibility, ensuring adequate coverage across different times of the day and allowing employees to experience diverse aspects of hotel operations. Hence, an attempt is made to explain the shift-wise distribution the respondents in Table 4.7.

Table 4.7: Shift-wise distribution of respondents

Shift	Frequency	Percent
Regular Shift	243	60.75
Rotating Shift	157	39.25
Total	**400**	**100.00**

Source – Primary data.

90
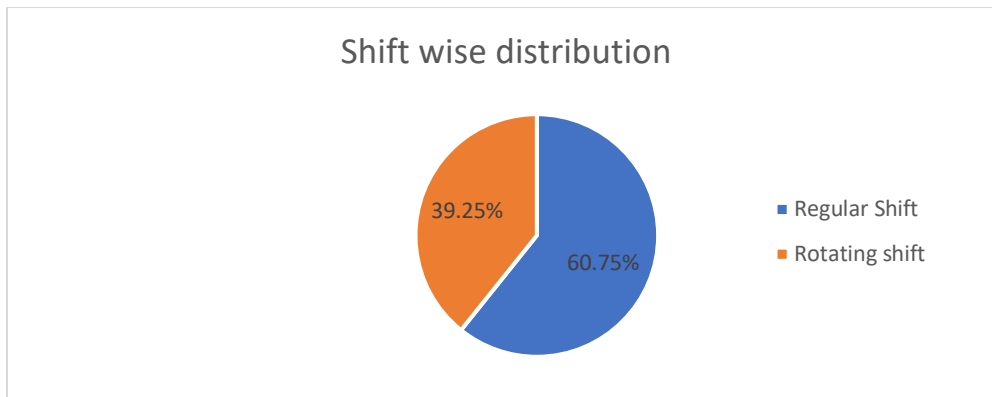
Fig: 4.7 : Shift wise distribution.

A question was asked: "I am required to work in the regular/rotating shift." Out of 400 respondents, 243 (60.8%) are working the regular shift, and the remaining 156 (39%) are working the rotating shift.

4.2.8 Type of Working Shift.

Frontline employees in the hotel industry are scheduled across various working shifts, including morning, afternoon, break, and night shifts, to ensure seamless operation and guest service around the clock. Morning shifts typically handle check-ins, breakfast service, and guest inquiries, while afternoon shifts manage dinner service, events, and guest requests. Break shifts works for pending room moves, departures, complaints, requests, and reports credit issues to manager. Night shifts oversee security, late check-ins, and maintenance, ensuring guest safety and addressing any emergent needs. Hence, an attempt is made to describe the type of working shifts of the respondents in Table 4.8.

Table 4.8: Working shift–wise distribution of respondents.

Type of Shift	Frequency	Percent
Afternoon shift	99	24.75
Break shift	67	16.75
Morning shift	163	40.75
Night shift	71	17.75
Total	**400**	**100.00**

Source – Primary data.

91
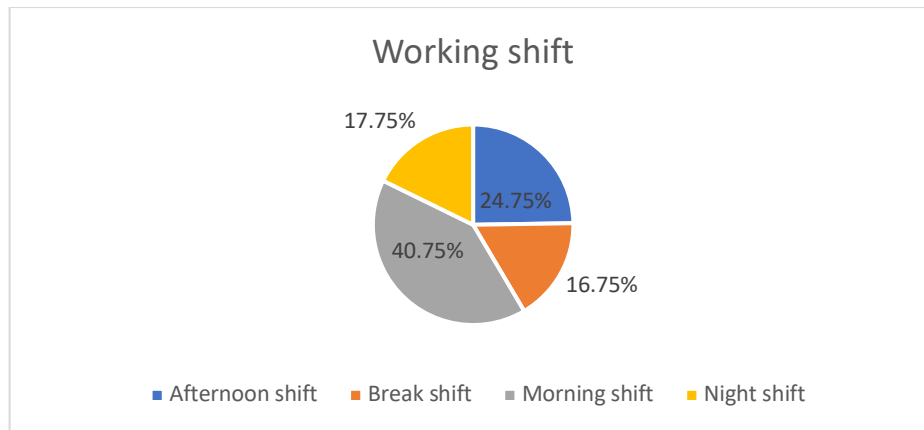
Fig. 4.8: Respondents Working shift.

A question, "I am working in morning, afternoon, break shift, night shift," was asked to know what shift they work in. Out of 400 respondents, 99 (24.8%) work in the afternoon shift, 67 (16.8%) work in the break shift, 163 (40.8%) selected the option of the morning shift, and the remaining 71 (17.8%) selected the night shift. Table 4.2.8 provides the respondents distribution based on shifts they are working.

4.2.9 Type of Employment wise distribution

In the hotel industry, frontline employees are distributed across contract and permanent positions, reflecting diverse employment arrangements to meet operational demands. Permanent roles offer stability and benefits, fostering long-term commitment and career growth for employees. Conversely, contract positions provide flexibility for temporary staffing needs or specialized projects, ensuring agility in workforce management while maintaining service excellence. Hence, an attempt is made to explain the type of employment of the respondents in Table 4.9.

Table 4.9: Respondents' type of Employment

Employment	Frequency	Percent
Contract	147	36.80
Permanent	253	63.20
Total	**400**	**100.00**

Source – Primary data.

The respondent was also asked about the type of employment they have. Out of 400 respondents, 145 (36.8%) have selected a contract, and the remaining 253 (63.2%) have selected permanent employment.
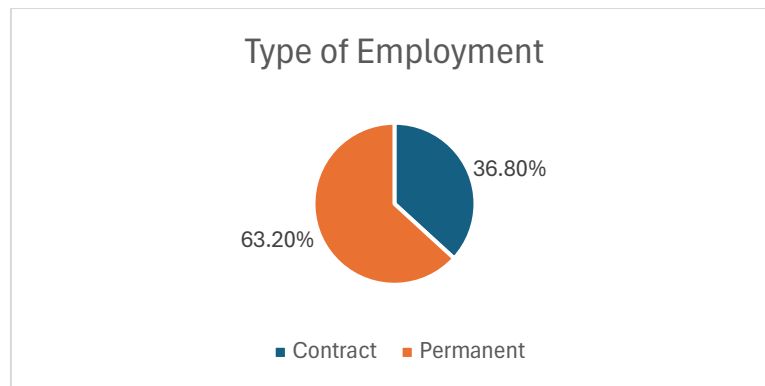
Fig. 4.9: Type of Employment

4.3 Descriptive Analysis

This section seeks to measure the respondents' perceptions and evaluations of variables and constructs examined during the study. Items will generally be perceived negatively if their mean score are less than 2.5 perception and evaluation if their mean scores are less than 2.5. Likewise, items will be perceived moderate if their mean scores fall above 2.5 and below 3. Finally, items will be perceived more positively if their mean scores exceed 3.5.

To attain the first objective of the current study tests difference in competencies of 5-star hotels with respect to gender and age. The study applies independent t-test to identify the variance in the competencies with respect to gender. Analysis of variance (ANNOVA) is utilized to tests the identified difference in the competencies with respect of age.

Objective 1: To examine competencies of front office staff in 5- star hotels of Rajasthan.

Table 4.10: Test and hypothesis for Objective-1

Objective	Test	Hypothesis
Objective-1	Independent T-test	H.1.1: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect of gender. H.1.2: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect of type of employment.

		H.1.3: There is a significant difference in the employee competencies of front office staff at 5-star hotels with respect to age.
	ANNOVA	H.1.4: There is a significant difference in the employee competencies of front office staff at 5-star hotels with respect to total experience.
		H.1.5: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect to working shifts.

4.3.1 Employee Competencies

Frontline executives in the hotel industry require a diverse set of competencies to excel in their roles. This section presents the respondent's perception and evaluation of Nine variables. For testing the Normality of data - Skewness and Kurtosis have been conducted. Skewness is considered as symmetrical when values of variable appear at regular intervals around the means while asymmetrical has irregular intervals. Kurtosis measures the data is heavy tailed or light tailed. Hair et al., (2010), George & Mallery, (2010), and Bryne (2010) mentioned that the data is considered normal if the skewness falls within the range of -2 to +2 and the kurtosis falls within the range of -7 to +7.

4.3.1.1 Job Knowledge

Job knowledge is essential for frontline hotel employees to effectively perform their duties, ensuring accuracy and quality in service delivery. Proficient knowledge of hotel operations, amenities, and local attractions enables employees to assist guests efficiently, enhancing overall guest satisfaction. Ultimately, strong job knowledge builds guest confidence in the hotel's staff and contributes to a positive reputation for excellence in hospitality.

From the below table, it can be interpreted that mean value for Job knowledge ranged between 3.14 to 3.29 with standard deviation of 1.33 to 1.38. Knowledge about front office work helps employees to meet their daily operations target had the highest score at a mean of 3.29 (SD=1.36), while then adequate background experience from front office work was rated lowest with a mean of 3.14 (SD=1.33). Skewness between -0.5 and 0.5 is symmetrical and kurtosis is light tailed as it is less than zero.

Table 4.11: Respondents' perceived employment related to Job Knowledge.

Job Knowledge	Mean	SD	Skewness	Kurtosis
JK1	3.14	1.33	-0.259	-1.133
JK2	3.21	1.38	-0.289	-1.184
JK3	3.22	1.35	-0.301	-1.125
JK4	3.29	1.36	-0.396	-1.083
JK5	3.23	1.36	-0.303	-1.161

Source – Primary data.

4.3.1.2 Customer Focus Competencies

Customer focus competencies are crucial for frontline hotel employees to prioritize guest needs, delivering personalized experiences and exceeding expectations. These competencies enable employees to anticipate guest preferences, address concerns promptly, and foster long-term loyalty, enhancing the hotel's reputation and revenue. Ultimately, a strong customer focus cultivates positive guest relationships, driving repeat business and positive word-of-mouth recommendations in the competitive hospitality market.

Table 4.12: Respondents' towards customer focus competencies

Customer Focus Competencies	Mean	SD	Skewness	Kurtosis
CFC1	3.29	1.39	-0.367	-1.158
CFC2	3.29	1.38	-0.381	-1.13
CFC3	3.3	1.38	-0.356	-1.129
CFC4	3.27	1.39	-0.324	-1.172

Source – Primary data.

It can be inferred from above table that employees in hospitality sector believe that competencies awareness helps them to achieve guest satisfaction, had the highest score at mean 3.3 (SD = 1.38). In other words, knowing customer focus competencies helps in fulfilling guests' requirements. Skewness between -0.5 and 0.5 is symmetrical and kurtosis is light tailed as it is less than zero.

4.3.1.3 Task Competence

Task competencies are vital for frontline hotel employees to efficiently carry out their duties, ensuring smooth operations and guest satisfaction. Proficient task skills enable employees to

handle various responsibilities such as check-ins, housekeeping, and guest services with precision and timeliness, contributing to a seamless guest experience. Ultimately, strong task competencies bolster the hotel's reputation for quality service delivery and enhance its competitiveness in the hospitality industry. Hence, an attempt is made to examine the task competencies of the respondents and the data is presented in Table 4.13.

Table 4.13: Respondents' towards task competence

Task Competence	Mean	SD	Skewness	Kurtosis
TC1	3.29	1.35	-0.351	-1.063
TC2	3.31	1.35	-0.374	-1.065
TC3	3.36	1.37	-0.456	-1.026
TC4	3.34	1.37	-0.43	-1.076
TC5	3.31	1.35	-0.396	-1.037

Source – Primary data.

From the above table, it can be inferred that mean value ranged between 3.29 to 3.36 with standard deviation of 1.35 to 1.37. Completion of task and meeting hotel guests needs had the highest score at a mean of 3.36 (SD=1.37), while efficient in current role to accomplish all tasks was rated lowest with a mean of 3.29 (SD=1.35). Skewness between -0.5 and 0.5 is symmetrical and kurtosis is light tailed as it is less than zero.

4.3.1.4 Social Competence

Social competencies are crucial for frontline hotel employees to build rapport with guests, creating memorable experiences and fostering loyalty. These skills enable employees to navigate diverse social interactions, understand guest preferences, and tailor services, accordingly, enhancing overall guest satisfaction. Ultimately, adept social competencies contribute to a positive reputation for the hotel, attracting return guests and bolstering its competitive edge in the hospitality industry.

The following table 4.14 shows that mean ranged between 3.25 to 3.3 with standard deviation as 1.38 and 1.39. This means that professional approach in social setting at work has highest mean 3.3 (SD=1.39) and ensuring guests expectations is lowest with mean 3.23 (SD=1.38). Skewness is symmetrical and kurtosis is light tailed.

Table 4.14: Respondents' towards social competence

Social Competence	Mean	SD	Skewness	Kurtosis
SC1	3.31	1.38	-0.34	-1.155
SC2	3.25	1.38	-0.303	-1.189
SC3	3.29	1.38	-0.336	-1.161
SC4	3.3	1.39	-0.335	-1.174
SC5	3.27	1.38	-0.323	-1.15

Source – Primary data.

4.3.1.5 Interpersonal Communication Competencies

Interpersonal communication competencies are vital for frontline hotel employees to effectively engage with guests, fostering positive relationships and experiences. Strong communication skills enable employees to understand guest needs, resolve issues efficiently, and convey information accurately, enhancing guest satisfaction and loyalty. Ultimately, proficient interpersonal communication contributes to a welcoming atmosphere and a reputation for outstanding service, driving repeat business and positive word-of-mouth referrals. Hence an attempt is made to explore the interpersonal communication of the respondents and the collected data have been tabulated and presented in the Table 4.15 given below.

Table 4.15: Respondents' competencies in Interpersonal communication

Interpersonal Communication Competencies	Mean	SD	Skewness	Kurtosis
ICC1	3.26	1.39	-0.343	-1.186
ICC2	3.32	1.39	-0.367	-1.15
ICC3	3.31	1.36	-0.345	-1.14
ICC4	3.29	1.39	-0.329	-1.187

Source – Primary data collected through respondents.

It can be noticed that the mean values ranged between 3.26 and 3.32 with standard deviation of 1.36 and 1.39. Communication skills helped to share knowledge and offer best customer relationship services to guests was the highest rated item with a mean of 3.32 (SD=1.39). On the other hand, communication skills that helped reduce barrier to understand hotel guests'

needs was rated lowest score, with a mean of 3.26 (SD=1.39). Skewness is symmetrical and kurtosis is light tailed as it is less than zero.

4.3.1.6 Employee Training and Education

Employee training and education are paramount in the hotel industry to equip frontline staff with the necessary skills and knowledge to deliver exceptional service. Continuous training ensures employees stay updated on industry trends, improving their efficiency and effectiveness in meeting guest needs. Enhanced competencies through education contribute to elevating the overall guest experience, fostering loyalty and positive reviews. The collected data have been tabulated and presented in the Table 4.16 given below.

Table 4.16: Respondents' training and education

Employee Training and Education	Mean	SD	Skewness	Kurtosis
ETE1	3.36	1.34	-0.419	-1.017
ETE2	3.39	1.33	-0.451	-0.963
ETE3	3.38	1.35	-0.446	-1.019
ETE4	3.31	1.35	-0.363	-1.082
ETE5	3.33	1.33	-0.415	-1.009

Source – Primary data collected through respondents.

From the above results, it can be perceived that values of mean for employee training and education ranged between 3.31 and 3.39 with a standard deviation of 1.13 and 1.35. Inhouse training and learning has improves problem solving skills had the highest score at a mean of 3.39 (SD=1.33), while refresher course that increased competitive abilities rated lowest with a mean of 3.31 (SD=1.35). Skewness between symmetrical and kurtosis is light tailed.

4.3.1.7 Employee Attitude and Motivation

Employee attitude and motivation are essential in the hotel industry as they directly impact guest interactions and overall service quality. A positive attitude fosters a welcoming atmosphere, while high motivation ensures dedication to exceeding guest expectations. Ultimately, employee demeanour and enthusiasm significantly influence guest satisfaction

and loyalty, shaping the hotel's reputation and success. Hence, the collected data have been tabulated and presented in Table 4.17, which is presented below.

Table 4.17: Respondents' Attitude and Motivation

Employee Attitude and Motivation	Mean	SD	Skewness	Kurtosis
EAM1	3.25	1.38	-0.338	-1.154
EAM2	3.3	1.37	-0.39	-1.063
EAM3	3.31	1.36	-0.337	-1.114
EAM4	3.21	1.35	-0.287	-1.141
EAM5	3.29	1.37	-0.355	-1.145

Source – Primary data.

The mean values for employee attitude and motivation ranged between 3.21 and 3.31 with a standard deviation of 1.35 and 1.37. Peer group behavior towards work motivated to accept challenges had the highest score at a mean of 3.31 (SD=1.26) and supervisor behavior towards staff effected motivation levels was rated lowest with a mean of 3.21 (SD=1.35). In addition, the mean value for peer group behavior to accept challenges, 3.31 (SD=. 1.36) is slightly higher for feeling proud at five-star, 3.3 (SD=1.37). Skewness between -0.5 and 0.5 is symmetrical and kurtosis is light tailed as it is less than zero.

4.3.1.8 Decision-Making Skills

Decision-making skills are vital for frontline hotel employees as they encounter a variety of situations requiring prompt and effective choices to ensure guest satisfaction. These skills enable employees to handle guest requests, resolve issues, and make on-the-spot decisions, contributing to seamless operations and positive guest experiences. Additionally, proficient decision-making enhances employee confidence and contributes to the hotel's reputation for exceptional service delivery. During the investigation, an attempt was made to collect information on the respondent's decision-making skills and such data has been presented in the following Table 4.18.

Table 4.18 Respondents' Decision-Making Skills.

Decision Making Skills	Mean	SD	Skewness	Kurtosis
DMS1	3.2	1.37	-0.278	-1.164
DMS2	3.21	1.39	-0.286	-1.202
DMS3	3.25	1.35	-0.322	-1.097
DMS4	3.32	1.38	-0.376	-1.123
DMS5	3.29	1.37	-0.327	-1.137
DMS6	3.3	1.4	-0.348	-1.178

Source – Primary data.

It can be noticed that the mean values ranged between 3.2 and 3.32 with a standard deviation of 1.37 and 1.4. Ethical, maintaining hotel rules and keeping work goals in mind while making decisions was the highest rated item with a mean of 3.3 (SD=1.4), On the other hand, relying on information availability from backend was rated lowest score, with a mean of 3.2 (SD=1.37). Skewness between -0.5 and 0.5 is symmetrical and kurtosis is light tailed as it is less than zero.

4.3.1.9 Critical Thinking Skills

Critical thinking skills are crucial for frontline hotel employees to effectively handle diverse guest inquiries and requests, fostering positive guest experiences. They enable quick problem-solving and decision-making in high-pressure situations, ensuring smooth operations and guest satisfaction. Moreover, critical thinking empowers employees to adapt to dynamic circumstances and provide personalized solutions, enhancing the hotel's reputation and guest loyalty. Hence, an attempt is made to examine the critical thinking skills of the respondents in Table 4.19 below.

Table 4.19: Respondents' Critical Thinking Skills

Critical Thinking Skills	Mean	SD	Skewness	Kurtosis
CTS1	3.28	1.35	-0.337	-1.12
CTS2	3.25	1.39	-0.332	-1.163
CTS3	3.29	1.37	-0.373	-1.128
CTS4	3.29	1.39	-0.34	-1.17
CTS5	3.25	1.32	-0.331	-1.057

Source – Primary data.

The mean values for critical thinking skills ranged between 3.25 and 3.29 with a standard deviation of 1.32 and 1.39. Engaging in active listening and never getting into argument had the highest score at a mean of 3.29 (SD=1.37 and 1.39), while justifying reasons to superiors and postpone taking judgement was rated lowest with a mean of 3.25 (SD=1.32 and 1.39). Skewness between -0.5 and 0.5 is symmetrical and kurtosis is light tailed as it is less than zero.

4.4 Confirmatory Factor Analysis

After demographic analysis involving factor analysis was conducted. The objective of factor analysis is to remove the error variance and commonalities Yong & Pearce, (2013). Variance in the observed set of variables accounted for common variance (Child Dennis, 2006). In the field of factor analysis, there are two primary approaches: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

As per fit indices, Chi-squared (χ^2) p-values should be >0.05. The null hypothesis states that model fits perfectly.

Test for Exact Fit

χ^2	df	p
526	866	1.000

Comparative Fit Index states that CFI should be bigger then 0.95, in below model it is justified. Tucker Lewis Index should be bigger then 0.95, in below model it is. Standardized Root Mean Square is a statistical measure that evaluates the discrepancy between a proposed model and the observed data, and the difference should be less than 0.08.

Measure Fit

				RMSEA 90% CI			
CFI	TLI	SRMR	RMSEA	Lower	Upper	AIC	BIC
1.00	1.00	0.0257	0.00	0.00	0.00	54735	55406

Measure Fit

RMSEA 90% CI

CFI	TLI	SRMR	RMSEA	Lower	Upper	AIC	BIC

Table 4.20: Factor Loadings of Employee Competencies

Factors	Indicator	Stand. Estimate	Z	p
Job Knowledge	JK1	0.706	15	< .001
	JK2	0.718	15.4	< .001
	JK3	0.692	14.6	< .001
	JK4	0.718	15.4	< .001
	JK5	0.727	15.6	< .001
Customer Focus Competencies	CFC1	0.697	14.4	< .001
	CFC2	0.733	15.4	< .001
	CFC3	0.703	14.6	< .001
	CFC4	0.729	15.3	< .001
Task Competence	TC1	0.697	14.7	< .001
	TC2	0.703	14.9	< .001
	TC3	0.717	15.3	< .001
	TC4	0.712	15.1	< .001
	TC5	0.686	14.4	< .001
Social Competence	SC1	0.723	15.6	< .001
	SC2	0.729	15.8	< .001
	SC3	0.728	15.8	< .001
	SC4	0.726	15.7	< .001
	SC5	0.722	15.6	< .001
Interpersonal Communication Competencies	ICC1	0.734	15.4	< .001
	ICC2	0.708	14.7	< .001
	ICC3	0.705	14.6	< .001
	ICC4	0.716	15	< .001

	ETE1	0.683	14.2	< .001
	ETE2	0.673	13.9	< .001
Employee Training and Education	ETE3	0.676	14	< .001
	ETE4	0.705	14.8	< .001
	ETE5	0.688	14.3	< .001
	EAM1	0.744	16.1	< .001
	EAM2	0.671	14.1	< .001
Employee Attitude and Motivation	EAM3	0.742	16.1	< .001
	EAM4	0.683	14.4	< .001
	EAM5	0.714	15.3	< .001
	DMS1	0.7	15.1	< .001
	DMS2	0.681	14.6	< .001
	DMS3	0.75	16.6	< .001
Decision Making Skills	DMS4	0.731	16.1	< .001
	DMS5	0.737	16.3	< .001
	DMS6	0.719	15.7	< .001
	CTS1	0.757	16.6	< .001
	CTS2	0.732	15.9	< .001
Critical Thinking Skills	CTS3	0.709	15.2	< .001
	CTS4	0.726	15.7	< .001
	CTS5	0.694	14.8	< .001

Source: Primary data (SPSS output)

As per above results, corelation between all items and factors is moderate as factor loading is between 0 and 1. A minimum of 0.6. The minimum standard estimate is 0.681 for Decision making skills and maximum is 0.744 for Employee Attitude and Motivation. All above 44 items depict 9 factors of Employee competencies.

Table 4.21: Factor covariance of employee competencies

Item	Indicator	Stand. Estimate
Job Knowledge	**JK**	
	CFC	0.28
	TC	0.326
	SC	0.348
	ICC	0.295
	ETE	0.284
	EAM	0.292
	DMS	0.22
	CTS	0.255
Customer Focus Competencies	**CFC**	
	TC	0.298
	SC	0.299
	ICC	0.301
	ETE	0.283
	EAM	0.31
	DMS	0.264
	CTS	0.304
Task Competence	**TC**	
	SC	0.301
	ICC	0.299
	ETE	0.22
	EAM	0.267
	DMS	0.288
	CTS	0.346
Social Competence	**SC**	
	ICC	0.261
	ETE	0.312
	EAM	0.304
	DMS	0.278
	CTS	0.299

	ICC	
Interpersonal Communication Competencies	ETE	0.322
	EAM	0.339
	DMS	0.255
	CTS	0.286
Employee Training and Education	**ETE**	
	EAM	0.331
	DMS	0.3
	CTS	0.289
Employee Attitude and Motivation	**EAM**	
	DMS	0.273
	CTS	0.285
Decision Making Skills	**DMS**	
	CTS	0.292
Critical Thinking Skills	**CTS**	

Source: Primary data (SPSS output)

As per above results all factor loading is between -1 or 1 which indicates that the factor influences the variable. The maximum standard estimate is between Job knowledge and social competence (0.348) and minimum is 0.22 between Job knowledge and Decision-making skills and Task competence and Employee Training and Education.

4.5. Independent t test for employee competencies

Known as the two sample t-test, is a technique utilized for assessing if the means of two independent groups differ significantly from one another (Kim, 2015). This test is employed in varied fields, including medicine, psychology, and business, to compare the means of two distinct samples and assess If the observed disparities are either influenced by underlying factors or merely a result of random occurrences, this distinction is being made (Fay et al., 2010). The t-test considers the sample means, sample sizes, and sample variances to calculate a crucial value from the t-distribution and t-statistic to see there is a notable divergence between various sets of data or entities being compared (Carlin & Doyle, 2001; Moore & Kirkland, 2007; Kao & Green, 2008). If the calculated t-statistic exceeds the critical value, it suggests that there is a statistically significant difference between the two groups (Phipson &

Smyth, 2010; Kim & Park, 2019). The independent t-test is a crucial instrument for investigators and data processors, this refers to a vital resource that significantly aids their work to make informed decisions about the differences between two groups and is essential for hypothesis testing and drawing valid conclusions in various research settings.

Before applying t test, the data set needs to full fill the assumption of T-tests –

1. **Scale of measurement –** Researcher must use continuous or ordinal scale. In this study Likert scale is used which is an ordinal scale.
2. **Sampling method –** Simple random sampling must be used.
3. **Normality of data distribution:** Normality of data describes how the data is dispersed or distributed, points a dataset and whether they follow a normal distribution, commonly referred to as a Gaussian distribution or a bell curve, represents the pattern in which data is distributed. (Vetter, 2017; Das & Imon 2016). In a normal distribution the majority of data points cluster around the mean and the data is symmetrically distributed around a central mean (average) value, with fewer data points in the tails of the distribution (Webster, 2001; Reimann et al., 2005). In most cases, a 5% value can be assumed.
4. **Adequacy of sample size –** Data collection must be large as bell shaped curve is achieved with large data.
5. **Homogeneity of variance:** It is measured by the Levene's test. Where the groups will be treated equally based on variance is determined by the significance value (Gastwirth et al., 2009; O'Neill & Mathews, 2000). The two groups can be treated equally by Levene's test significance value larger than 0.05. Additionally, the groups cannot be treated equally When the significant value is lower than 0.05, it indicates a notable difference or result.

For Normality test Shapiro-Wilk is used. The Shapiro-Wilk test is a statistical method that examines whether data follows a normal distribution. If the test result is not significant ($p > 0.5$), it suggests the sample distribution is not substantially distinct from a normal distribution (as per Shapiro and Wilk, 1965). The t-test, on the other hand, helps determine if the means of two groups differ significantly.

H.1.1: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect of gender.

Table 4.22: Normality Test (Shapiro-Wilk) based on Gender

Statements	W	p
JK	0.96	< .001
CFC	0.958	< .001
TC	0.967	< .001
SC	0.962	< .001
ICC	0.959	< .001
ETE	0.964	< .001
EAM	0.965	< .001
DMS	0.956	< .001
CTS	0.961	< .001

Source: Primary data (SPSS output)

As per above test results it can be inferred that p value of Shapiro-Wilk is minimum 0.958 of Customer focus competencies and maximum is 0.964 of Employee training and education. So, the value is non-significant (p>0.05), therefore cannot use parametric t-test. Mann-Whitney test is used for non-parametric t-test. We used the same below.

Table 4.23: Independent Samples of T-Test (Mann-Whitney U) based on Gender

Statements	Statistic	p
JK	16666	0.960
CFC	15730	0.348
TC	14400	0.028
SC	16377	0.746
ICC	15390	0.207
ETE	14874	0.080
EAM	16053	0.528
DMS	15444	0.227
CTS	15755	0.360

Source: Primary data (SPSS output)

As per the above table we conclude that null hypothesis has been rejected as the p-values are more > 0.05, and alternative hypothesis has been accepted, expect for the task competency, which is less than 0.05, explaining that those employees are not task competent.

As per above test results, A p-value of 0.05 or less is typically deemed significant in statistical analysis, implying a notable difference or effect in the observed results. The lowest p-value is of Interpersonal communication competencies (0.207), Decision Making Skills (0.227), Task Competence (0.028), Customer Focus Competencies (0.348) and Critical thinking skills (0.36) has noticeable distinctions in male and female behaviour towards competencies. There is no significant difference in ratio of male and female while Employee attitude and motivation (0.528), Social Competence (0.746), Employee Training and education (0.08) and Job Knowledge (0.96) which means competencies differs in few variables. The null hypothesis is not rejected.

H.1.2: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect of type of employment.

Table 4.24: Normality Test (Shapiro-Wilk) based on Type of Employment wise distribution.

Statements	W	p
JK	0.963	< .001
CFC	0.956	< .001
TC	0.964	< .001
SC	0.963	< .001
ICC	0.959	< .001
ETE	0.964	< .001
EAM	0.963	< .001
DMS	0.958	< .001
CTS	0.959	< .001

Source: Primary data (SPSS output)

As per above results of Normality test, A small p-value indicates a potential breach of the presumption of normality in the given context. In above results data is not normal as maximum W is nearly 0.95, and p is less than 0.05, which leads to the rejection of the null hypothesis. Maximum value is 0.964 of Task Competence and Employee Training and education. Due to data is not normal, non-parametric test is applied.

Table 4.25: Independent Samples of T-Test (Mann-Whitney U) based Type of Employment wise distribution

Statements	Statistic	p
JK	16929	0.134
CFC	18032	0.612
TC	18360	0.833
SC	16868	0.12
ICC	17898	0.53
ETE	17941	0.556
EAM	18415	0.871
DMS	18092	0.651
CTS	18171	0.703

Source: Primary data (SPSS output)

As per above results, the maximum value of U is 18415 for Employee attitude and motivation and minimum is 16868 for Social Competence and p value is minimum 0.12 and maximum is 0.871, so the hypothesis is not rejected that as per contract or permanent.

4.5.1 Analysis of Variance (ANNOVA)

Analysis of Variance (ANNOVA) is a statistical technique for analyzing the differences among group means in a data set (St and Wold, 1989). It is a highly effective instrument for identifying whether a specific condition applies. there are statistically significant differences between the means of two or more then groups. ANNOVA is particularly useful when you have more than two groups to compare (Christensen, 1996). The main objective of ANNOVA is determining if there is significant difference in the means of two or more groups (Huck & McLean, 1975). ANNOVA calculates an F-statistic, which compares the variance between group means to the variance within groups (Ross & Willson, 2017). The p-value associated with the F-statistic tells you whether there are significant differences between the groups (Guetterman, 2019). A low p-value (typically < 0.05) suggests that at least one group is significantly different from the others. If ANNOVA indicates significant differences, post-hoc tests (e.g., Tukey's HSD, Bonferroni correction) are often used to determine which specific groups are different from each other (Hazra & Gogtay, 2016). Current study applies

ANNOVA with Post hoc test to identify the difference in the competencies of 5-star hotel staff with respect to experience.

Before applying the test, the present study fulfils the assumption of ANNOVA.

- **Independence:** The observations within each group must be independent.
- **Normality:** The data within each group ought to adhere to a pattern of normal distribution.
- **Homogeneity of Variance:** Variance within each group should be roughly equal.

The present fulfils all the assumption of ANNOVA, and data set is found suitable for the test.

After an independent t test, the present study examines the difference in the competencies of staff with respect to their age. ANNOVA test is applied to identify the difference in the competencies. Below tables presents the result for the same.

H.1.3: There is a significant difference in the employee competencies of front office staff at 5-star hotels with respect to age.

To test the hypothesis (H.1.3), participants divided into five different groups basis their age: 18–25 years; 25–30 years; 35–40 years and above 40 years. Table 4.27 provides the value of Normality.

Table 4.26: Normality test based on age

Statements	W	p
JK	0.963	$< .001$
CFC	0.967	$< .001$
TC	0.973	$< .001$
SC	0.966	$< .001$
ICC	0.961	$< .001$
ETE	0.966	$< .001$
EAM	0.974	$< .001$
DMS	0.962	$< .001$
CTS	0.964	$< .001$

Source: Primary data (SPSS output)

As per above Normality test, the value of P is more than > 0.05, with maximum Wilk static as 0.974 for Employee attitude and motivation and minimum as 0.961 for Interpersonal

communication competencies. Hypothesis of normality rejects the test when the p-value is < than or = to 0.05. In above table, it is violation of p value, however static value is between 0 and 1. Due to violation nonparametric test Kruskal-Wallis test is applied.

Table 4.27: Kruskal-Wallis test based on age

Statements	χ^2	df	p
JK	0.544	4	0.969
CFC	10.578	4	0.032
TC	4.41	4	0.353
SC	1.525	4	0.822
ICC	3.687	4	0.45
ETE	2.504	4	0.644
EAM	8.52	4	0.074
DMS	3.506	4	0.477
CTS	3.071	4	0.546

Source: Primary data (SPSS output)

As per above results, df represents freedom degrees (DF) equals the groups numbers in data - 1. p value is 0.05, as per above table maximum value is 0.969 for Job Knowledge and minimum is 0.032 for Customer Focus Competencies which is less then significant value. Overall, hypothesis is not rejected. χ^2 represents chi-square that compares the observed values to the expected values. The value of chi square is between 10.578 for Customer Focus Competencies and minimum 0.544 for Job Knowledge.

H.1.4: There is a significant difference in the employee competencies of front office staff at 5-star hotels with respect to total experience.

Table 4.28: Normality test based on total experience

Statements	W	p
JK	0.964	< .001
CFC	0.967	< .001
TC	0.97	< .001
SC	0.966	< .001
ICC	0.966	< .001
ETE	0.97	< .001
EAM	0.976	< .001
DMS	0.969	< .001
CTS	0.969	< .001

Source: Primary data (SPSS output)

As per above results on basis of experience, value of p is < .001 which is less than significant .05 so we need to conduct nonparametric test.

Table 4.29: Kruskal-Wallis test-based total experience

Statements	χ^2	df	p
JK	0.183	4	0.996
CFC	6.54	4	0.162
TC	4.839	4	0.304
SC	1.32	4	0.858
ICC	5.347	4	0.254
ETE	7.333	4	0.119
EAM	11.083	4	0.026
DMS	6.918	4	0.14
CTS	5.578	4	0.233

Source: Primary data (SPSS output)

As per above table results the value of chi square minimum is 0.183 for Job Knowledge and maximum for Employee attitude and motivation (11.083). The value of p is >.05 which states that hypothesis is not rejected.

H.1.5: There is significant difference in the employee competencies of front office staff of 5-star hotel with respect to working shifts.

Table 4.30: Normality test based on working shift

Statements	W	p
JK	0.963	< .001
CFC	0.961	< .001
TC	0.966	< .001
SC	0.967	< .001
ICC	0.964	< .001
ETE	0.966	< .001
EAM	0.967	< .001
DMS	0.958	< .001
CTS	0.966	< .001

Source: Primary data (SPSS output)

As per above table, results show a violation of the assumption of normality, so non-parametric test is applied.

Table 4.31: Kruskal-Wallis test based working shift

Statements	χ^2	df	p
JK	1.116	3	0.773
CFC	1.227	3	0.747
TC	2.74	3	0.434
SC	2.45	3	0.484
ICC	2.247	3	0.523
ETE	1.302	3	0.729
EAM	0.585	3	0.9
DMS	1.077	3	0.783
CTS	3.918	3	0.27

Source: Primary data (SPSS output)

As per above table, results show that chi squared is between 3.918 and 1.077 and p value is between 0.9 and 0.27 so the hypothesis is not rejected.

4.5.2 Exploratory factor analysis (EFA)

Exploratory factor analysis (EFA) discovers the nature of the constructs influencing the data set (Patel et.al, 2012). Exploratory factor analysis is a methodology to explore a data set (Costello & Osborne, 2005). It is used to investigate the potential underlying structure of the variables that are being observed (Tucker & MacCallum, 1997). EFA is a method for reducing variables that identifies the quantity of hidden factors and approximates their relationships, influencing the observed variables by changing the responses (Cudeck Robert (2000)). It is an organized collection of interrelated measures. The bare minimum of factors required to accurately create the item correlation matrix is determined via exploratory factor analysis (Izquierdo et al, 2014).

Objective 2: To explore factors of Employee Productivity and Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.

Table 4.32: Tested Hypothesis-2 for Objective 2

Objective	Test	Hypothesis
Objective - 2	Exploratory Factor Analysis	**H2:** There is a significant effect in factors of Employee Productivity and Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.

4.5.3 Appropriateness of Factor Analysis

The test checks the appropriateness of data for undergoing factor analysis is being referred to. (Hassan et al., 2012). First, the test was run for the dependent variable (employee competencies). The dimensions has 44 items. The value of KMO (Kaiser, Meyer, Olkin) can ranging from 0 to 1, but the accepted value for KMO is >.6 (Alagoz & Hekimoglu, 2012). The KMO value for scale is.954. The value is above the accepted value, so the present data is found appropriately fit for factor analysis. Bartlett's test of sphericity was done to check the suitability and validity of the responses collected for the study (Harsasi & Sutawijaya, 2018). The test of sphericity Bartlett's is It is employed to examine the null hypothesis suggesting that the variables in a population exhibit no correlation (Jackson, 1993). The table shows that approximate chi-square valued at 3061.985 at 45 degrees of freedom, At the 0.05 significance level, this holds importance. Here, the null hypothesis ought to be discarded as there is no correlation between the variables in the population. Hence, factor analysis is considered appropriate for analyzing data.

H2: There is a significant effect in factors of Employee Productivity and Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.

Goal Oriented Performance and Production Efficiency are the 2 variables which were considered for Organizational efficiency.

Table 4.33 factor loadings of Organizational efficiency

Statements	Factor-1	Factor-2	Uniqueness
GOP1	0.333	0.786	0.271
GOP2	0.38	0.77	0.263
GOP3	0.308	0.789	0.284
GOP4	0.351	0.800	0.237
PRE1	0.784	0.375	0.246
PRE2	0.778	0.391	0.242
PRE3	0.768	0.374	0.27
PRE4	0.767	0.395	0.255
PRE5	0.785	0.381	0.238

Source: Primary data (SPSS output)

The 'varimax' rotation was employed in conjunction with the 'principal axis factoring' extraction approach.

Principle axis factoring analysis with rotation of varimax is applied for extracting factor loading for the items of independent variables. Current study has two dependent variables organizational efficiency and employee productivity. And factor analysis is performed separately for each dependent variable. The final factor solution resulted in two factors with 9 items. All the items in the factor have loading > 0.6 which is beyond the threshold value.

The factor loading value of GOP3 is minimum at 0.308 (My Organization is acquiring new customers and retaining old customers) for factor 1 and maximum is of 0.394 for PRE4 (I am comfortable with the performance management system in the organization). Factor loading represents the corelation between variable and factor. The uniqueness of all variables is between 0 and 1. Minimum is 0.237 for GOP4 for statement My organization is reducing guest complaints and maintaining zero customer claims and maximum 0.284 for GOP3 statement My Organization is acquiring new customers and retaining old customers. The results infer that all factor loadings are within the range.

Table 4.34: Bartlett's Test of Sphericity

Assumption check

Bartlett's Test of Sphericity		
χ^2 (Approx. Chi-Square)	df	p
3057	36	< .001

Source: Primary data (SPSS output)

This test results inferred information about whether the corelations in the data are strong enough or significant. It's employed for assessing the null hypothesis. Typically, a statistically significant test yields a value of less than 0.05.as per above results it is shows that p<0.001.

KMO Measure of Adequacy Sampling is used to display the percentage of your variables' volatility that could attributed to fundamental causes. High numbers (around 1.0) typically suggest that your data can benefit from a factor analysis.

Table 4.35: represents KMO Measure of Sampling Adequacy

Constructs	MSA
Overall	0.941
GOP1	0.934
GOP2	0.939
GOP3	0.934
GOP4	0.929
PRE1	0.943
PRE2	0.947
PRE3	0.947
PRE4	0.95
PRE5	0.948

Source: Primary data (SPSS output)

As per above results all values are closer to 1 which means factor analysis is useful for the data obtained. Hypothesis is accepted.

After EFA, CFA is applied to both variables.

Test for Exact Fit

χ^2	df	p
20.6	26	0.765

The results of exact fit test inferred Chi-squared (χ^2) p-values should be >0.05. The null hypothesis states that model fits perfectly.

Measures Fit

RMSEA 90% CI

CFI	TLI	SRMRRMSEA	Lower	Upper	AIC	BIC
1	1	0.01080	0	0.0281	9438	9550

The comparative Fit Index states that the value should be bigger than 0.95, and as per the results, it is 1; in the above model, it is justified. Tucker Lewis Index should be bigger than 0.95; in the above model, it is. Standardized Root Mean Square residual shows that the square root of the difference should be less than 0.08.

Table 4.36: Hypothesis testing on Organizational Efficiency

Factors	Indicator	SE	Z	p
Goal Oriented Performance (GOP)	GOP1	0.056	20.8	< .001
	GOP2	0.0548	21.3	< .001
	GOP3	0.0563	20.4	< .001
	GOP4	0.0551	21.6	< .001
Production Efficiency (PRE)	PRE1	0.0552	21.6	< .001
	PRE2	0.0543	21.7	< .001
	PRE3	0.0559	21.1	< .001
	PRE4	0.055	21.5	< .001
	PRE5	0.0546	21.8	< .001

Source: Primary data (SPSS output)

As per the above results, correlation between all items and factors is moderate as factor loading is between 0 and 1. A minimum of 0.546. The minimum standard estimate is 0.0551 for Goal-oriented performance, and the maximum is 0.559 for Production Efficiency. All the above 9 items depict factors of Organizational Efficiency.

Table 4.37: Factor loadings of Employee productivity

Statements	Factor-1	Factor-2	Uniqueness
TP1	0.362	0.78	0.259
TP2	0.356	0.779	0.267
TP3	0.36	0.778	0.266
TP4	0.386	0.768	0.262
ADP1	0.791	0.364	0.243
ADP2	0.813	0.348	0.218
ADP3	0.789	0.337	0.264
ADP4	0.792	0.338	0.259
ADP5	0.78	0.311	0.295
ADP6	0.834	0.301	0.214

Source: Primary data (SPSS output)

As per above table factor loadings uniqueness is between 0 and 1. Minimum factor 1 is 0.356 for statement TP2 and maximum is 0.386 for statement TP4. Maximum for factor 2 is 0.364 for statement ADP1.

Assumption check:

Bartlett's Test of Sphericity

χ^2	df	p
3540	45	< .001

The results of assumption check inferred that chi square is 3540 and p value is <.001.

Table 4.38: KMO Measure of Sampling Adequacy

Constructs	MSA
Overall	0.95
TP1	0.931
TP2	0.938
TP3	0.939
TP4	0.941
ADP1	0.96
ADP2	0.955
ADP3	0.956
ADP4	0.959
ADP5	0.962
ADP6	0.95

Source: Primary data (SPSS output)

All the values are closer to 1 which shows exploratory factor analysis is accepted.

After which CFA is applied.

Test for Exact Fit

χ^2	df	p
29.3	34	0.696

The results of exact fit test inferred Chi-squared (χ^2) p-values should be >0.05. The null hypothesis states that model fits perfectly.

Fit Measures

CFI	TLI	SRMR	Upper	AIC	BIC
1	1	0.0114	0.0289	10394	10518

Comparative Fit Index states that value should be bigger than 0.95 and as per results it is 1, in above model it is justified. Tucker Lewis Index should be bigger then 0.95, in above model it is. Standardized Root Mean Square residual shows that square root of the difference should be less than 0.08.

Table 4.39: Hypothesis testing on Employee Productivity

Factor	Indicator	SE	Z	p
Task Performance (TP)	TP1	0.0547	21.1	< .001
	TP2	0.055	20.9	< .001
	TP3	0.0555	21	< .001
	TP4	0.0553	21.2	< .001
Adaptive Performance (AP)	ADP1	0.0554	21.8	< .001
	ADP2	0.0551	22.4	< .001
	ADP3	0.0556	21.3	< .001
	ADP4	0.0561	21.4	< .001
	ADP5	0.0567	20.5	< .001
	ADP6	0.0546	22.3	< .001

Source: Primary data (SPSS output)

As per above table factor loadings uniqueness is between 0 and 1. Minimum factor 1 is 0.0553 for statement TP4 and maximum is 0.555 for statement TP3. Maximum for factor 2 is 0.567 for statement ADP5.

Result of Objective-2:

The findings of the above objective identifying factors of employee productivity and organizational efficiency. The result for the dimensions of employee productivity and organizational efficiency infers two factors for both variables. The result indicates that employee productivity has two factors: Task Performance with four items and Adaptive Performance with six items. And the second dimension, Organizational Efficiency, also has two factors: Goal Oriented Performance with four items, and Production Efficiency with five items. Table 4.39 presents the result for the second objective.

Table 4.40: Result of factors of independent variables

Objective	Dimension	Factors
Objective 2	Employee productivity	1. Task Performance 2. Adaptive Performance
	Organizational Efficiency	1. Goal Oriented Performance 2. Production Efficiency

4.6. Regression Analysis

A hypothesis was developed to achieve objectives three, four and five. Partial Lest Square method is applied to test the hypothesis. Partial Least Squares (PLS) is a method utilized in statistics for regression analysis and dimensionality reduction (Fordellone et al., 2018). It is particularly valuable when working with datasets containing many predictors as variables and potentially exhibiting high collinearity amongst them (Dormann et al., 2013; Rosipal & Trejo, 2001). PLS is an extension of multiple linear regressions, but it also considers the relationship between the predictors and the response variables (Henseler & Chin, 2010; Wold et al., 2001). PLS aims to generate a series of latent variables, also referred to as components, which effectively capture the highest covariance between the predictor variables and the responses variables (Chin, 1998).

The PLS algorithm works by iteratively identifying latent variables that optimize the covariance between predictors as well as response variables (Hervé Abdi, 2010; Henseler et al., 2012). It does this by finding linear combinations of the predictors (known as weights) and linear combinations of the response variables (known as loadings) that have the highest covariance. The algorithm then constructs the first component based on these weights and loadings and removes the covariance Captured by that component from the original predictors and response variables (Chin, 2009; Hair et al., 2011). This process is repeated to find subsequent components.

PLS can be used for various purposes, including prediction, classification, and variable selection (Yun et al., 2019). It is often employed in situations where the predictors numbers is larger than observations numbers, which can cause issues in traditional regression models. PLS can handle multicollinearity effectively and reduce the dimensionality of the dataset, which can improve model performance and interpretability (Bang et al., 2002; Serrano & Gutiérrez , 2013).

One advantage of PLS is its ability to handle situations where there are more predictors than observations and when there are strong correlations among predictors (Wold et al., 2001; Ajzen, 2020). It is commonly used in fields such as chemometrics, bioinformatics, and finance, where these conditions are frequently encountered. However, PLS is not only the method to assess the impact of an independent variable on a dependent variable, but there are also other methods like regression and SEM is referred to test the relation (Lowry & Gaskin,

2014; Wong, 2013). But after observing the data set and requirement of study is partial least square (PLS) founded to be the most suitable for current study.

Objective 3 - To study the impact of Employee Competencies on Employee Productivity of front office staff in 5-star hotels of Rajasthan.

Objective 4 - To study the impact of Employee Competencies on Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.

4.7: Measurement Model

PLS-SEM comprises a measurement and a structure model (Hair et al., 2017). Before final analysis, the researcher examines the measurement model. A measurement model is a fundamental tool in research for understanding how unobservable constructs are linked to observable data (Kumar and Kumar, 2015; Collier, 2020). It helps researchers establish the validity and reliability of their measurements, assess their fit of theoretical models, and gain insights into the interlinks within latent constructs and observed variables (Astrachan et al., 2014; MacKenzie, 2001).

4.7.1 Model fitness (R-Square):

Table 4.41: R square values

Constructs	R-square	R-square adjusted
ADP	0.500	0.488
GOP	0.443	0.430
PRE	0.484	0.472
TP	0.451	0.439

Miles, Jeremy (2005) stated that R-squared quantifies the proportion of variance in the dependent variable explained by the independent variable(s). Adjusted R-squared, a refined form of R-squared, considers the number of predictors in the model, offering a more precise evaluation of model fit. An R-squared value closer to 1 indicates that a larger percentage of the variance in the dependent variable that can be accounted for by the independent variable(s). R-squared adjusted considers the predictors numbers in the given model, penalizing for the inclusion of unnecessary variables. It provides a conservative estimate of the fitted goodness compared to R-squared.

For the variable "ADP," R-squared valued at .500, indicating 50% of the variance in the variable which is dependent and is explained by the variables which are independent. The adjusted R-squared value is slightly lower at .488. For the variable "GOP," the value of R-squared is 0.443, indicated that 44.3% of the variance in the dependent variable is explained by the independent variable(s). The adjusted R-squared value is slightly lower at 0.430. For the variable "PRE," the R-squared value is 0.484, indicates that 48.4% of the variance in the variable which is dependent is explained by the variables which are independent. The R-squared adjusted value is slightly lower at 0.472. For the variable "TP," the R-squared value is 0.451, indicating that 45.1% of the variance in the dependent variable is explained by the independent variable(s). The R-squared value is adjusted slightly lower at 0.439.

Overall, these values suggest that the models or variables have moderate explanatory power, with R-squared values ranging from around 0.44 to 0.50. Adjusted R-squared values are slightly lower, reflecting the penalty for including additional variables in the models.

4.7.2 Q square:

Table 4.42: Q2 variance

Variable	Proportion of Variance Explained (Q square)
ADP	0.266
GOP	0.236
PRE	0.258
TP	0.24

The Q square table is to calculate the proportion of variance explained by each variable in relation to total variance explained by all variables. This can be done by dividing each R-squared value by the sum of all R-squared values. Above table shows the fraction of variance explained by each variable compared to the overall variance explained by all variables. The variable "ADP" explains approximately 26.6% of the cumulative variance accounted for by all variables. The variable "GOP" explains approximately 23.6% out of the total variance explained by all variables. The variable "PRE" explains approximately 25.8% of all variables' explained total variance. The variable "TP" explains approximately 24.0% of the entire variance explained by all variables. This table helps in understanding the relative contributions of each variable to the overall explanatory capacity of the model.

The assessment of the measurement model involved evaluating convergent validity and discriminant validity, and reliability of latent variables, which were reflective.
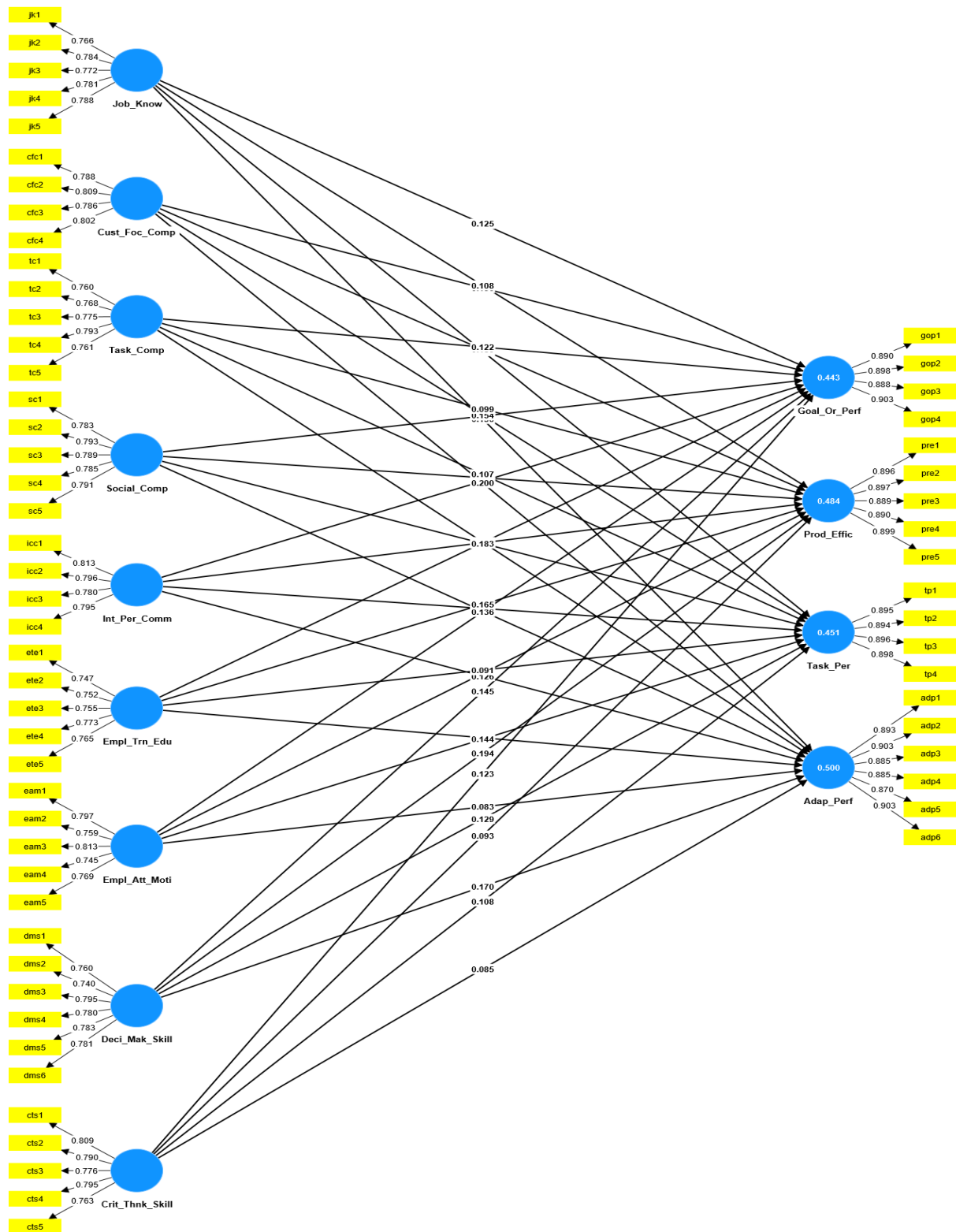
Fig 4.10: Measurement Model of constructs

The result indicates good internal consistency; the maximum composite reliability for the dimensions of employee competencies is 0.868 for DMS, employee productivity is 0.948 for ADP, and organizational efficiency is 0.918 for both constructs. Latent variables also indicate strong convergent validity, as the (AVE) average extracted variance value (employee competencies =0.634, employee productivity = 0.802, and organizational efficiency = 0.800) is above the threshold value of 0.50 (Hair et al., 2012), so the scale fulfills the criteria of convergent validity. The reliability test for all the dimensions is performed separately; the result indicates the scale is reliable with a Cronbach's alpha values for further analysis, employee competencies (0.866), employee productivity (0.947), and organizational efficiency (0.937).

Table 4.43 Reliability and validity of the constructs

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ADP	0.947	0.948	0.958	0.792
CTS	0.846	0.847	0.890	0.619
CFC	0.808	0.808	0.874	0.634
DMS	0.866	0.868	0.899	0.598
EAM	0.836	0.843	0.884	0.604
ETE	0.815	0.816	0.871	0.575
GOP	0.917	0.918	0.942	0.801
ICC	0.808	0.810	0.874	0.634
JK	0.837	0.839	0.885	0.605
PRE	0.937	0.938	0.952	0.800
SC	0.848	0.848	0.891	0.621
TC	0.830	0.833	0.880	0.595
TP	0.918	0.918	0.942	0.802

The result indicates three dimensions; the result also infers that the present scale is suitable and reliable for further analysis. After analyzing the model of measurement, the study analyses structural model. This structural model indicates the link between two latent

variables. As in the current study has one independent variable and two dependent variables, it has tested two different models.

The result interpretation is done by adjusted R2 contribution in the dependent variable due to changes in the independent variable. With adjusted R2, model is assessed by the output model fit and multicollinearity test. Before proceeding with regression analysis, collinearity among the entire latent variable is checked. To test the full collinearity (multicollinearity) among the latent variables, the study uses the inner variance inflation factor (VIF) (Marcoulides and Raykov, 2019). Multicollinearity exists when the latent variables have a strong correlation. A strong correlation among variables affects the regression result (Becker et al., 2015). The present study reports minor multicollinearity among the latent variables, as the VIF values are < 3.0, which is below the threshold value of 5 for factor-based models in PLS-SEM (Kock, 2017).

4.7.3 Heterotrait-Monotrait (HTMT) ratio matrix

Ab Hamid (2017) stated that the HTMT ratio is a method used in structural equation modelling (SEM) to assess discriminant validity, which measures how much constructs are truly distinct from each other. Researchers typically use a threshold value (often 0.85) to determine if the discriminant validity is achieved. If the HTMT ratio for a pair of constructs falls below this threshold, indicating that the constructs are distinct from one another.

Table 4.44: HTMT ratio matrix

Constructs	ADP	CTS	CFC	DMS	EAM	ETE	GOP	ICC	JK	PRE	SC	TC	TP
ADP													
CTS	0.410												
CFC	0.511	0.301											
DMS	0.454	0.292	0.268										
EAM	0.412	0.284	0.309	0.273									
ETE	0.460	0.289	0.284	0.298	0.331								
GOP	0.738	0.430	0.444	0.423	0.444	0.406							
ICC	0.446	0.284	0.303	0.255	0.335	0.322	0.448						
JK	0.445	0.253	0.278	0.217	0.295	0.284	0.425	0.294					
PRE	0.780	0.413	0.488	0.473	0.422	0.477	0.764	0.435	0.415				
SC	0.466	0.299	0.301	0.275	0.303	0.312	0.452	0.262	0.349	0.466			
TC	0.452	0.347	0.299	0.286	0.267	0.220	0.432	0.300	0.325	0.413	0.302		
TP	0.742	0.418	0.463	0.410	0.455	0.408	0.740	0.436	0.432	0.765	0.488	0.420	

- **Adaptive Performance (ADP):** This construct exhibits moderate to strong correlations with other constructs. It shows the highest positive correlation with Productivity Efficiency at 0.780, indicating a strong relationship between adaptive performance and productivity efficiency. The lowest correlation is with Critical Thinking Skills at 0.410.

- **Critical Thinking Skills (CTS):** This construct demonstrates moderate correlations with other constructs. It has the highest positive correlation with Goal Orientation Performance at 0.430. The lowest correlation is with Job Knowledge at 0.253.

- **Customer Focus Competence (CFC):** This construct shows moderate to strong correlations with other constructs. It has the highest positive correlation with Productivity Efficiency at 0.511. The lowest correlation is with Job Knowledge at 0.268.

- **Decision Making Skills (DMS):** This construct demonstrates moderate correlations with other constructs. It exhibits the highest positive correlation with Productivity Efficiency at 0.473. The lowest correlation is with Job Knowledge at 0.217.

- **Employee Attitude and Motivation (EAM):** This construct exhibits moderate correlations with other constructs. It has the highest positive correlation with Goal Orientated Performance at 0.423. The lowest correlation is with Decision Making Skills at 0.255.

- **Employee Training and Education (ETE):** This construct shows moderate correlations with other constructs. It has the highest positive correlation with Productivity Efficiency at 0.477. The lowest correlation is with Job Knowledge at 0.284.

- **Goal Orientated Performance (GOP):** This construct exhibits strong positive correlations with most other constructs. It shows the highest positive correlation with Productivity Efficiency at 0.764. The lowest correlation is with Decision Making Skills at 0.423.

- **Interpersonal Communication (ICC):** This construct demonstrates moderate correlations with other constructs. It exhibits the highest positive correlation with Task Performance at 0.448. The lowest correlation is with Decision Making Skills at 0.255.

- **Job Knowledge (JK):** This construct shows low to moderate correlations with other constructs. It exhibits the highest positive correlation with Productivity Efficiency at 0.425. The lowest correlation is with Decision Making Skills at 0.217.

- **Productivity Efficiency (PRE):** This construct exhibits strong positive correlations with most other constructs. It shows the highest positive correlation with Goal Oriented Performance at 0.764. The lowest correlation is with Decision Making Skills at 0.473.

- **Social Competence (SC):** This construct demonstrates moderate to strong correlations with other constructs. It exhibits the highest positive correlation with Productivity Efficiency at 0.466. The lowest correlation is with Decision Making Skills at 0.275.

- **Task Competence (TC):** This construct shows moderate correlations with other constructs. It has the highest positive correlation with Task Performance at 0.413. The lowest correlation is with Decision Making Skills at 0.286.

- **Task Performance (TP):** This construct demonstrates strong positive correlations with most other constructs. It exhibits the highest positive correlation with Productivity Efficiency at 0.765. The lowest correlation is with Decision Making Skills at 0.410.

4.7.4 Fornell-Larcker criterion (FLC)

Hilkenmeier, Frederic, et al. (2020) stated that Fornell-Larcker criterion (FLC) is a method used in structural equation modeling (SEM) to assess discriminant validity. It depicts the extent to which constructs in research study measure districted concepts rather than being highly correlated with each other.

The Fornell-Larcker criterion assesses discriminant validity by contrasting the square roots of the average variance extracted (AVE) for each construct with the correlations between constructs. According to this criterion, the square root of the AVE for each construct should exceed the correlations between that construct and all other constructs in the model.

Square root of the construct of AVE is greater than its correlations with other variant constructs, it suggests that the construct is measuring a distinct concept and has good discriminant validity. Conversely, if the square root of AVE is smaller than its relations with others, it indicates potential issues with discriminant validity, and further investigation or refinement of the measurement model may be necessary.

Overall, the Fornell-Larcker criterion provides a straightforward methodology for evaluating discriminants validity in models SEM, helping researchers ensure that the constructs they are studying are truly distinct from each other.

Table 4.45: Fornell-Larcker criterion (FLC)

Constructs	ADP	CTS	CFC	DMS	EAM	ETE	GOP	ICC	JK	PRE	SC	TC	TP
ADP	**0.890**												
CTS	0.368	**0.787**											
CFC	0.447	0.250	**0.796**										
DMS	0.412	0.251	0.224	**0.773**									
EAM	0.370	0.240	0.255	0.231	**0.777**								
ETE	0.405	0.241	0.231	0.252	0.273	**0.758**							
GOP	0.689	0.379	0.383	0.378	0.393	0.351	**0.895**						
ICC	0.391	0.235	0.246	0.214	0.279	0.262	0.387	**0.796**					
JK	0.398	0.215	0.231	0.186	0.249	0.235	0.374	0.244	**0.778**				
PRE	0.735	0.368	0.425	0.428	0.378	0.418	0.709	0.380	0.369	**0.894**			
SC	0.418	0.253	0.249	0.238	0.256	0.260	0.399	0.218	0.295	0.416	**0.788**		
TC	0.403	0.290	0.246	0.243	0.224	0.183	0.378	0.246	0.272	0.366	0.254	**0.771**	
TP	0.692	0.369	0.399	0.366	0.401	0.354	0.680	0.377	0.380	0.710	0.431	0.367	**0.896**

- **Adaptive Performance (ADP):** This construct shows a strong positive correlation with all other constructs, ranging from 0.735 to 0.890. It indicates that adaptive performance is strongly related to various aspects of employee competence and performance, such as critical thinking skills, customer focus competence, decision-making skills, etc.

- **Critical Thinking Skills (CTS):** This construct demonstrates moderate to strong positive correlations with other constructs, ranging from 0.215 to 0.787. It suggests that critical thinking skills are moderately to strongly related to other aspects of employee competence and performance.

- Customer Focus Competence (CFC): This construct shows moderate to strong positive correlations with other constructs, ranging from 0.231 to 0.796. It indicates that customer focus competence is moderately to strongly related to various aspects of employee competence and performance.

- **Decision Making Skills (DMS):** This construct exhibits moderate to strong positive correlations with other constructs, ranging from 0.186 to 0.773. It suggests that decision-making skills are moderately to strongly related to other aspects of employee competence and performance.

- **Employee Attitude and Motivation (EAM):** This construct demonstrates moderate to strong positive correlations with other constructs, ranging from 0.231 to 0.777 It indicates that employee attitude and motivation is moderately to strongly related to various aspects of employee competence and performance.

- **Employee Training and Education (ETE):** This construct shows moderate to strong positive correlations with other constructs, ranging from 0.231 to 0.758. It suggests that employee training and education is moderately to strongly related to various aspects of employee competence and performance.

- **Goal Orientated Performance (GOP):** This construct demonstrates strong positive correlations with all other constructs, ranging from 0.351 to 0.895. It indicates that goal oriented performance is strongly related to various aspects of employee competence and performance.

- **Interpersonal Communication (ICC):** This construct demonstrates moderate to strong positive correlations with other constructs, ranging from 0.214 to 0.796. It suggests that interpersonal communication is moderately to strongly related to various aspects of employee competence and performance.

- **Job Knowledge (JK):** This construct shows moderate to strong positive correlations with other constructs, ranging from 0.215 to 0.778. It indicates that job knowledge is moderately to strongly related to various aspects of employee competence and performance.

- **Productivity Efficiency (PRE):** This construct demonstrates moderate to strong positive correlations with other constructs, ranging from 0.369 to 0.894. It suggests that productivity efficiency is moderately to strongly related to various aspects of employee competence and performance.

- **Social Competence (SC):** This construct shows moderate to strong positive correlations with other constructs, ranging from 0.218 to 0.788. It indicates that social competence is moderately to strongly related to various aspects of employee competence and performance.

- **Task Competence (TC):** This construct demonstrates moderate to strong positive correlations with other constructs, ranging from 0.183 to 0.771. It suggests that task competence is moderately to strongly related to various aspects of employee competence and performance.

- **Task Performance (TP):** This construct demonstrates strong positive correlations with all other constructs, ranging from 0.367 to 0.896. It indicates that task performance is strongly related to various aspects of employee competence and performance.

- Overall, the table reveals the interrelationships between different constructs related to employee competence and performance, providing valuable insights for understanding the complex dynamics within organizations.

- By using both HTMT and FLC can be particularly beneficial in complex SEM studies, validation research, or when seeking to strengthen the robustness of the discriminant validity assessment. By integrating multiple approaches, researchers can bolster the credibility and the reliability of their findings regarding construct distinctiveness.

4.8: Structural Model

After validating the measurement model, the study analyzes the structural model. The structural model was analysed to test hypotheses 3 and hypothesis 4. The interpretation of the structural model is done by the coefficient of determination (R^2) and the path coefficient. The structural model coefficient of determination (R^2) explains the variation in dependent variables caused by independent variables (Mohamed et al., 2018). The path coefficient signifies the magnitude of the relationship between two variables (Mohamed et al., 2018). **First hypothesis 3: H3: There is a significant impact of employee competencies on the productivity of front office staff in 5-star hotels in Rajasthan.** The structural model analysed was to identify the effect of employee competencies on employee productivity. In this model, employee competencies are an independent variable and employee productivity is a dependent variable. The result infers that employee competencies have a significant positive affect on employee productivity, with a path coefficient value of (R^2) 0.451, 0.500 for TP and ADP. Figure 4.10 shows the path and its values.

H.3.1: There is a significant impact of critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.3.2: There is a significant impact of customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.3.3: There is a significant impact of Decision-making skills on the adaptive performance of front office staff in Rajasthan.

H.3.4: There is a significant impact of Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.3.5: There is a significant impact of Employee training and education on the adaptive performance of front office staff in Rajasthan.

H.3.6: There is a significant impact of interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.3.7: There is a significant impact of Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.3.8: There is a significant impact of social competencies on the adaptive performance of front office staff in Rajasthan.

H.3.9: There is a significant impact of Task competencies on the adaptive performance of front office staff in Rajasthan.

H.3.10: There is a significant impact of critical thinking skills on the task performance of front office staff in Rajasthan.

H.3.11: There is a significant impact of customer focus competencies on the task performance of front office staff in Rajasthan.

H.3.12: There is a significant impact of Decision-making skills on the task performance of front office staff in Rajasthan.

H.3.13: There is a significant impact of Employee attitude and motivation on the task performance of front office staff in Rajasthan.

H.3.14: There is a significant impact of Employee training and education on the task performance of front office staff in Rajasthan.

H.3.15: There is a significant impact of interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.3.16: There is a significant impact of Job knowledge on the task performance of front office staff in Rajasthan.

H.3.17: There is a significant impact of social competencies on the task performance of front office staff in Rajasthan.

H.3.18: There is a significant impact of Task competencies on the task performance of front office staff in Rajasthan.

After analysing the effects of employees productivity on employees competencies, the study further analyses hypothesis 4: **"There is a significant impact of employee competencies on the organization efficiency of front office staff in 5-star hotels in Rajasthan".** The hypothesis is tested to determine the employee competencies that affect organizational efficiency. Smart PLS is used to identify the effect. The result infers a significant positive effect of employee competencies on organizational efficiency, with a path coefficient value of 0.443 and 0.484 for GOP and PRE. Figure 4.11 shows the path and its values. The result of PLS-SEM infers that employee competence has a strong impact on employee productivity and organizational efficiency.

H.4.1: There is a significant impact of critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.4.2: There is a significant impact of customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.3: There is a significant impact of Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.

H.4.4: There is a significant impact of Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.4.5: There is a significant impact of Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.4.6: There is a significant impact of interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.7: There is a significant impact of Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.4.8: There is a significant impact of social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.9: There is a significant impact of Task competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.10: There is a significant impact of critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.4.11: There is a significant impact of customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.4.12: There is a significant impact of Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.4.13: There is a significant impact of Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.4.14: There is a significant impact of Employee training and education on the production efficiency of front office staff in Rajasthan.

H.4.15: There is a significant impact of interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.4.16: There is a significant impact of Job knowledge on the production efficiency of front office staff in Rajasthan.

H.4.17: There is a significant impact of social competencies on the production efficiency of front office staff in Rajasthan.

H.4.18: There is a significant impact of Task competencies on the production efficiency of front office staff in Rajasthan

The correlation coefficient's range spans from -1.0 to 1.0, meaning values cannot surpass 1.0 or fall below -1.0. A correlation of -1.0 denotes a complete negative correlation, while 1.0 signifies a perfect positive correlation. As per below table values are closer to 1 for all variables which shows positive correlation.

Table 4.46: Path coefficient values

Constructs/ Latent variables	Path coefficients	Sample mean (M)	Standard deviation (STDEV)	T-statistics (|O/STDEV|)	P values
CTS-> ADP	0.085	0.084	0.042	2.016	0.044
CTS-> GOP	0.123	0.122	0.045	2.724	0.006
CTS-> PRE	0.093	0.093	0.042	2.231	0.026
CTS-> TP	0.108	0.107	0.047	2.275	0.023
CFC-> ADP	0.2	0.201	0.044	4.510	0.000
CFC-> GOP	0.136	0.136	0.046	2.963	0.003
CFC-> PRE	0.18	0.179	0.044	4.113	0.000
CFC-> TP	0.154	0.152	0.043	3.540	0.000
DMS -> ADP	0.17	0.171	0.041	4.138	0.000
DMS -> GOP	0.145	0.147	0.045	3.195	0.001
DMS -> PRE	0.194	0.195	0.043	4.506	0.000
DMS -> TP	0.129	0.130	0.045	2.840	0.005
EAM-> ADP	0.083	0.082	0.044	1.868	0.062
EAM-> GOP	0.136	0.135	0.044	3.102	0.002
EAM-> PRE	0.1	0.100	0.044	2.264	0.024
EAM-> TP	0.144	0.144	0.046	3.116	0.002
ETE-> ADP	0.145	0.146	0.046	3.149	0.002
ETE-> GOP	0.091	0.091	0.046	1.991	0.047
ETE-> PRE	0.165	0.165	0.045	3.688	0.000
ETE-> TP	0.091	0.092	0.046	1.999	0.046
ICC-> ADP	0.126	0.124	0.043	2.931	0.003
ICC-> GOP	0.14	0.139	0.046	3.040	0.002
ICC-> PRE	0.118	0.116	0.044	2.657	0.008
ICC-> TP	0.125	0.124	0.045	2.751	0.006
JK -> ADP	0.136	0.137	0.042	3.238	0.001
JK -> GOP	0.125	0.126	0.044	2.844	0.004
JK -> PRE	0.108	0.108	0.043	2.492	0.013
JK -> TP	0.127	0.128	0.046	2.783	0.005
SC-> ADP	0.145	0.145	0.043	3.353	0.001

SC-> GOP	0.143	0.143	0.043	3.343	0.001
SC-> PRE	0.151	0.151	0.045	3.377	0.001
SC-> TP	0.183	0.183	0.047	3.884	0.000
TC-> ADP	0.138	0.139	0.044	3.166	0.002
TC-> GOP	0.122	0.124	0.045	2.737	0.006
TC-> PRE	0.099	0.099	0.044	2.254	0.024
TC-> TP	0.107	0.109	0.045	2.364	0.018

P value is < 0.05 for every variable except EAM to ADP.
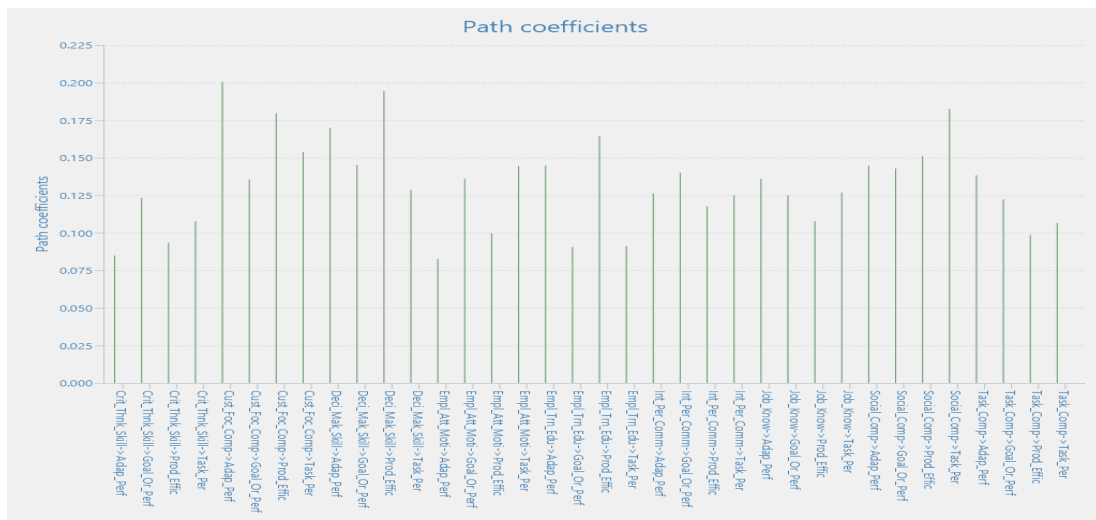
Fig. 4.11: shows Graphical representation of Path coefficients.

Fig. 4.12: shows path coefficient values.

4.9: Moderation analysis

After analyzing the direct effect, the study tests the indirect effect. The study endeavors to find the indirect effect of age and experience on the relationship between employees competencies and employee productivity.

Objective 5: To study the moderating role (demographic - Age and Experience) between the relationship of Employee Competencies and Employee productivity of front office staff in 5-star hotels of Rajasthan

The study tests H5: ***"Relationship between employees competencies and employee productivity is moderated by age"*** and H6: ***"Relationship between employees competencies and employee productivity is moderated by experience".***

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First hypothesis 5 was tested, and the result infers that the interaction variable (employee competencies x age) exerts a noteworthy moderating influence on the relationship between the employee competencies and the employee productivity with a negative regression coefficient (-0.161), T value (-4.185), and p value (< 0.05). The result indicates that the younger the staff, the stronger the relationship between employee competencies and employee productivity, and the older the staff, the weaker the effect of employee competencies on employee productivity. Further, the result of Hypothesis 6 infers that the interaction variable (employee competencies x experience) has a significant positive moderating effect on the relationship between employee competencies and employee productivity, with a positive regression coefficient (0.039), T value (2.077), and p value (< 0.05). The value indicates that the relationship between employee competencies and employee productivity will strengthen with an increase in employee experience. But the effect of experience on relationships is very small compared to the effect of age.

Once path coefficient values are considered then total effect which is sum of the direct and indirect effect.

Table 4.47: Total effects of variables

Constructs-> Latent variables	Total effects
CTS-> ADP	0.085
CTS-> GOP	0.123
CTS-> PRE	0.093
CTS-> TP	0.108
CFC-> ADP	0.200
CFC-> GOP	0.136
CFC-> PRE	0.180
CFC-> TP	0.154
DMS -> ADP	0.170
DMS -> GOP	0.145
DMS -> PRE	0.194
DMS -> TP	0.129
EAM-> ADP	0.083
EAM-> GOP	0.136
EAM-> PRE	0.100

EAM-> TP	0.144
ETE-> ADP	0.145
ETE-> GOP	0.091
ETE-> PRE	0.165
ETE-> TP	0.091
ICC-> ADP	0.126
ICC-> GOP	0.140
ICC-> PRE	0.118
ICC-> TP	0.125
JK -> ADP	0.136
JK -> GOP	0.125
JK -> PRE	0.108
JK -> TP	0.127
SC-> ADP	0.145
SC-> GOP	0.143
SC-> PRE	0.151
SC-> TP	0.183
TC-> ADP	0.138
TC-> GOP	0.122
TC-> PRE	0.099
TC-> TP	0.107

As per above table results shows maximum effect is 0.200 of CFC -> ADP and minimum is 0.083 for EAM -> ADP.

After total effects are taken then outer loadings were considered for results.

Table 4.48: Outer loading of all variables

Constructs/ Latent variables	Outer loadings
ADP1 <- ADP	0.893
ADP1 2 <- ADP	0.903
ADP1 3 <- ADP	0.885
ADP1 4 <- ADP	0.885

ADP1 5 <- ADP	0.870
ADP1 6 <- ADP	0.903
CFC1 <- CFC	0.788
CFC12 <- CFC	0.809
CFC13 <- CFC	0.786
CFC14 <- CFC	0.802
CTS1 <- CTS	0.809
CTS2 <- CTS	0.790
CTS3 <- CTS	0.776
CTS4 <- CTS	0.795
CTS5 <- CTS	0.763
DMS1 <- DMS	0.760
DMS2 <- DMS	0.740
DMS3 <- DMS	0.795
DMS4 <- DMS	0.780
DMS5 <- DMS	0.783
DMS6 <- DMS	0.781
EAM1 <- EAM	0.797
EAM2 <- EAM	0.759
EAM3 <- EAM	0.813
EAM4 <- EAM	0.745
EAM5 <- EAM	0.769
ETE1 <- ETE	0.747
ETE2 <- ETE	0.752
ETE3 <- ETE	0.755
ETE4 <- ETE	0.773
ETE5 <- ETE	0.765
GOP1 <- GOP	0.890
GOP2 <- GOP	0.898
GOP3 <- GOP	0.888
GOP4 <- GOP	0.903
ICC1 <- ICC	0.813

ICC2 <- ICC	0.796
ICC3 <- ICC	0.780
ICC4 <- ICC	0.795
JK1 <- JK	0.766
JK2 <- JK	0.784
JK3 <- JK	0.772
JK4 <- JK	0.781
JK5 <- JK	0.788
PRE1 <- PRE	0.896
PRE2 <- PRE	0.897
PRE3 <- PRE	0.889
PRE4 <- PRE	0.890
PRE5 <- PRE	0.899
SC1 <- SC	0.783
SC2 <- SC	0.793
SC3 <- SC	0.789
SC4 <- SC	0.785
SC5 <- SC	0.791
TC1 <- TC	0.760
TC2 <- TC	0.768
TC3 <- TC	0.775
TC4 <- TC	0.793
TC5 <- TC	0.761
TP1 <- TP	0.895
TP2 <- TP	0.894
TP3 <- TP	0.896
TP4 <- TP	0.898

As per above results, 0.903 is highest loading for GOP and minimum value is 0.740 for DMS, all values lie between 0 and 1.

Then quality check is Applied by using R-square and F-square.

Table 4.49: Value of R-square

Constructs	R-square	R-square adjusted
ADP	0.500	0.488
GOP	0.443	0.430
PRE	0.484	0.472
TP	0.451	0.439

The result infers that employee competencies have a notable positive affect on employee productivity and organizational efficiency, with a coefficient of determination (R^2) of maximum 0.500 of ADP and minimum of 0.443 of GOP. This determines the percentage of variance in the dependent variable explained by the independent variable may account for. The value between 0 and 1 means all points are explained by the regression line.
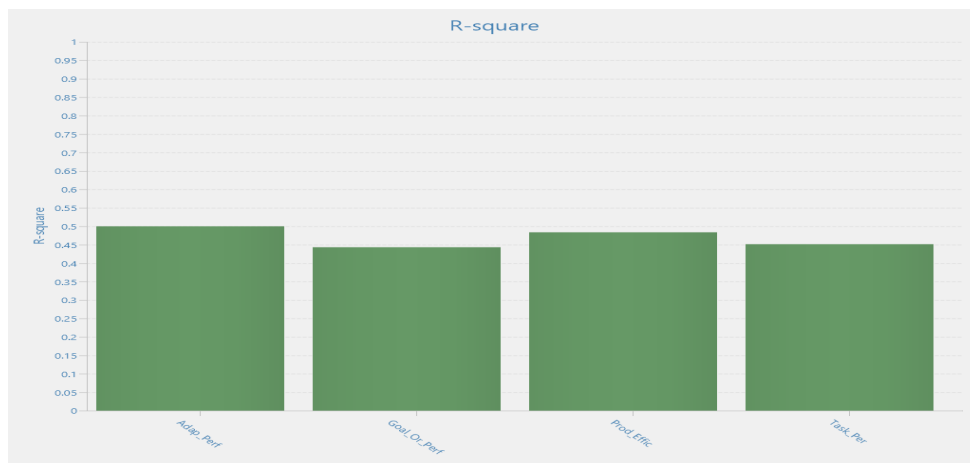

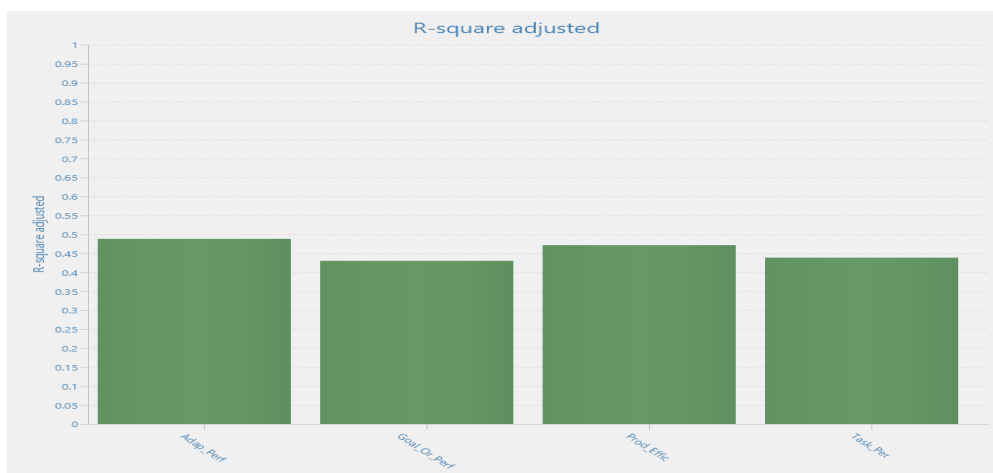*Fig. 4.13: shows graphical representation of R-square.*

Fig. 4.14: shows graphical representation of R-square adjusted.

According to Cohen (1992), an f2 value of 0.02 signifies a small effect, 0.15 indicates a medium effect, and 0.35 reflects a large effect. Thus, the current effect appears to be medium to large. There are 10 values which shows medium effect with lowest value as 0.011 for EAM to ADP and rest 26 shows large effect with maximum value 0.066 for CFC to ADP. The below table shows value of Cohen's f2.

Table 4.50: Value of f square

Constructs / Latent variables	f-square
CTS -> ADP	0.012
CTS -> GOP	0.022
CTS -> PRE	0.014
CTS -> TP	0.017
CFC -> ADP	0.066
CFC -> GOP	0.027
CFC -> PRE	0.052
CFC -> TP	0.036
DMS -> ADP	0.048
DMS -> GOP	0.032
DMS -> PRE	0.061
DMS -> TP	0.025
EAM -> ADP	0.011
EAM -> GOP	0.027
EAM -> PRE	0.016
EAM -> TP	0.031
ETE -> ADP	0.034
ETE -> GOP	0.012
ETE -> PRE	0.043
ETE -> TP	0.012
ICC -> ADP	0.026
ICC -> GOP	0.029
ICC -> PRE	0.022
ICC -> TP	0.023
JK -> ADP	0.030

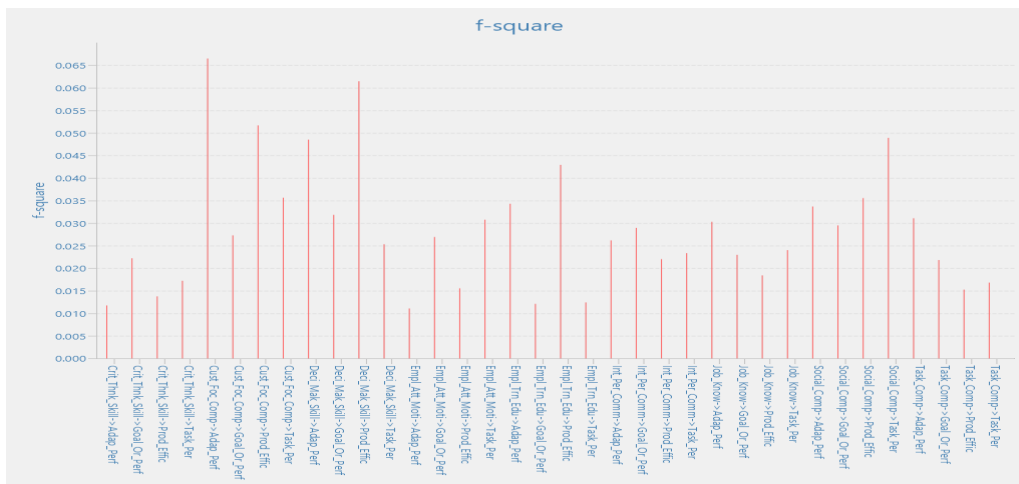|	
JK -> GOP	0.023
JK -> PRE	0.018
JK -> TP	0.024
SC -> ADP	0.034
SC -> GOP	0.029
SC -> PRE	0.036
SC -> TP	0.049
TC -> ADP	0.031
TC -> GOP	0.022
TC -> PRE	0.015
TC -> TP	0.017

Fig. 4.15: graphical representation of f square.

The result of PLS-SEM infers that employee competencies has a strong impact on employee productivity and organizational efficiency.

Table 4.51: Results of Path coefficients

Construct/ Latent variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Total_Experience x JK-> ADP	0.015	0.012	0.075	0.194	0.846
Total_Experience x JK-> GOP	-0.025	-0.011	0.081	0.314	0.753
Total_Experience x JK-> PRE	-0.122	-0.121	0.085	1.428	0.153
Total_Experience x JK-> TP	-0.022	-0.021	0.074	0.302	0.763
Total_Experience x CFC-> ADP	0.002	0.002	0.063	0.032	0.974
Total_Experience x CFC-> GOP	0.021	0.015	0.068	0.302	0.762
Total_Experience x CFC-> PRE	0.103	0.106	0.071	1.450	0.147
Total_Experience x CFC-> TP	0.072	0.064	0.069	1.042	0.297
Total_Experience x TC -> ADP	0.027	0.025	0.077	0.348	0.728
Total_Experience x TC -> GOP	0.066	0.053	0.076	0.872	0.383
Total_Experience x TC -> PRE	-0.065	-0.073	0.076	0.862	0.389
Total_Experience x TC -> TP	-0.061	-0.064	0.072	0.843	0.399
Total_Experience x SC-> ADP	0.014	0.007	0.067	0.210	0.834
Total_Experience x SC-> GOP	-0.115	-0.127	0.072	1.606	0.108
Total_Experience x SC-> PRE	0.015	0.014	0.067	0.219	0.827
Total_Experience x SC-> TP	-0.014	-0.015	0.070	0.200	0.841
Total_Experience x ICC-> ADP	-0.002	0.002	0.062	0.038	0.969
Total_Experience x ICC-> GOP	0.006	0.000	0.072	0.088	0.930
Total_Experience x ICC-> PRE	-0.019	-0.021	0.066	0.285	0.776
Total_Experience x ICC-> TP	-0.004	-0.012	0.066	0.067	0.947
Total_Experience x ETE-> GOP	0.006	-0.005	0.074	0.080	0.936
Total_Experience x ETE-> PRE	-0.028	-0.029	0.069	0.411	0.681
Total_Experience x ETE-> TP	-0.041	-0.050	0.076	0.548	0.584
Total_Experience x EAM-> ADP	-0.060	-0.059	0.075	0.804	0.421
Total_Experience x EAM-> GOP	0.018	0.018	0.074	0.250	0.802

Total_Experience x EAM-> PRE	0.096	0.101	0.075	1.271	0.204
Total_Experience x EAM-> TP	-0.057	-0.052	0.078	0.731	0.465
Total_Experience x DMS-> ADP	-0.016	-0.015	0.065	0.242	0.809
Total_Experience x DMS-> GOP	0.057	0.068	0.067	0.855	0.393
Total_Experience x DMS-> PRE	0.078	0.078	0.064	1.211	0.226
Total_Experience x DMS-> TP	0.119	0.119	0.062	1.899	0.058
Total_Experience x CTS-> ADP	0.007	0.012	0.070	0.100	0.920
Total_Experience x CTS-> GOP	-0.024	-0.015	0.072	0.339	0.734
Total_Experience x CTS-> PRE	-0.062	-0.060	0.073	0.848	0.396
Total_Experience x CTS-> TP	-0.054	-0.037	0.078	0.686	0.493
Age x CTS-> ADP	0.001	-0.002	0.067	0.013	0.990
Age x CTS-> GOP	0.043	0.032	0.071	0.614	0.539
Age x CTS-> PRE	0.010	0.009	0.066	0.145	0.885
Age x CTS-> TP	0.053	0.046	0.072	0.734	0.463
Age x DMS-> ADP	0.055	0.051	0.066	0.823	0.410
Age x DMS-> GOP	-0.101	-0.109	0.069	1.458	0.145
Age x DMS-> PRE	-0.017	-0.014	0.064	0.272	0.786
Age x DMS-> TP	-0.068	-0.074	0.063	1.069	0.285
Age x EAM-> ADP	0.090	0.088	0.065	1.388	0.165
Age x EAM-> GOP	0.046	0.039	0.073	0.634	0.526
Age x EAM-> PRE	0.029	0.019	0.076	0.382	0.702
Age x EAM-> TP	-0.012	-0.016	0.071	0.173	0.863
Age x ETE-> ADP	0.086	0.086	0.047	1.828	0.068
Age x ETE-> GOP	0.077	0.082	0.079	0.975	0.330
Age x ETE-> PRE	0.135	0.136	0.071	1.908	0.056
Age x ETE-> TP	0.068	0.074	0.078	0.882	0.378
Age x ICC-> ADP	-0.109	-0.110	0.066	1.647	0.100
Age x ICC-> GOP	-0.109	-0.097	0.075	1.459	0.145
Age x ICC-> PRE	-0.101	-0.098	0.070	1.452	0.147
Age x ICC-> TP	-0.064	-0.055	0.068	0.942	0.346
Age x SC-> ADP	-0.038	-0.031	0.064	0.598	0.550
Age x SC-> GOP	0.080	0.100	0.075	1.067	0.286

Age x SC-> PRE	-0.065	-0.064	0.059	1.107	0.268
Age x SC-> TP	-0.039	-0.035	0.068	0.581	0.561
Age x TC -> ADP	-0.061	-0.059	0.074	0.835	0.404
Age x TC -> GOP	-0.078	-0.071	0.084	0.937	0.349
Age x TC -> PRE	0.020	0.023	0.073	0.270	0.787
Age x TC -> TP	0.078	0.084	0.076	1.028	0.304
Age x CFC-> ADP	-0.052	-0.055	0.065	0.801	0.423
Age x CFC-> GOP	0.034	0.043	0.072	0.476	0.634
Age x CFC-> PRE	-0.047	-0.044	0.067	0.707	0.479
Age x CFC-> TP	-0.098	-0.098	0.068	1.442	0.149
Age x JK-> ADP	0.009	0.012	0.072	0.126	0.899
Age x JK-> GOP	-0.015	-0.031	0.078	0.192	0.848
Age x JK-> PRE	0.091	0.083	0.077	1.179	0.238
Age x JK-> TP	0.059	0.052	0.068	0.868	0.385

H.5.1: There is a no significant impact of age as a moderator in between critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.5.2: There is a no significant impact of age as a moderator in between customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.5.3: There is a no significant impact of age as a moderator in between Decision-making skills on the adaptive performance of front office staff in Rajasthan.

H.5.4: There is a no significant impact of age as a moderator in between Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.5.5: There is a no significant impact of age as a moderator in between Employee training and education on the adaptive performance of front office staff in Rajasthan.

H.5.6: There is a no significant impact of age as a moderator in between interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.5.7: There is a no significant impact of age as a moderator in between Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.5.8: There is a no significant impact of age as a moderator in between social competencies on the adaptive performance of front office staff in Rajasthan.

H.5.9: There is a no significant impact of age as a moderator in between Task competencies on the adaptive performance of front office staff in Rajasthan.

H.5.10: There is a no significant impact of age as a moderator in between critical thinking skills on the task performance of front office staff in Rajasthan.

H.5.11: There is a no significant impact of age as a moderator in between customer focus competencies on the task performance of front office staff in Rajasthan.

H.5.12: There is a no significant impact of age as a moderator in between Decision-making skills on the task performance of front office staff in Rajasthan.

H.5.13: There is a no significant impact of age as a moderator in between Employee attitude and motivation on the task performance of front office staff in Rajasthan.

H.5.14: There is a no significant impact of age as a moderator in between Employee training and education on the task performance of front office staff in Rajasthan.

H.5.15: There is a no significant impact of age as a moderator in between interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.5.16: There is a no significant impact of age as a moderator in between Job knowledge on the task performance of front office staff in Rajasthan.

H.5.17: There is a no significant impact of age as a moderator in between social competencies on the task performance of front office staff in Rajasthan.

H.5.18: There is a no significant impact of age as a moderator in between Task competencies on the task performance of front office staff in Rajasthan.

H.5.19: There is a no significant impact of age as a moderator in between critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.5.20: There is a no significant impact of age as a moderator in between customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.21: There is a no significant impact of age as a moderator in between Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.

H.5.22: There is a no significant impact of age as a moderator in between Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.5.23: There is a no significant impact of age as a moderator in between Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.5.24: There is a no significant impact of age as a moderator in between interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.25: There is a no significant impact of age as a moderator in between Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.5.26: There is a no significant impact of age as a moderator in between social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.27: There is a no significant impact of age as a moderator in between Task competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.28: There is a no significant impact of age as a moderator in between critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.5.29: There is a no significant impact of age as a moderator in between customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.5.30: There is a no significant impact of age as a moderator in between Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.5.31: There is a no significant impact of age as a moderator in between Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.5.32: There is a no significant impact of age as a moderator in between Employee training and education on the production efficiency of front office staff in Rajasthan.

H.5.33: There is a no significant impact of age as a moderator in between interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.5.34: There is a no significant impact of age as a moderator in between Job knowledge on the production efficiency of front office staff in Rajasthan.

H.5.35: There is a no significant impact of age as a moderator in between social competencies on the production efficiency of front office staff in Rajasthan.

H.5.36: There is a no significant impact of age as a moderator in between Task competencies on the production efficiency of front office staff in Rajasthan.**H.6.1:** There is a no significant impact of experience as a moderator in between critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.6.2: There is a no significant impact of experience as a moderator in between customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.6.3: There is a no significant impact of experience as a moderator in between Decision-making skills on the adaptive performance of front office staff in Rajasthan.

H.6.4: There is a no significant impact of experience as a moderator in between Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.6.5: There is a no significant impact of experience as a moderator in between Employee training and education on the adaptive performance of front office staff in Rajasthan.

H.6.6: There is a no significant impact of experience as a moderator in between interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.6.7: There is a no significant impact of experience as a moderator in between Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.6.8: There is a no significant impact of experience as a moderator in between social competencies on the adaptive performance of front office staff in Rajasthan.

H.6.9: There is a no significant impact of experience as a moderator in between Task competencies on the adaptive performance of front office staff in Rajasthan.

H.6.10: There is a no significant impact of experience as a moderator in between critical thinking skills on the task performance of front office staff in Rajasthan.

H.6.11: There is a no significant impact of experience as a moderator in between customer focus competencies on the task performance of front office staff in Rajasthan.

H.6.12: There is a no significant impact of experience as a moderator in between Decision-making skills on the task performance of front office staff in Rajasthan.

H.6.13: There is a no significant impact of experience as a moderator in between Employee attitude and motivation on the task performance of front office staff in Rajasthan.

H.6.14: There is a no significant impact of experience as a moderator in between Employee training and education on the task performance of front office staff in Rajasthan.

H.6.15: There is a no significant impact of experience as a moderator in between interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.6.16: There is a no significant impact of experience as a moderator in between Job knowledge on the task performance of front office staff in Rajasthan.

H.6.17: There is a no significant impact of experience as a moderator in between social competencies on the task performance of front office staff in Rajasthan.

H.6.18: There is a no significant impact of experience as a moderator in between Task competencies on the task performance of front office staff in Rajasthan.

H.6.19: There is a no significant impact of experience as a moderator in between critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.6.20: There is a no significant impact of experience as a moderator in between customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.21: There is a no significant impact of experience as a moderator in between Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.

H.6.22: There is a no significant impact of experience as a moderator in between Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.6.23: There is a no significant impact of experience as a moderator in between Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.6.24: There is a no significant impact of experience as a moderator in between interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.25: There is a no significant impact of experience as a moderator in between Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.6.26: There is a no significant impact of experience as a moderator in between social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.27: There is a no significant impact of experience as a moderator in between Task competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.28: There is a no significant impact of experience as a moderator in between critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.6.29: There is a no significant impact of experience as a moderator in between customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.6.30: There is a no significant impact of experience as a moderator in between Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.6.31: There is a no significant impact of experience as a moderator in between Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.6.32: There is a no significant impact of experience as a moderator in between Employee training and education on the production efficiency of front office staff in Rajasthan.

H.6.33: There is a no significant impact of experience as a moderator in between interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.6.34: There is a no significant impact of experience as a moderator in between Job knowledge on the production efficiency of front office staff in Rajasthan.

H.6.35: There is a no significant impact of experience as a moderator in between social competencies on the production efficiency of front office staff in Rajasthan.

H.6.36: There is a no significant impact of experience as a moderator in between Task competencies on the production efficiency of front office staff in Rajasthan.
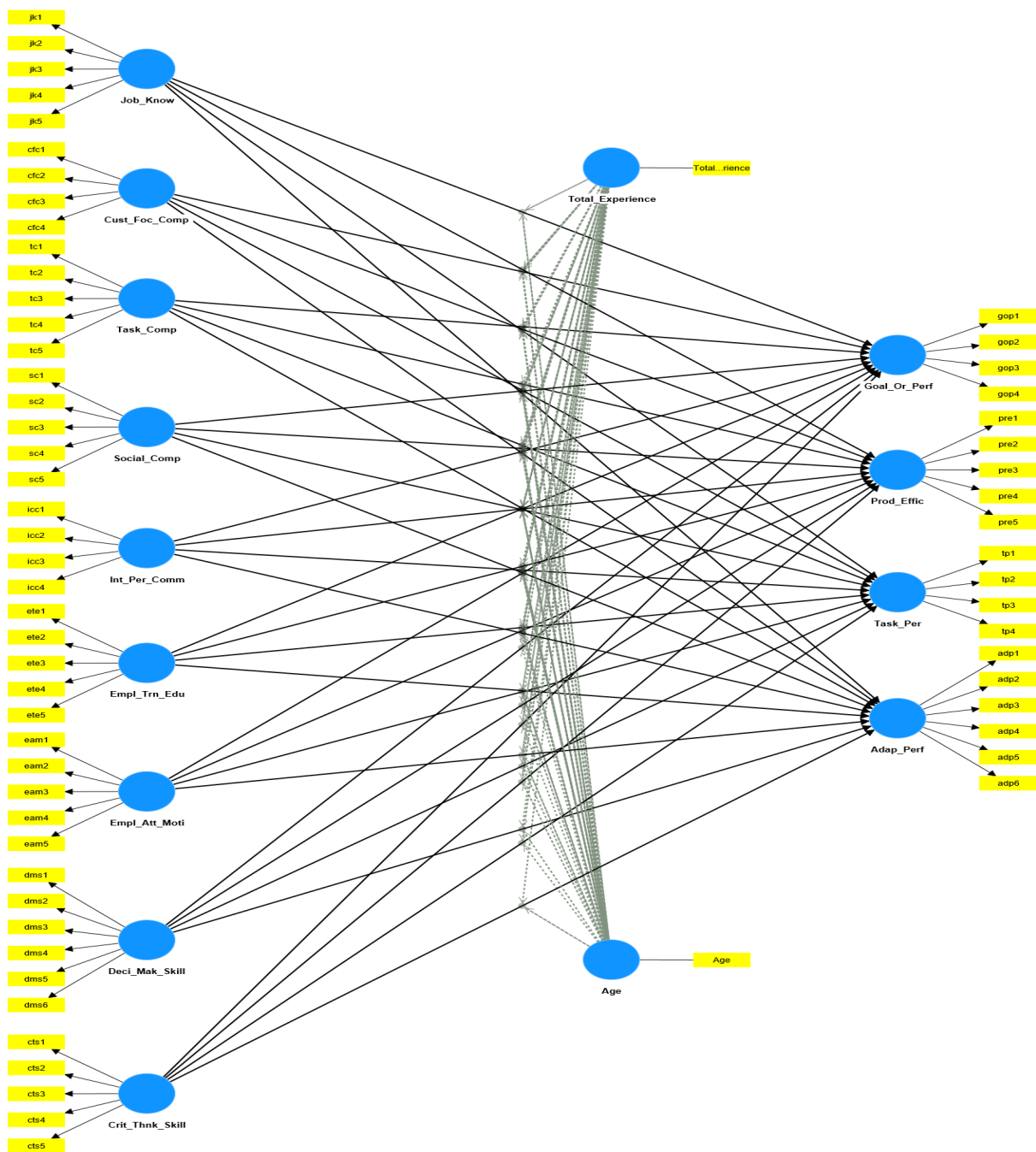
Fig. 4.16: Results of the moderator analysis.

Through SmartPLS 4.0 the study has evaluated moderating role of age and experience. To observe either age and experience would strengthen the interlinkage in between employee competencies to employee productivity and organizational efficiency. The study of Becker et al., (2023) has provider deeper insights on conducting a multi-way interaction analysis through SmartPLS.

These results suggest strong evidence of association between these variables. However, it's important to note not statistically significantly relationships observed for the above pairs of variables. This indicated that there may not be meaningful linkage between these variables within our dataset.

4.10 Conclusion

The chapter included demographic factors of employees such as gender, shift, age, education, employment type, and total work experience. Statistical analyses using SPSS 22 and Smart PLS were employed to evaluate the relationships. Descriptive analyses of employee competencies, customer focus, task competence, social competence, interpersonal communication, training, attitude, decision-making, and critical thinking skills were conducted. CFA was employed for validating the factors. Lastly, an independent t-test was utilized to compare competencies based on gender. The chapter explores the impact of employee competencies on employee productivity and organizational efficiency in 5-star hotels in Rajasthan using the (PLS) method which is effective for regression analysis with datasets having numerous predictors and high collinearity. It aims to create latent variables capturing the covariance between predictors and response variables. The measurement model assesses construct validity and reliability, showing strong internal consistency. The structural model evaluates how employee competencies influence productivity and efficiency. Results indicate significant positive effects. Various hypotheses are tested, showing relationships between different competencies and performance indicators. Moderation analysis examines the roles of age and experience in moderating these relationships.

CHAPTER 5
FINDINGS AND MANAGERIAL RECOMMENDATION

5.1 Summary

The study's aim is to examine employee competency in organizational efficiency and employee productivity in 5-star hotels with special references to the hotels in Rajasthan. Based upon previous studies conducted, this study has considered a target location based on its unique and attractive travel destinations worldwide along with an abundance of hotel services all over Rajasthan. There, appropriate tools like mean, standard deviation, and Path Least Square Structural Equation Modeling (PLS-SEM) were employed along with traditional statistical tools to figure out the mystery behind the success of these hotels in this region.

The study tries to Explore based on the objectives mentioned below:

1. To examine the Competencies of front office staff in 5-star hotels in Rajasthan.
2. To Explore factors of Employee Productivity and Organizational efficiency of Front office staff in 5-star hotels of Rajasthan.
3. To study the impact of employee competencies on employee productivity of front office staff in 5-star hotels of Rajasthan.
4. To study the impact of employee competencies on the Organizational efficiency of front office staff in 5-star hotels of Rajasthan.
5. To study the moderating role (demographic -age and experience) between the relationship of employee competencies and employee productivity of front office staff in 5-star hotels of Rajasthan.

5.2 Overview of the Study Findings

The supreme goal of study is determining the impact of employee competency on the organization and productivity of the front office staff in Rajasthan. Moreover, employee competency has a significantly impact on the organizational efficiency and productivity of the front office staff in five-star hotels which is supported by the findings of the research studies mentioned in our literature and the results are in line with the same. The study of HRD (human resource development) practitioners in Malaysia revealed that certain competencies are perceived as

important for organizations. (Salleh et al., 2015). These competencies factors will help in enhancing the personal skillset and efficient functioning of employees to meet the performance of these hotel industries. Employee competency is playing a crucial value in the successfulness and efficiency in five-star hotels (Bharwani & Jauhari, 2013). The ability of the forefront office staff to demonstrate enhanced personal capabilities, efficient functioning and meeting performance expectations influences the overall organizational productivity. The hotel management must invest in employee training and development programs that focus on these competencies (Zhang, 2013). Furthermore, to enhance organizational efficiency in five-star hotel development through targeted training, fostering a culture of continuous learning, and providing resources for skill enhancement. This approach can lead to a more competent and skilled workforce, contributing to improved overall Organizational (Cairncross & Kelly, 2008) efficiency and effectiveness (Employee training and development at Ritz-Carlton – Case study, 2020).

Employee competency has a remarkable impact on employee productivity as evidenced by the findings discussed earlier. In the context of five-star hotels, front-office staff must possess enhanced personal capabilities, and demonstrate efficient performance and functioning expectations of organizations. These competencies directly contribute to the overall organizational productivity and efficiency. Furthermore, training and development programs are necessary to increase the efficacy of employee performance and is essential element for the success in five-star hotels. By prioritizing employee development through targeted training and continuous learning initiatives, the hotel management can foster a more competent and skilled workforce, resulting in improved organizational efficiency and effectiveness.

Researchers may find a way to connect the dots in this area of study by conducting surveys, empirical studies, and qualitative analyses to examine how the changing hospitality business in India is influencing educational methods, employee capabilities, and industry expectations. Scholars in the Indian hospitality sector can fill this knowledge vacuum and use it to guide initiatives for developing talent, improving organizational performance, and achieving sustainable growth.

To obtain the results for the study, we have approached the following hypothesis based on the conceptual framework we have formulated the following hypothesis.

H1: There is a significant difference in employee competencies of front office staff of 5-star hotel with respect to their socio-demographic factors.

H2: There is a significant effect in factors of Employee Productivity and Organizational Efficiency of front office staff in 5-star hotels of Rajasthan.

H3: There is a significant impact of employee competencies on the productivity of front office staff in 5-star hotels in Rajasthan.

H4: There is a significant impact of employee competencies on the organizational efficiency of front office staff in 5-star hotels in Rajasthan.

H5: Relationship between employee competencies and employee productivity is moderated by age.

H6: Relationship between employee competencies and employee productivity is moderated by experience.

5.2.1 Objective 1 & Objective 2:

To examine the employee competencies, employee productivity, and organizational efficiency of front office staff in 5-star hotels in Rajasthan. Through the non-parametric statistics techniques, we have evaluated objectives 1 and 2.

Table 5.1: Independent Factor Significance

Hypothesis	Constructs	Kruskal-Walli's test	
		χ^2	p
H.2.1	Job Knowledge	0.183	0.996
H.2.2	Customer Focus Competence	6.54	0.162
H.2.3	Task Competence	4.839	0.304
H.2.4	Social Competence	1.32	0.858
H.2.5	Interpersonal Communication Competencies	5.347	0.254
H.2.6	Employee Training and Education	7.333	0.119
H.2.7	Employee Attitude and Motivation	11.083	0.026
H.2.8	Decision-Making Skills	6.918	0.14
H.2.9	Critical Thinking Skills	5.578	0.233
H.2.10	Task Performance	5.467	0.245
H.2.11	Adaptive Performance	6.742	0.183
H.2.12	Goal Oriented Performance	4.321	0.449
H.2.13	Production Efficiency	5.68	0.518

Kruskal-Walli's test study has evaluated independent factors which have shown significant results except for employee attitude and motivation remaining factors have shown significant results.

Hypothesis: 1.

To study the role of Socio-Demographic factors impact on the Construct variables of the study. The socio-demographic factors of the study refer to Gender; Employment type; Age; Total Experience; and Working Shifts of the employees. Through a non-parametric study, the study has observed these demographic factors have a significant impact on employee competency. Except for a few constructs rest have provided significant results, except for a few factors which have provided insignificant results these are the following statements.

Gender concerning task competency, age concerning critical thinking skills, and total experience concerning employee attitude and motivation.

Table 5.2: Socio-demographic effect on Employee Competency

Social demographic factors impact on the employee competency										
	H.1.1. Gender		H.12. Employment		H.1.3. Age		H.1.4. Total Experience		H.1.5. working shifts	
Statements	Statistic	p	Statistic	p	Statistic	p	Statistic	p	Statistic	p
JK	16666	0.96	16929	0.134	0.544	0.969	0.183	0.996	1.116	0.773
CFC	15730	0.348	18032	0.612	10.578	0.032	6.54	0.162	1.227	0.747
TC	14400	0.028	18360	0.833	4.41	0.353	4.839	0.304	2.74	0.434
SC	16377	0.746	16868	0.12	1.525	0.822	1.32	0.858	2.45	0.484
ICC	15390	0.207	17898	0.53	3.687	0.45	5.347	0.254	2.247	0.523
ETE	14874	0.08	17941	0.556	2.504	0.644	7.333	0.119	1.302	0.729
EAM	16053	0.528	18415	0.871	8.52	0.074	11.083	0.026	0.585	0.9
DMS	15444	0.227	18092	0.651	3.506	0.477	6.918	0.14	1.077	0.783
CTS	15755	0.36	18171	0.703	3.071	0.546	5.578	0.233	3.918	0.27

5.2.2 Objectives 3 & Objective 4:

To study the impact of employee competencies on employee productivity and Organizational Efficiency of front office staff in 5-star hotels in Rajasthan. Through the following results, we have evaluated.
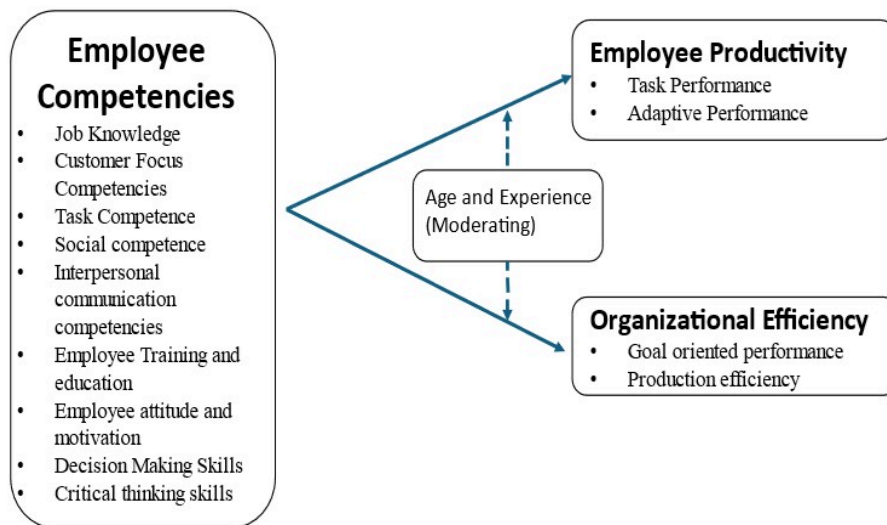

Fig. 5.1: Conceptual framework

H.3.1 There is a significant impact of critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.3.2 There is a significant impact of customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.3.3 There is a significant impact of Decision-making skills on the adaptive performance of front office staff in Rajasthan.
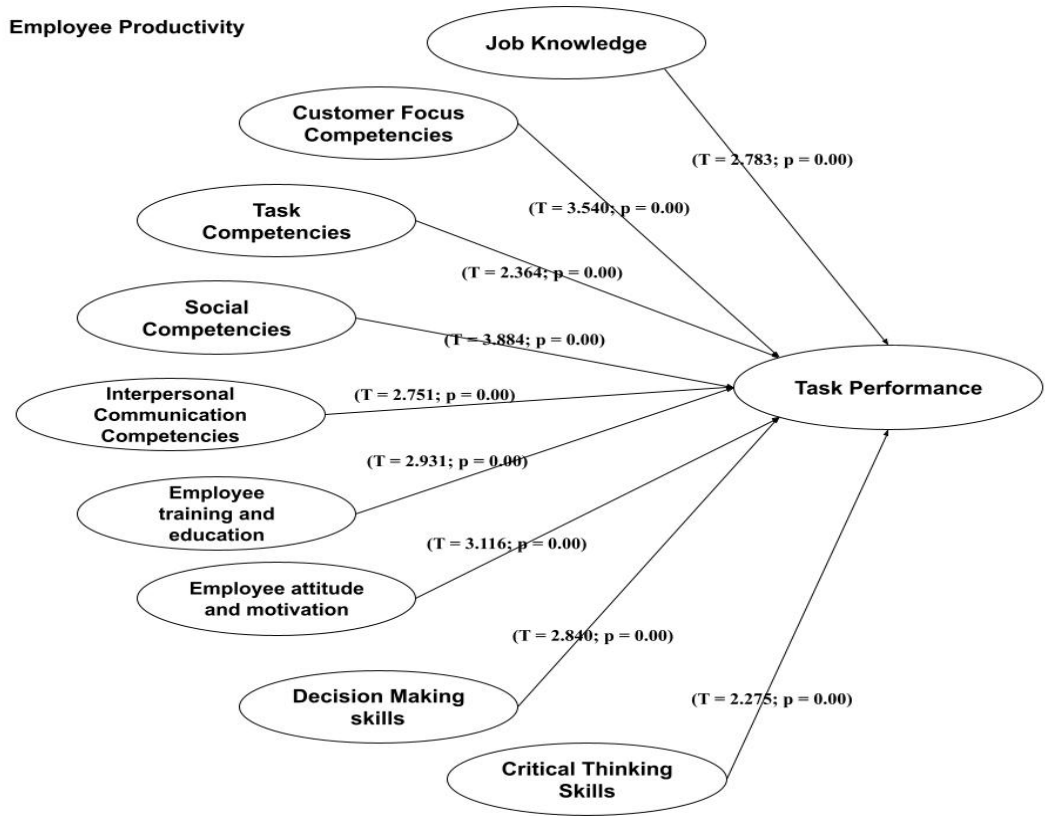
Fig. 5.2: Employee competency on Task performance

H.3.4 There is a significant impact of Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.3.5 There is a significant impact of Employee training and education on the adaptive performance of front office staff in Rajasthan.
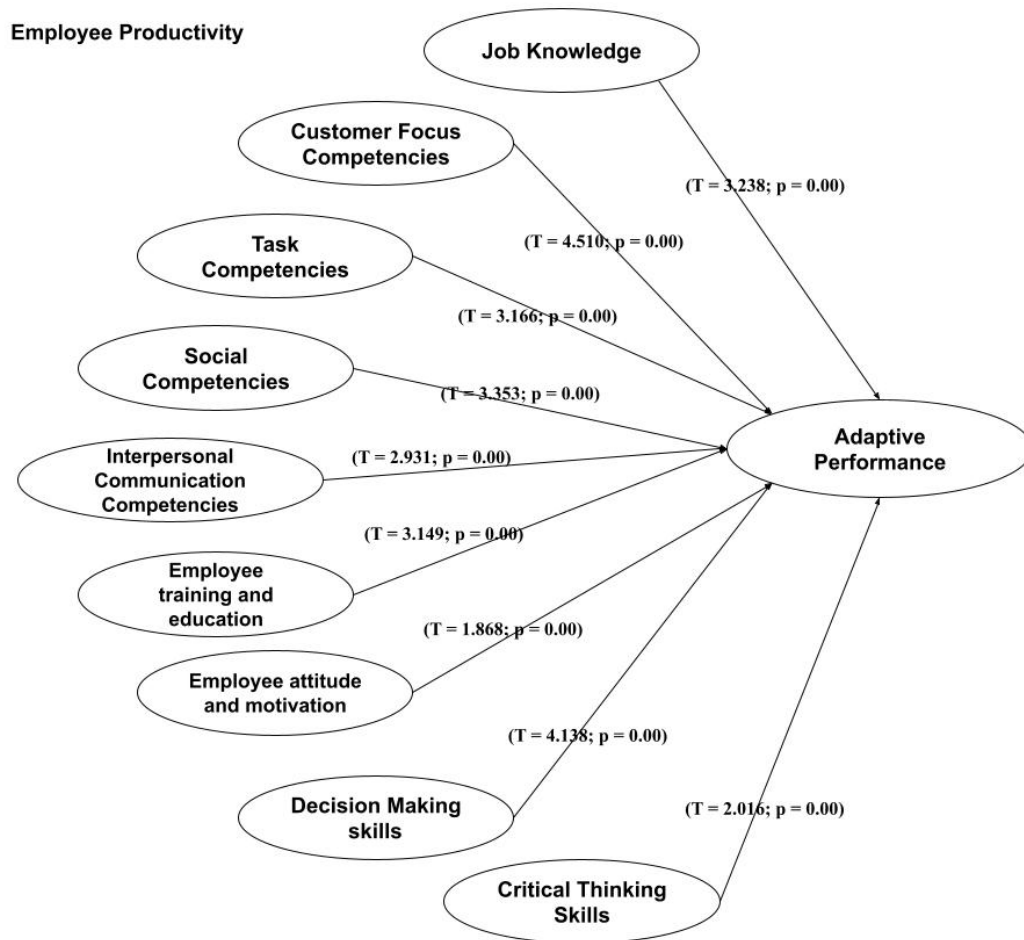
Fig. 5.3: Employee competency on Adaptive performance

H.3.6 There is a significant impact of interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.3.7 There is a significant impact of Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.3.8 There is a significant impact of social competencies on the adaptive performance of front office staff in Rajasthan.

H.3.9 There is a significant impact of Task competencies on the adaptive performance of front office staff in Rajasthan.

H.3.10 There is a significant impact of critical thinking skills on the task performance of front office staff in Rajasthan.

H.3.11 There is a significant impact of customer focus competencies on the task performance of front office staff in Rajasthan.

H.3.12 There is a significant impact of Decision-making skills on the task performance of front office staff in Rajasthan.

H.3.13 There is a significant impact of Employee attitude and motivation on the task performance of front office staff in Rajasthan.
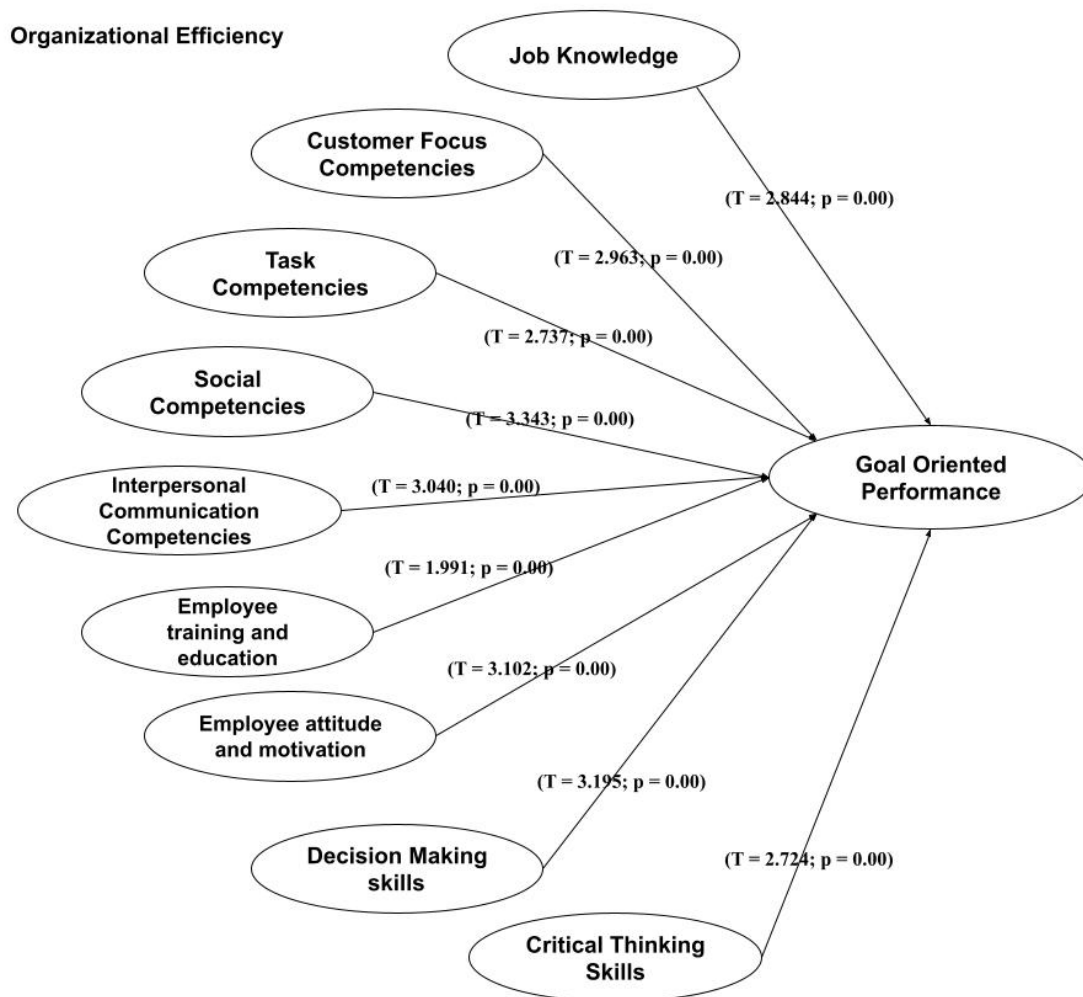

Fig. 5.4: Employee competency on Goal Oriented performance

H.3.14 There is a significant impact of Employee training and education on the task performance of front office staff in Rajasthan.

H.3.15 There is a significant impact of interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.3.16 There is a significant impact of Job knowledge on the task performance of front office staff in Rajasthan.

H.3.17 There is a significant impact of social competencies on the task performance of front office staff in Rajasthan.

H.3.18 There is a significant impact of Task competencies on the task performance of front office staff in Rajasthan.

H.4.1 There is a significant impact of critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.4.2 There is a significant impact of customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.3 There is a significant impact of Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.
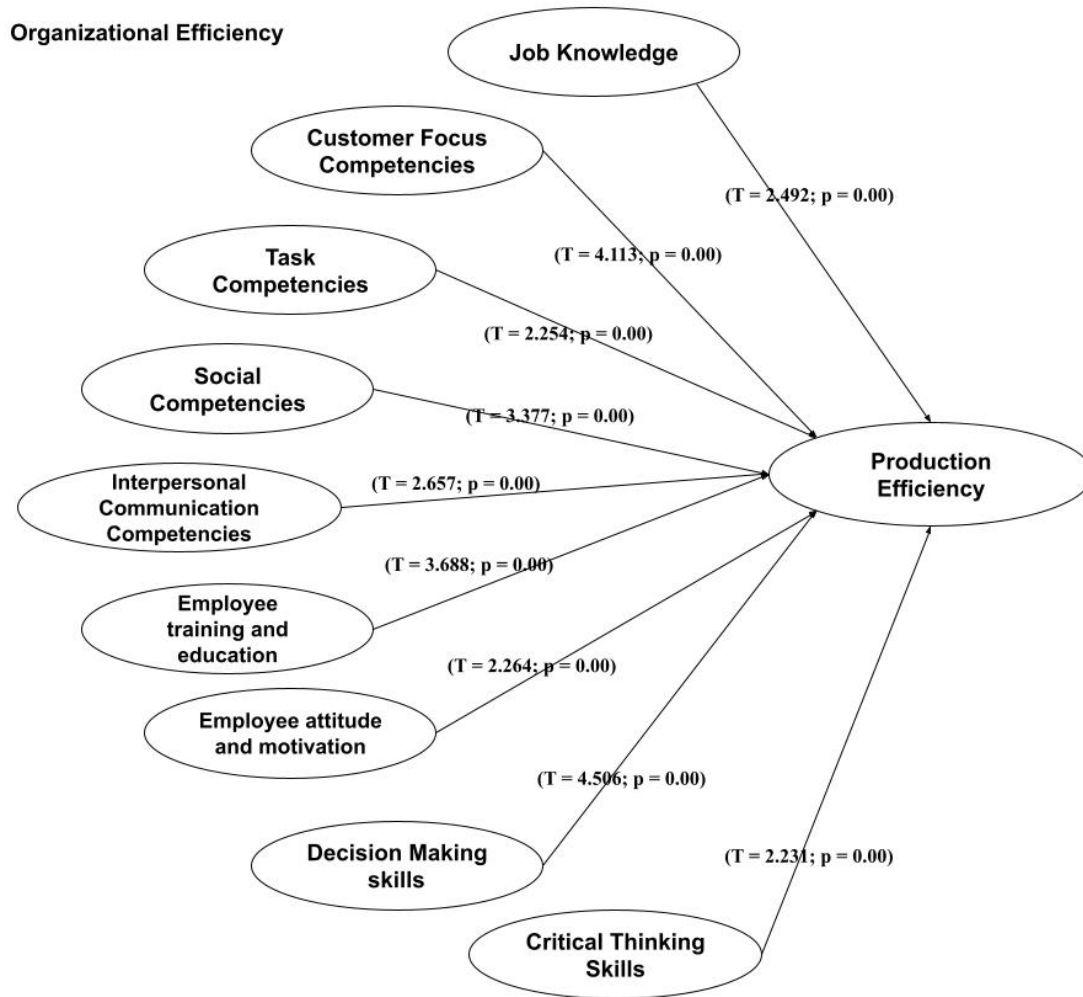
Fig. 5.5: Employee competency on Production efficiency

H.4.4 There is a significant impact of Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.4.5 There is a significant impact of Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.4.6 There is a significant impact of interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.7 There is a significant impact of Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.4.8 There is a significant impact of social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.9 There is a significant impact of Task competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.4.10 There is a significant impact of critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.4.11 There is a significant impact of customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.4.12 There is a significant impact of Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.4.13 There is a significant impact of Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.4.14 There is a significant impact of Employee training and education on the production efficiency of front office staff in Rajasthan.

H.4.15 There is a significant impact of interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.4.16 There is a significant impact of Job knowledge on the production efficiency of front office staff in Rajasthan.

H.4.17 There is a significant impact of social competencies on the production efficiency of front office staff in Rajasthan.

H.4.18 There is a significant impact of Task competencies on the production efficiency of front office staff in Rajasthan.

Through the following statements we have evaluated objectives 3 and 4 which have provided satisfying results expected for employee attitude and motivation to Adaptive performance, through the remaining statements we justify both the 3 and 4 objectives.

Furthermore, similarly, we have formulated a hypothesis on the objectives of the study for the moderating role of age and experience in between employee competency on employee productivity and organizational efficiency.

5.2.3 Objective 5:

Studying the moderating role of demographics (age and experience) in the relationship between employee competencies and employee productivity of front office staff in 5-star hotels in Rajasthan. To evaluate the objective, we have followed through the following hypothesis, and these are the results we have obtained through the evaluation.

H.5.1 Age does not act as a moderator in between critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.5.2 Age does not act as a moderator in between customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.5.3 Age does not act as a moderator in between Decision-making skills on the adaptive performance of front office staff in Rajasthan.

H.5.4 Age does not act as a moderator in between Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.5.5 Age does not act as a moderator in between Employee training and education on the adaptive performance of front office staff in Rajasthan.

H.5.6 Age does not act as a moderator in between interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.5.7 Age does not act as a moderator in between Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.5.8 Age does not act as a moderator in between social competencies on the adaptive performance of front office staff in Rajasthan.

H.5.9 Age does not act as a moderator in between Task competencies on the adaptive performance of front office staff in Rajasthan.
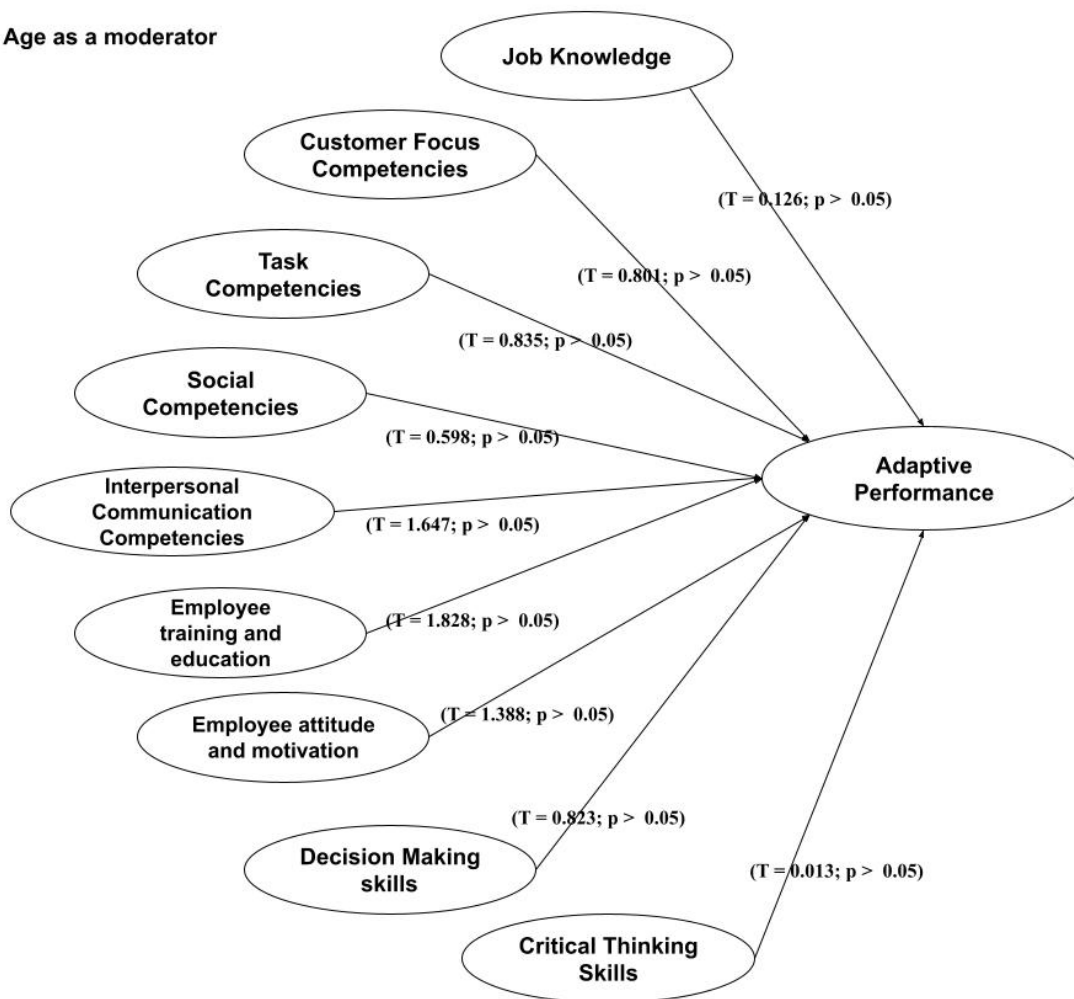
Fig 5.6: Age as a moderator in between Employee competency to adaptive performance

H.5.10 Age does not act as a moderator in between critical thinking skills on the task performance of front office staff in Rajasthan.

H.5.11 Age does not act as a moderator in between customer focus competencies on the task performance of front office staff in Rajasthan.

H.5.12 Age does not act as a moderator in between Decision-making skills on the task performance of front office staff in Rajasthan.

H.5.13 Age does not act as a moderator in between Employee attitude and motivation on the task performance of front office staff in Rajasthan.

H.5.14 Age does not act as a moderator in between Employee training and education on the task performance of front office staff in Rajasthan.

H.5.15 Age does not act as a moderator in between interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.5.16 Age does not act as a moderator in between Job knowledge on the task performance of front office staff in Rajasthan.

H.5.17 Age does not act as a moderator in between social competencies on the task performance of front office staff in Rajasthan.

H.5.18 Age does not act as a moderator in between Task competencies on the task performance of front office staff in Rajasthan.
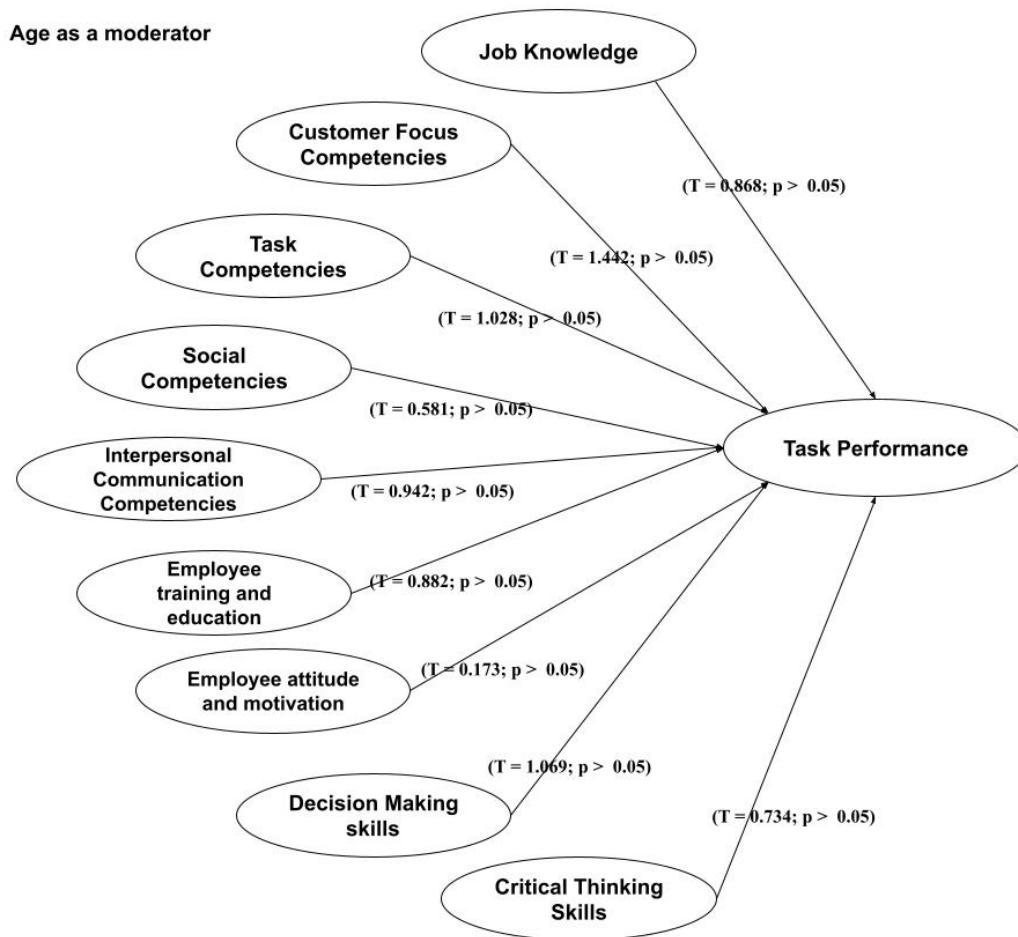

Fig. 5.7: Age as a moderator in between Employee competency to task performance

H.5.19 Age does not act as a moderator in between critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.5.20 Age does not act as a moderator in between customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.21 Age does not act as a moderator in between Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.

H.5.22 Age does not act as a moderator in between Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.5.23 Age does not act as a moderator in between Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.5.24 Age does not act as a moderator in between interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.25 Age does not act as a moderator in between Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.5.26 Age does not act as a moderator in between social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.5.27 Age does not act as a moderator in between Task competencies on the Goal-oriented performance of front office staff in Rajasthan.
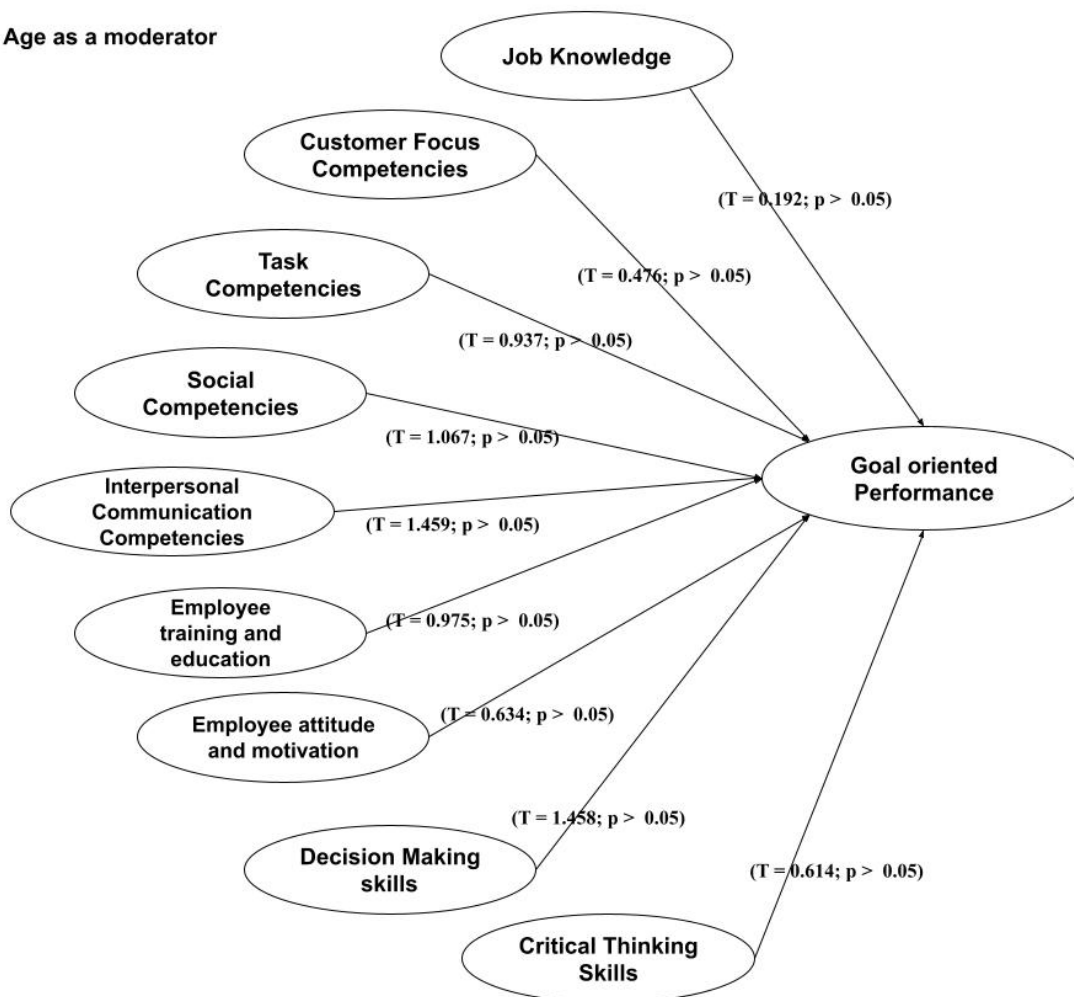
Fig. 5.8: Age as a moderator in between Employee competency to Goal-oriented performance

H.5.28 Age does not act as a moderator in between critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.5.29 Age does not act as a moderator in between customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.5.30 Age does not act as a moderator in between Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.5.31 Age does not act as a moderator in between Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.5.32 Age does not act as a moderator in between Employee training and education on the production efficiency of front office staff in Rajasthan.

H.5.33 Age does not act as a moderator in between interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.5.34 Age does not act as a moderator in between Job knowledge on the production efficiency of front office staff in Rajasthan.

H.5.35 Age does not act as a moderator in between social competencies on the production efficiency of front office staff in Rajasthan.

H.5.36 Age does not act as a moderator in between Task competencies on the production efficiency of front office staff in Rajasthan.
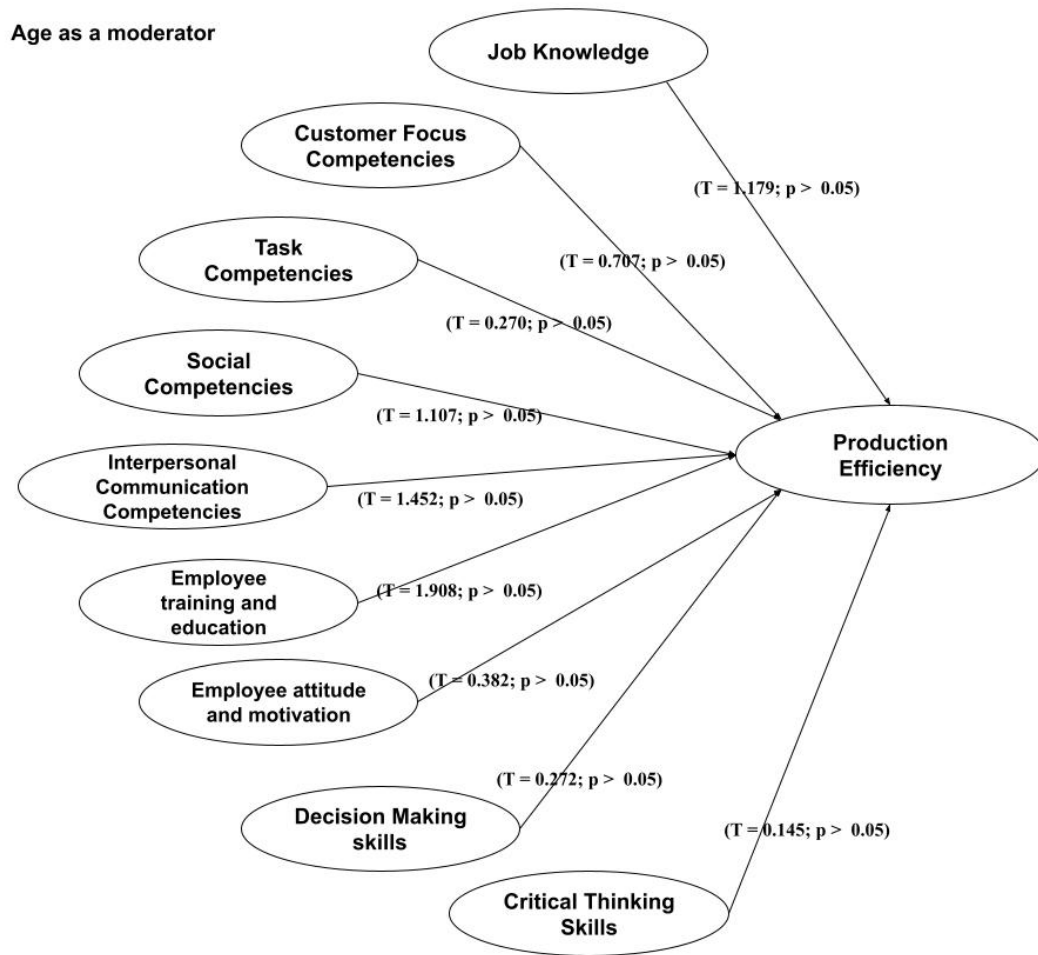
Fig. 5.9: Age as a moderator in between employee Competency to Production Efficiency

Through the following hypothesis we have evaluated that age does not act as a moderator in between employee competencies to employee productivity and organizational efficiency. Similarly, we have evaluated the following with total experience as a moderator in between employee competencies to employee productivity and organizational efficiency. These are the following hypotheses we have utilized to evaluate.

H.6.1 Experience do not act as moderators in between critical thinking skills on the adaptive performance of front office staff in Rajasthan.

H.6.2 Experience do not act as moderators in between customer focus competencies on the adaptive performance of front office staff in Rajasthan.

H.6.3 Experience do not act as moderators in between Decision-making skills on the adaptive performance of front office staff in Rajasthan.

H.6.4 Experience do not act as moderators in between Employee attitude and motivation on the adaptive performance of front office staff in Rajasthan.

H.6.5 Experience do not act as moderators in between Employee training and education on the adaptive performance of front office staff in Rajasthan.

H.6.6 Experience do not act as moderators in between interpersonal communication competencies on the adaptive performance of front office staff in Rajasthan.

H.6.7 Experience do not act as moderators in between Job knowledge on the adaptive performance of front office staff in Rajasthan.

H.6.8 Experience do not act as moderators in between social competencies on the adaptive performance of front office staff in Rajasthan.

H.6.9 Experience do not act as moderators in between Task competencies on the adaptive performance of front office staff in Rajasthan.

Fig. 5.10: Experience as a moderator in between Employee competency to Adaptive Performance

H.6.10 Experience do not act as moderators in between critical thinking skills on the task performance of front office staff in Rajasthan.

H.6.11 Experience do not act as moderators in between customer focus competencies on the task performance of front office staff in Rajasthan.

H.6.12 Experience do not act as moderators in between Decision-making skills on the task performance of front office staff in Rajasthan.

H.6.13 Experience do not act as moderators in between Employee attitude and motivation on the task performance of front office staff in Rajasthan.

H.6.14 Experience do not act as moderators in between Employee training and education on the task performance of front office staff in Rajasthan.

H.6.15 Experience do not act as moderators in between interpersonal communication competencies on the task performance of front office staff in Rajasthan.

H.6.16 Experience do not act as moderators in between Job knowledge on the task performance of front office staff in Rajasthan.

H.6.17 Experience do not act as moderators in between social competencies on the task performance of front office staff in Rajasthan.

H.6.18 Experience do not act as moderators in between Task competencies on the task performance of front office staff in Rajasthan.
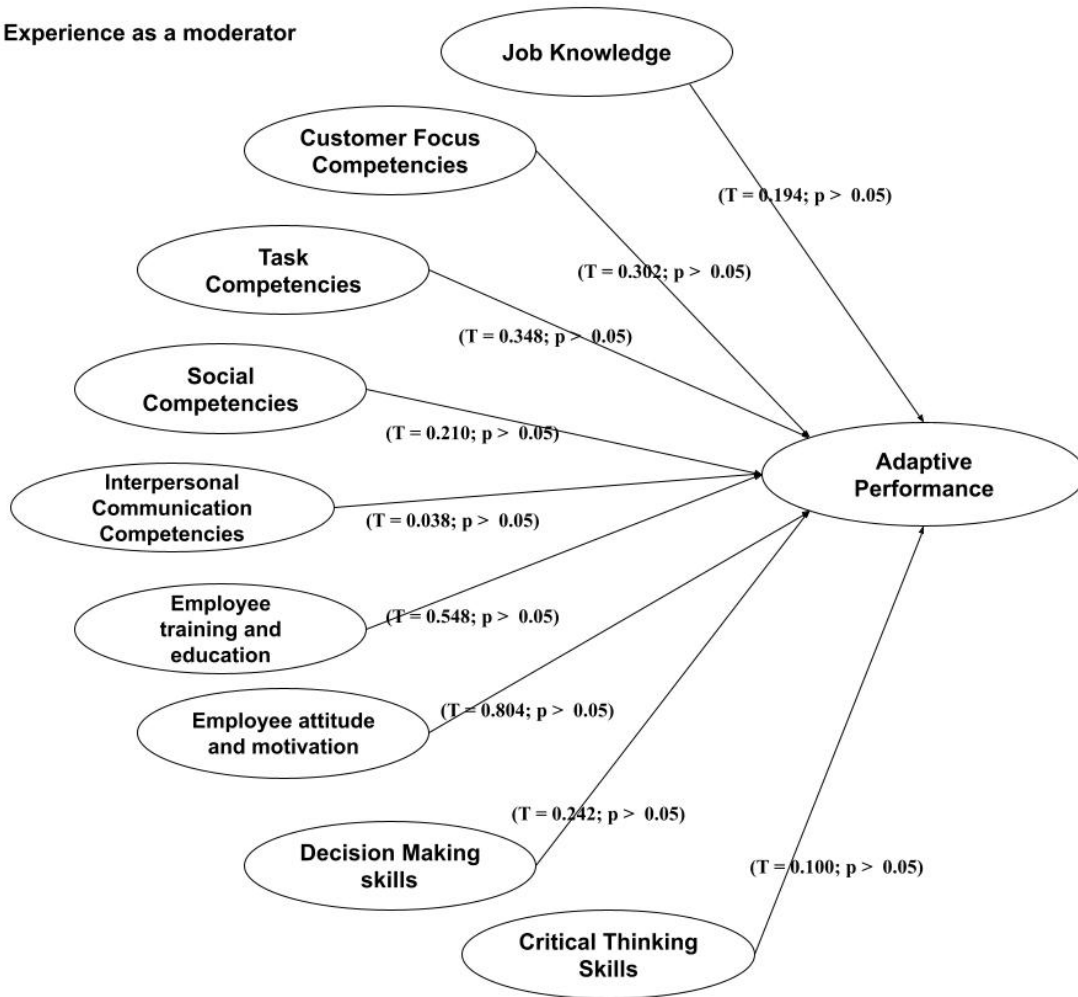
Fig. 5.11: Experience as a moderator in between Employee competency to Task performance

H.6.19 Experience do not act as moderators in between critical thinking skills on the Goal-oriented performance of front office staff in Rajasthan.

H.6.20 Experience do not act as moderators in between customer focus competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.21 Experience do not act as moderators in between Decision-making skills on the Goal-oriented performance of front office staff in Rajasthan.

H.6.22 Experience do not act as moderators in between Employee attitude and motivation on the Goal-oriented performance of front office staff in Rajasthan.

H.6.23 Experience do not act as moderators in between Employee training and education on the Goal-oriented performance of front office staff in Rajasthan.

H.6.24 Experience do not act as moderators in between interpersonal communication competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.25 Experience do not act as moderators in between Job knowledge on the Goal-oriented performance of front office staff in Rajasthan.

H.6.26 Experience do not act as moderators in between social competencies on the Goal-oriented performance of front office staff in Rajasthan.

H.6.27 Experience do not act as moderators in between Task competencies on the Goal-oriented performance of front office staff in Rajasthan.
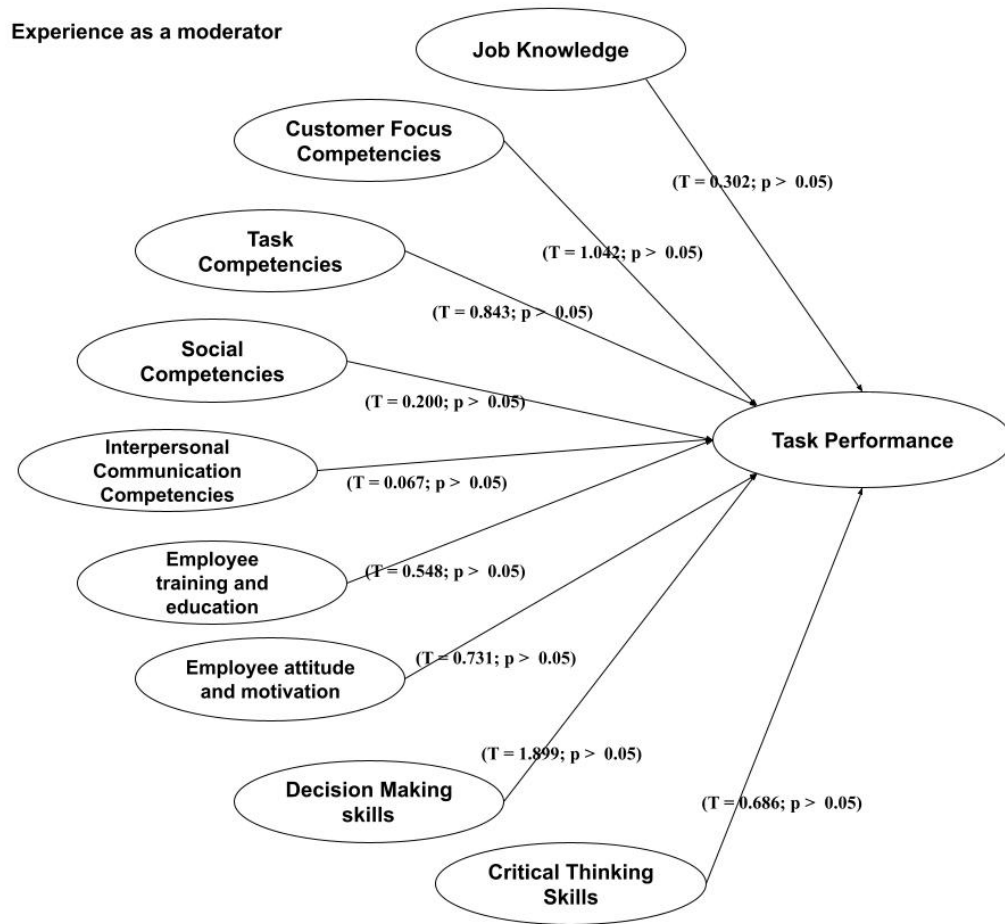
Fig. 5.12: Experience as a moderator in between Employee competency to Goal Oriented Performance

H.6.28 Experience do not act as moderators in between critical thinking skills on the production efficiency of front office staff in Rajasthan.

H.6.29 Experience do not act as moderators in between customer focus competencies on the production efficiency of front office staff in Rajasthan.

H.6.30 Experience do not act as moderators in between Decision-making skills on the production efficiency of front office staff in Rajasthan.

H.6.31 Experience do not act as moderators in between Employee attitude and motivation on the production efficiency of front office staff in Rajasthan.

H.6.32 Experience do not act as moderators in between Employee training and education on the production efficiency of front office staff in Rajasthan.

H.6.33 Experience do not act as moderators in between interpersonal communication competencies on the production efficiency of front office staff in Rajasthan.

H.6.34 Experience do not act as moderators in between Job knowledge on the production efficiency of front office staff in Rajasthan.

H.6.35 Experience do not act moderators in between social competencies on the production efficiency of front office staff in Rajasthan.

H.6.36 Experience does not act as moderator in between Task competencies on the production efficiency of front office staff in Rajasthan.
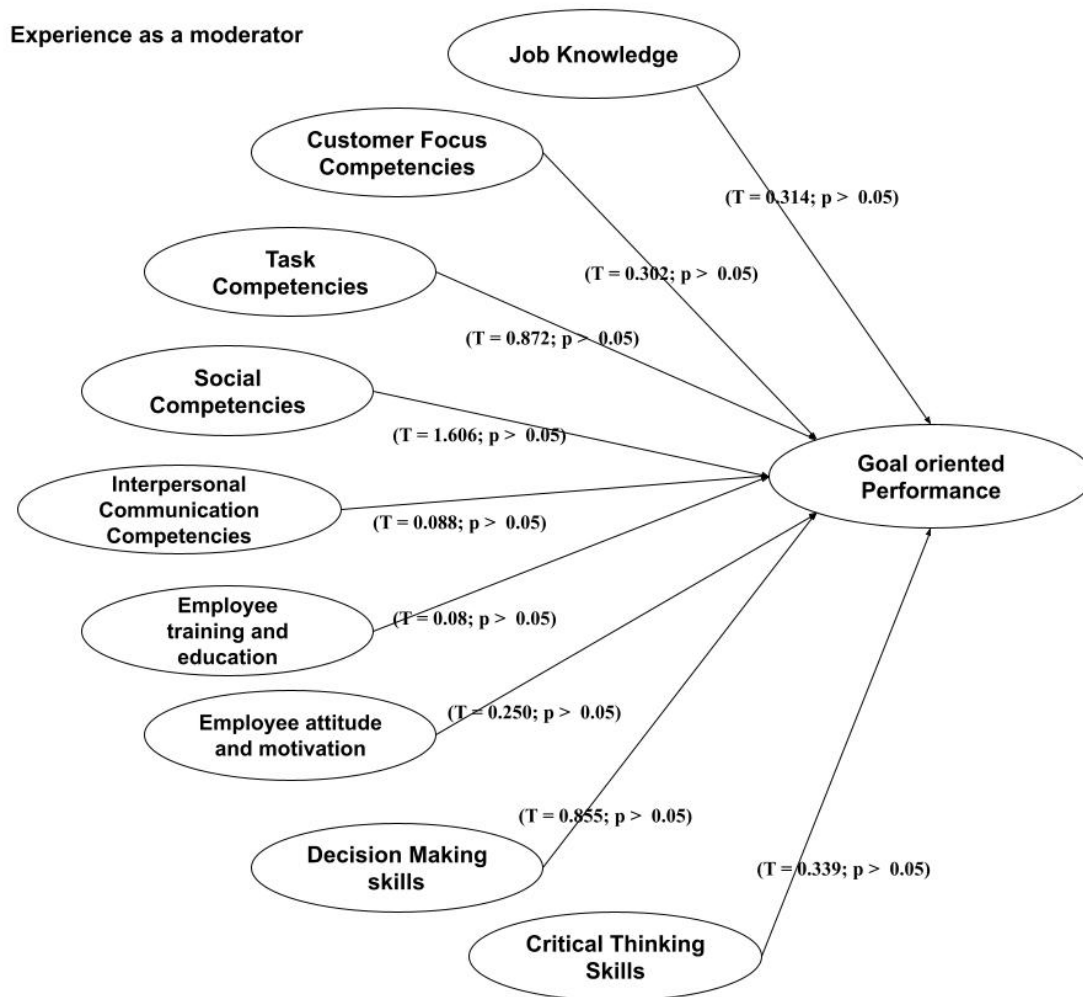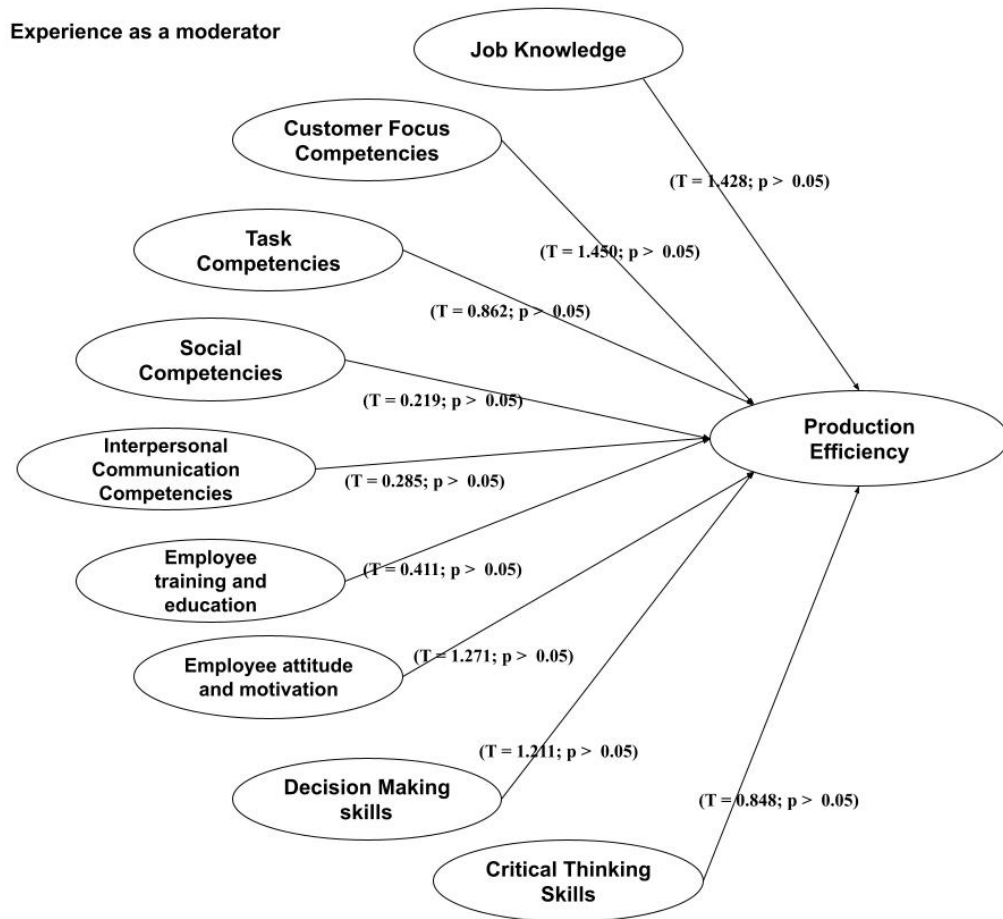
Fig. 5.13: Experience as a moderator in between Employee competency to Production Efficiency

5.3 Major Findings of the Study

1. The study revealed strong positive relationship between various constructs related to employee competence and performance, indicating the interconnected nature of these factors.

2. Employee competencies, including critical thinking skills, customer focus competencies, and decision-making skills, were found to have a significant positive impact on employee productivity in 5-star hotels in Rajasthan the current study results has justified suggesting higher the threshold value of ($t < 1.96$; $p > 0.05$).

3. Critical competencies such as decision-making skills, employee attitude and motivation, and interpersonal communication competencies were identified to significantly impact the adaptive performance of front office staff in Rajasthan the study results has showed significant difference among the variables, though all the relations are more than the threshold value of ($t < 1.96$; $p > 0.05$).

4. Employee competencies were shown to have a strong positive impact on organizational efficiency, with critical competencies like critical thinking skills, customer focus competencies, and decision-making skills influencing goal-oriented performance and production efficiency.

5. The correlation coefficients between variables were closer to 1, indicating strong positive correlations among competencies and performance indicators, highlighting the importance of these factors in driving efficiency and productivity.

6. The measurement model was validated through Confirmatory Factor Analysis (CFA), demonstrating strong internal consistency and construct validity, which laid the foundation for subsequent analyses. Through the CFA the study has done the constructs validity and reliability which are above the threshold value of the study with factors loadings, composite reliability; Cronbach Alpha values are more than 0.7; average variance extracted more than 0.5.

7. The demographic analysis provided valuable insights into the characteristics of the sample population, including factors such as age, gender, education level, and employment status, which can inform targeted interventions and management approaches.

8. The analysis generated recommendations for enhancing employee competencies, leadership development, cross-training opportunities, continuous feedback mechanisms, and wellness initiatives to optimize productivity and organizational efficiency.

9. Task competencies were found to have a significant impact on both goal-oriented performance and production efficiency of front office staff in Rajasthan, highlighting the importance of specific job-related skills in driving performance outcomes the current study results has justified suggesting higher the threshold value of ($t < 1.96$; $p > 0.05$).

10. Interpersonal communication competencies were identified as a key factor influencing both production efficiency and goal-oriented performance of front office staff, emphasizing the significance of effective communication skills in enhancing overall performance the current study results has justified suggesting higher the threshold value of ($t < 1.96$; $p > 0.05$).

11. The study revealed a significant impact of employee training and education on production efficiency, indicating that investing in continuous learning and development opportunities can positively influence staff performance and organizational efficiency.

12. Social competencies were shown to have a significant impact on both task performance and production efficiency of front office staff, underscoring the importance of interpersonal skills and teamwork in achieving operational goals the current study results has justified suggesting higher the threshold value of ($t < 1.96$; $p > 0.05$) even though there is a significant difference has been observed among the results, still all the constructs are more than threshold value.

13. The structural model analysis, including the coefficient of determination (R2) and path coefficients, confirmed the significant positive effect of employee competencies on organizational efficiency in 5-star hotels in Rajasthan, providing empirical support for the relationship between competencies and performance outcomes through the construct model R2 values are more than 0.5 indicating significant statistical model.

14. While strong associations were observed between certain variables, the analysis also identified non-significant relationships between specific pairs of variables, suggesting that certain factors may not have a meaningful linkage within the dataset, highlighting areas for further investigation or refinement of the model.

15. The normality tests conducted on various constructs indicated violations of the normality assumption, leading to the application of non-parametric tests for further analysis, demonstrating the importance of robust statistical methods in handling data distribution issues through Mardia's Multivariant test is a goodness of fit test to define the data distribution.

16. EFA was utilized to explore the underlying structure of the data set and identify the nature of constructs influencing the variables, providing insights into the interrelationships between different competencies and performance indicators internal reliability of data are also above the threshold value Cronbach value more than 0.7.

17. The analysis of socio-demographic factors such as age, education level, employment type, and total work experience provided insights into the diverse characteristics of the sample population. These factors can influence employee competencies, performance, and organizational efficiency.

18. Through the demographic analysis study came to know that in the service industry, there is male dominance as per the current study. Out of the data set a total of 70.3% represent the male participants and only 29.8% of them are female respondents. Throughout the survey, it is hard to find female respondents in the service industry. Though at the top position, we have observed a few female participants. Understanding these gender-based variations can inform targeted training and development initiatives.

19. Age-wise, most of the data has been collected from teenagers and young adults as 41.50% of the respondents are 18 to 25 years old and 30.75% of the data is between 25 to 30 years old which shows that the study was obtained from the following. And vice-versa for the total experience of the front office staff, the data has been obtained from the fresher to a total of 6 years of experience employees a total of 64.5% of the data has been obtained from the following. Through the preliminary observation, we came to know that employees who are consistent with the organization were promoted to higher positions.

20. The study explored the interrelationships between different competencies, such as critical thinking skills, customer focus competencies, and task competencies, and their impact on various performance indicators. Understanding these cross-variable relationships can help identify key drivers of employee productivity.

21. The findings highlighted the importance of integrating technology solutions and providing training in digital tools to enhance employee competencies. Embracing technology can streamline processes, improve efficiency, and enhance customer service in the hospitality sector.

22. The study emphasized the significance of fostering a culture of continuous improvement, innovation, and collaborative problem-solving among front-office staff. Encouraging employees to contribute ideas and solutions actively can drive organizational efficiency and performance.

23. Implementing employee recognition programs based on competencies and performance indicators can motivate staff, boost morale, and reinforce desired behaviours. Recognizing and rewarding achievements can contribute to a positive work environment and enhance productivity.

5.4 Recommendations

Employee competencies encompass the knowledge, skills, abilities, and behaviors that employees bring to the workplace. They are necessary to accomplish organizational objectives and carry out work duties efficiently. Employee productivity gauges how well workers do activities and meet objectives in a specified amount of time. It is a representation of how much work, time, and resources employees put in compared to the output or outcomes they produced. High productivity is a sign that workers are fulfilling performance standards, making valuable contributions to the success of the company, and using resources effectively.

Organizational Efficiency refers to the ability of the organization to use its resources effectively to achieve desired outcomes with minimal waste or effort. It involves optimizing processes, workflows, and systems to enhance productivity, reduce costs, and improve overall performance. Efficient organizations can achieve their goals, deliver value to stakeholders, and adapt to changes in the business environment effectively. In this regard, I propose certain key action areas to add an element of assurance for both the hotel industry and the employees.

Top three recommendations for effective implementation:

S. No.	Suggestions
1.	Develop specialized training programs focusing on customer focus competencies, such as anticipating guest preferences, addressing concerns promptly, and fostering long-term loyalty. This targeted training can further improve guest satisfaction and drive positive word-of-mouth recommendations.
2.	Implement employee recognition programs to acknowledge and reward outstanding performance, competencies, and contributions to organizational efficiency. Recognition can boost morale, motivation, and engagement among staff members.
3.	Establish a continuous feedback loop between employees and management to address any gaps in competencies, performance, or organizational efficiency. Encourage open communication channels for constructive feedback and suggestions for improvement.

Detailed Recommendations are provided to consider as a critical action area for the respective body or a stakeholder for effective implementation:

1. Establish clear performance metrics aligned with employee competencies and organizational goals. Regularly monitor and evaluate performance indicators to track progress and identify areas for improvement.
2. Provide opportunities for professional development, certifications, and workshops to enhance employee competencies and keep skills up to date with industry standards. Invest in the growth and career progression of employees to retain top talent.
3. Encourage collaborative problem-solving approaches among front office staff to address challenges efficiently and creatively. Foster a culture of innovation, teamwork, and continuous improvement to drive organizational success.
4. Embrace technology solutions and training to enhance employee competencies in utilizing digital tools for improved efficiency and customer service. Stay updated on industry trends and equip staff with the necessary skills for technological advancements.

5. Prioritize employee well-being through wellness initiatives that promote work-life balance, stress management, and mental health support. A healthy workforce is more likely to exhibit higher productivity and efficiency levels.

6. Implement mentorship programs where experienced employees can guide and support newer staff members in developing competencies and navigating challenges. Mentorship can accelerate learning, skill development, and overall performance.

7. Offer cross-training opportunities for front office staff to enhance their job knowledge and task competencies. This can improve versatility, efficiency, and employee satisfaction by providing opportunities for skill development in various areas.

8. Invest in leadership development programs to cultivate decision-making skills, employee motivation, and adaptive performance among front office staff. Strong leadership can positively impact employee competencies and overall organizational efficiency.

9. Create personalized development plans for employees based on their competencies, career goals, and areas for improvement. Provide opportunities for continuous learning and growth to enhance skills and capabilities.

10. Establish a system for recognizing and rewarding employees who demonstrate exceptional competencies and contribute significantly to organizational efficiency. This can boost morale, motivation, and overall job satisfaction.

11. Implement feedback mechanisms to gather insights from employees regarding their competencies, challenges, and suggestions for improvement. This can provide valuable information for targeted interventions and professional development opportunities.

12. Foster a culture of collaboration and teamwork among front office staff to enhance overall efficiency and productivity. Encourage open communication and knowledge sharing to leverage individual strengths for collective success.

13. Regularly assess employee competencies and organizational efficiency to identify areas for improvement and track progress over time. This can help maintain a high level of performance and adaptability in a dynamic work environment.

14. Recognize the moderating roles of age and experience in the relationship between employee competencies and productivity. Tailor management strategies to leverage the strengths and experiences of employees at different stages of their careers.

15. Invest in initiatives that strengthen employee competencies such as customer focus, task competence, social competence, and interpersonal communication. These competencies have been shown to influence employee productivity and organizational efficiency positively.

16. Develop and implement targeted training programs to enhance critical thinking skills among front office staff. This can help improve decision-making processes and overall employee productivity.

17. Develop age-appropriate recruitment strategies to attract and retain a diverse workforce, considering the age-wise distribution of employees in the industry. While hiring of employees, their competencies can be checked by asking competence-based questions depending on requirement of each hotel.

18. Establish knowledge sharing platforms or internal communication channels to facilitate the exchange of best practices, innovative ideas, and lessons learned among employees, promoting a culture of learning and collaboration.

5.5 Limitations

The study conducted was within the 5-star hotels. The study sample size restricted to the employees of the 5-star hotels in Rajasthan region. The results can be further added to the literature on competency mapping of front office staff of 5-star hotels. However, the obtained results of study cannot be blindly applicable to other hotels and even other industries due to its shift focus on 5-star hotel employees in Rajasthan while conditions from this specific part will be different in other parts of the country and industries.

A large and more representative sample from across the different stars of hotels might be able to help us to provide a better understanding on the conceptual framework at a national level. The study considers only competence mapping as an antecedent to employee engagement and considers all other variables influencing employee engagement as controlled.

In an organizational setting, the perception of an employee is influenced by all the surrounding variables of the organizational behaviour and no single variable can be considered in isolation. Thus, the perception of employees while answering the questionnaire may have influenced the other factors as well. Employee productivity from the five-star hotels will be able to provide better

and organizational efficiency would make all employees stay consistent provide better services to employees.

5.6 Suggestions for Future studies:

The scope for future research around competency mapping is discussed in this section.

1. The study has carried out in Rajasthan region, which is one state out of whole India, whereas there are major hotels all over India, future research can focus on other parts of region. They can also extend it to 3-star and 4-star hotels too.
2. Instead of focusing on age and experience as a moderator, future study should focus on gender as moderator.
3. Futuristic studies should focus on employee engagement, organizational culture, technology, employee motivation and external factors such as economic conditions and industry trends as a part of the study along with productivity and organizational efficiency.
4. The future focus of studies should be on role of the employees as the current study did not provide clarity in role of the employee as a main part of the hypothesis.
5. The current study has focused on only hotel industries, future studies could apply it to the other industries.

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Appendix

Survey questionnaire:

Section A: Demographic

1.   Name of employee:

2.   Designation:

3.   Organization:

4.   Gender: Male/Female

5.   Age (in Years):

6.   Tenure in this organization:

7.   Total Experience:

8.   Type of Employment: Contract/Permanent

9.   Highest Qualification (Education):

11.   I am requiring working in: Regular/Rotating shift

12.   I am working in: Morning, Afternoon, Break shift, Night shift

Section B: Contextual

Responses on Likert scale (Strongly Disagree, Disagree, Neutral, Agree, & Strongly Agree)

I. Employee Competencies:

   a. Job Knowledge:

Statements/ Variables	SD	D	N	A	SA
I possess adequate background experience for front office work					
I can apply my knowledge for performing my duties in a better way					
I can direct the right person, for the right job, for problem solving in front office work					
My knowledge about front office work helps me to meet my daily operations target					
I apply continuous learning to improve my skills for best service delivery output					

b. Customer Focus Competencies:

Statements/ Variables	SD	D	N	A	SA
I believe my competencies help the team to offer the best amongst many service choices for our hotel guests					
I have undergone skill development training, which helped me in giving efficient services to hotel guests					
I am aware of my competencies that helps me in identifying hotel guests' needs and offer personalization					
I support competency-based performance in operations to bring customer focused efficiency					

c. Task Competencies:

Statements/ Variables	SD	D	N	A	SA
I am efficient in my current work role to accomplish all my tasks					
I am thorough with the work tasks in Front office work					
I am able to meet the hotel guest needs and tasks well on time					
I perform my duties and complete task as per hotel standards					
I am my own self, using my competence to fulfil the task needs in front office jobs					

d. Social Competencies:

Statements/ Variables	SD	D	N	A	SA
I connect with the guests for better hotel experiences through interaction					
I always ensured to surpass guest expectations					
I am always genuine in understanding and offering solutions to the guests during interactions					
I am always able to conform to the professional approach to my job in social setting needs in my work					
I am always able to conform to professional approach to my work in social setting needs in front office in luxury hotel					

e. Interpersonal Communication Competencies:

Statements/ Variables	SD	D	N	A	SA
My communication skills help me to reduce barriers to understand hotel guest's needs.					
My communication skills help me to share knowledge and offer best Customer Relationship services to guests					
My communication skills help me to understand foreign guests' cultural issues					
My communication skills help me to succeed in handling complex tasks in my work					

f. Employee Training and Education:

Statements/ Variables	SD	D	N	A	SA
In my work customer service in Front office is a key job responsibility					
My inhouse training and learning has improved my problem-solving abilities					
My training has helped to achieve desired job performance with confidence					
Refresher courses has increased my competitive abilities to personalize service for guests					
Training contributes to my team performance and commitment					

g. Employee Attitude and Motivation:

Statements/ Variables	SD	D	N	A	SA
My organization culture is well established					
I feel proud to be an employee of five-star hotel					
My peer group behavior towards work motivates me to take up the challenges					
My supervisor behavior towards staff impacts my work motivation levels					
My organization always motivates me to pursue 'service excellence' for guests in this hotel					

h. Decision Making Skills:

Statements/ Variables	SD	D	N	A	SA
I rely on information availability from the backend to achieve task goals					
My working conditions effects my decision-making skills					
I do undertake personal responsibility for the consequences of my decisions during work					
I'm open to changing my decisions for the betterment of the guest service experience					
I take steps to make guest experience better with my superiors' inputs					
I tend to be ethical, maintain hotel rules, and keep my work goals in mind while making decisions					

i. Critical Thinking Skills:

Statements/ Variables	SD	D	N	A	SA
I think independently and act impartially to take decisions at work					
I never postpone taking judgement as time is important for customer experience					
I engage in active listening and clarifying issues before asking deep questions from guest					
I never get into argument with anyone whatsoever case maybe					
I justify my reasons to my superior while finding solutions toward the work issues					

II. Organizational Efficiency:

a. Goal oriented Performance:

Statements/ Variables	SD	D	N	A	SA
I have to perform to decrease hotel check-in/checkout time					
I am aware of the cost of service against efficiency					
My organization is acquiring new customers and retaining old customers					
My organization is reducing guest complaints and maintaining zero customer claims					

b. Production Efficiency:

Statements/ Variables	SD	D	N	A	SA
Use of Information technology and the internet has increased my performance					
I am aware of workflow methods to meet my targets					
I accept feedback from hotel guests in order to improve Value Added Service in the hotel					
I am comfortable with the performance management system in the organization					
In my organization quality assurance for measuring employee performance is well established					

III. Employee Productivity:

a. Task Performance:

Statements/ Variables	SD	D	N	A	SA
My front office work improves my output					
Autonomy at internal work area helps me to increase outcomes of my work					
My performance has improved over time along with incentives					
My experience improved my performance at work					

b. Adaptive Performance:

Statements/ Variables	SD	D	N	A	SA
I am able to control my work with awareness & empowerment					
Planning and time management helps me to improve my productivity					
I am able to handle work stress effectively					
Work schedule (shift timings) never affect my front office role					
I am able to balance my energy levels and attention to detail in front office work					
Working environment in my organization is friendly and helps to improve productivity					