



Competency development strategies in hotel establishments: Case study: Algerian hotels.

KAOUTHER Merabet

Biskra University (Algeria)/

Researcher/ Human Resources Management

kaouther.merabet@univ-biskra.dz

Abstract:

This study aimed to evaluate the competency development strategies namely, communities of practice strategy, organizational learning strategy, empowerment strategy, training strategy, and job rotation strategy in Algerian hotels. A questionnaire was used to collect primary data from a simple random sample of 419 employees from 110 hotels across 18 states in northern, southern, eastern, and western Algeria. Interviews were conducted to further explain the results. A one-sample T-test was employed to test the validity of the hypotheses. The results indicated that the organizational learning strategy, empowerment strategy, training strategy, and job rotation strategy were highly implemented, while the communities of practice strategy was moderately implemented. Explanations and recommendations were also provided.

Keywords: Competency development, competency development strategies, Algerian hotels

Résumé :

Cette étude visait à évaluer les stratégies de développement des compétences, à savoir la stratégie des communautés de pratique, la stratégie d'apprentissage organisationnel, la stratégie d'autonomisation, la stratégie de formation et la stratégie de rotation des postes dans les hôtels algériens. Un questionnaire a été utilisé pour collecter des données primaires auprès d'un échantillon aléatoire simple de 419 employés provenant de 110 hôtels répartis dans 18 États du nord,

du sud, de l'est et de l'ouest de l'Algérie. Des entretiens ont été menés afin d'expliquer plus en détail les résultats. Un test T sur un échantillon unique a été utilisé pour tester la validité des hypothèses. Les résultats ont indiqué que la stratégie d'apprentissage organisationnel, la stratégie d'autonomisation, la stratégie de formation et la stratégie de rotation des postes étaient largement mises en œuvre, tandis que la stratégie des communautés de pratique était modérément mise en œuvre. Des explications et des recommandations ont également été fournies.

Mots-clés : *Développement des compétences, stratégies de développement des compétences, hôtels algériens*



Introduction:

The hotel sector is among the most demanding sectors in terms of efficiency and professionalism, given the diversity of its services and the fast pace of its operations. The nature of hotel work is characterized by dynamism and the interconnectedness of processes, from reception and accommodation to catering, transportation, and entertainment. This necessitates a qualified and capable team able to perform its tasks with high efficiency within flexible and effective organizational frameworks. Because these processes cannot be postponed or delayed, the human element remains the most influential factor in the quality of outputs and the continuity of hotel operations. Given this operational specificity, human capital has become the most valuable resource in hotel establishments, as their success is linked to their ability to attract, develop, and retain highly skilled and knowledgeable employees. Modern hotels no longer rely solely on infrastructure or advanced technologies, but also on effective human capital management as the primary source of innovation and continuous improvement.

Therefore, developing competencies emerges as an indispensable strategic choice for meeting competitive challenges and ensuring sustainable growth. In the Algerian context, despite the country's distinctive tourism, cultural, and natural assets, the hotel sector continues to face challenges in human resource development due to insufficient investment in talent and the delayed implementation of modern development strategies. With the transformations the tourism sector has undergone in recent

years, Algerian hotels are now required to reformulate their management policies to adopt skills development strategies that include continuous training, organizational learning, employee empowerment, job rotation, and the activation of communities of practice.

Given this importance, this study seeks to assess the extent to which Algerian hotels applying competency development strategies, in order to answer the following research question: To What extent are Algerian hotels moving towards applying competency development strategies?

1. Theoretical Background:

1.1. Hotel establishments:

A hotel is regarded as a comprehensive facility offering temporary lodging, complemented, though not necessarily, by food, beverages, entertainment, business amenities, and various “away-from-home” services designed to ensure guest comfort and convenience (Lvov & Komppula, 2023, p. 3609). From an operational perspective, hotels exhibit substantial diversity and can be classified across multiple dimensions, such as ownership structure, geographic setting, pricing strategy, service configuration, star rating, and length of stay (Sukiam, 2021, p. 37). This heterogeneity underscores the sector’s adaptability to evolving market demands and customer expectations. Fundamentally, hotel operations center on delivering intangible services that drive guest satisfaction and loyalty. (Davras & Caber, 2019, p. 85) conceptualize these offerings across four hierarchical levels: core services (e.g., lodging and dining), supplementary services (e.g., car rental, conferences, recreational amenities), facilitating services (e.g., online booking, payment systems,



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

check-in/out procedures), and supporting services (e.g., value-added features that differentiate the property competitively).

Beyond their legal and operational classifications, hotels play a strategic role within the broader tourism economy. Their contribution unfolds across several key dimensions:

- **Economic contribution:** Hotels are vital generators of foreign and domestic currency, strengthening balance-of-payments performance and supporting macroeconomic stability.
- **Industrial linkages:** They stimulate complementary sectors including transportation, travel agencies, retail, banking, insurance, and entertainment, thereby enhancing intersectoral integration and national competitiveness.
- **Employment generation:** The hospitality sector fosters diverse and sustainable employment opportunities, promoting regional development, and transforms peripheral areas into economically active destinations.
- **Human capital development:** Through continuous training, managerial guidance, and capacity-building initiatives, hotels enhance employees' professional competence, intercultural awareness, and service orientation.
- **Cultural representation:** Hotels serve as venues for intercultural exchange and cultural diplomacy, reflecting and promoting a nation's social and cultural identity.
- **Tourist facilitation:** Acting as informal information centers, hotels provide visitors with essential insights into local attractions, heritage, and leisure options, thereby enriching the tourist experience and fostering place attachment (Sampaio et al., 2024, p. 208).

1.2. Developing Competencies in Hotels:

According to studies conducted on the hotel sector, this sector had previously suffered for a long time from a significant shortage of human competencies and a failure to apply competency management. As a small number of hotels have been able to adopt competency development strategies, although this sector is considered one of the sectors most in need of developing competencies so that the hotel can provide a variety of services according to the required quality standards, especially when it comes to chain hotels with international business (Blayney, 2009, p. 61), and among the reasons mentioned for this, (Jauhari, 2006, p. 123) indicated in his study on competency requirements in the hospitality sector that most hotels are hiring According to the logic of qualifications (based on the model of job positions) instead of hiring according to the logic of competencies (based on the model of specific competencies and experiences).

(Willie et al., 2017, p. 405) also stated that the characteristics of the tourism sector, such as seasonal activity, and daily and weekly fluctuations in demand, represent constraints that justify employing a large number of human resources at a specific time, which increases the difficulties that hotels face in attracting, developing, and retaining skilled workers in the long term as low wages, high job turnover, increased dependence on migrant labor, and instability of employment in the sector are all unattractive factors in choosing a job. Therefore, it is precisely individuals with simple competencies, beginners or those seeking additional work who will work for a short period in hotels, and hoteliers, realizing that many of these



individuals will not stay for a long time, no investment is made in their training or education.

The hotel sector is recognized as one of the fastest-growing industries in national economies, particularly in recent years. It is a labor-intensive sector that employs a diverse range of human resources, with approximately (10%) of the global workforce engaged in tourism and hospitality activities. Consequently, this sector cannot be easily overlooked. Given the numerous challenges currently facing the hotel industry such as market globalization, continuous technological advancements, fluctuating customer preferences, evolving travel patterns, changes in work organization, economic crises, increasing customer diversity, the growing dominance of women in the travel market (who travel for business or leisure and require specific arrangements and amenities), and the emergence of numerous Online Travel Agencies (OTAs) it has become essential for hotels to develop a flexible, dynamic, and competent workforce capable of achieving high performance at all organizational levels. As a result, there has been increasing recognition of the critical role of competencies in the hotel industry.

The UK Quality Assurance Agency (QAA, 2000) identified competencies as a fundamental criterion for achieving quality in the service sector. Similarly, initiatives such as the Skills Passport, launched in Europe in 2006 by the European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT) and the European Hotel, Restaurant and Café Association (HOTREC), defined a set of essential skills required across the tourism and hospitality sectors (hotels, travel agencies, restaurants, and cafés). A variety of

concepts and practices have emerged to describe formal and informal mechanisms designed to enhance the contribution of human resources within hotels, including staff training and development and workplace learning (Baum, 2002, p. 357).

According to (Lee et al., 2010), the distinctive nature of work in the hotel industry extends beyond meeting customer demands. It involves a deep integration with the socio-demographic and physiological characteristics of customers including age, gender, lifestyle, nationality, income, education, religion, and cultural background. Consequently, employment standards in the hospitality sector increasingly recognize the three-dimensional nature of competencies: technical, general, and aesthetic. Technical competencies refer to the abilities that enable employees to perform routine hotel operations efficiently. These skills can typically be acquired through in-house or on-the-job training. General competencies include those associated with hotel tasks such as supervisory and managerial skills (Li et al., 2025, p. 129).

Aesthetic competencies are related to interpersonal and emotional skills, often referred to as emotional, soft, or human relations competencies. These encompass emotional intelligence, empathy, communication, collaboration, and customer care. Such competencies are cultivated through interactions with customers and colleagues and require significant time to develop (Warhurst et al., 2000, p. 9). emphasized that competencies in the hospitality sector are reflected in employees' ability to identify customer needs, possess deep knowledge of hotel services and products, and deliver high-quality, professional service. Competencies manifest across all departments from management to



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

reception, housekeeping, and catering forming an integrated system that ensures exceptional customer satisfaction. Essential competencies identified by (Li et al., 2011, p. 3) include communication and foreign language skills, analytical and reasoning abilities, intercultural communication, adaptability, teamwork, emotional intelligence, and information management.

Furthermore, (Prayag & Hosany, 2013, p. 257) noted that competency development constitutes a key stage of competency management. Successful hotel operations view competency development not as a cost but as a strategic investment that generates long-term returns. (Louma, 2000, p. 769) stressed that adopting competency development strategies is crucial for both policymakers and hotel owners, as it is intrinsically linked to training and development practices. (Lawson et al., 2019, p. 157) observed that competency development strategies are systematically applied in international five-star hotel chains such as Sheraton, whereas lower-rated hotels tend to perceive staff primarily as an operational cost. (Kalargyrou & Woods, 2011, p. 368) argued that competency development in hotels generally involves three essential steps:

- Identifying the core competencies required to meet current and future hotel needs.
- Selecting the most effective strategies to enhance employee competencies.
- Managing and evaluating the outcomes of development initiatives.

Finally, (Dembovska & Silicka, 2015, p. 5) highlighted that the true value of competency development in hotels lies in the positive outcomes it generates most notably the delivery

of high-quality service, which stands as the most tangible result of effective competency management.

1.3. Strategies for Developing Competencies in Hotels

Below, the findings of previous studies related to each strategy for developing competencies in hotels are briefly discussed.

1.3.1. Communities of Practice Strategy in Hotels:

(Marulanda-Echeverry et al., 2022, p. 110) argue that the communities of practice strategy represents an important evolutionary management approach that enables hotels to enhance their human competencies, attract and retain tourists, and achieve innovative service performance. In the same vein, (Bertella, 2011, p. 391) emphasized that hotel departments can be described as distinct communities of practice, as the presence of work teams that share knowledge, experience, and concerns is one of the most significant objectives that hotels strive to achieve. (Hindertje, 2014, p. 16) further highlighted that one of the key priorities in adopting the communities of practice strategy within hotels is the ability to build trust among employees particularly in international hotel chains with multiple branches. Since such hotels employ staff from diverse cultural backgrounds, fostering a culture of cooperation and openness plays a crucial role in building this trust. (Marulanda-Echeverry et al., 2022, p. 117) also noted that hotels should devote greater attention to communities of practice by facilitating opportunities for employee meetings and interactions, increasing the level of information technology adoption, and strengthening collaboration and incentive systems.



However, given that the communities of practice strategy remains relatively new within the hotel sector, numerous challenges and obstacles still hinder its effective implementation. Moreover, some hoteliers continue to lack sufficient awareness or understanding of the concept. (Almeida & Campos, 2022, p. 22) confirmed that most hotels have failed to successfully implement communities of practice due to limited knowledge and an inadequate understanding of their essential components and influencing factors.

1.3.2. Organizational Learning Strategy in Hotels:

One of the main reasons that drive hotels to become more learning-oriented institutions than others is the dynamic nature of the hotel business environment and the intensity of competition resulting from continuous internal and external market changes (Werlang & Rossetto, 2019, p. 9). In this context, (Fu, 2017, p. 6349). noted that the first step in transforming a hotel into a learning organization involves mental transformation and organizational commitment through supporting innovative ideas and developing a culture that encourages individuals and work teams to continually renew their ways of thinking and working .

Similarly, (Hallin and Marnburg, 2008, p. 370) indicated that organizational learning in hotels can be fostered by enhancing individual learning through dialogue with colleagues, promoting teamwork, and improving training and compensation systems.

(Tajeddini,2011, p. 464) found that chain hotels are generally more capable of learning from strategic responses to environmental changes than independent hotels. (Fraj et

al. ,2015, p. 30) also emphasized that all hotels are capable of learning, although the intensity of learning depends largely on each hotel's specific characteristics. In the same vein, (Fernandes et al., 2018, p. 20) found that hotel size influences the effectiveness of the organizational learning strategy. Smaller hotels tend to achieve greater efficiency in learning despite having fewer resources compared to larger hotels, which while better equipped to distribute information may become more bureaucratic and less flexible. This can hinder the process of translating information into new knowledge and behaviors.

(Ali et al., 2020) argued that activating the learning strategy in hotels can only be effectively achieved by fostering a culture that genuinely supports learning. Given the cultural diversity and disparity among employees in the hospitality industry, hotels must promote continuous employee learning, align the organizational culture with a learning culture, and enhance communication and information sharing throughout the organization. Organizational learning is therefore viewed as a key strategy for developing organizational competencies, improving hotel performance, and achieving competitive advantage.

It also enables hotels to enhance service quality by leveraging employees' knowledge of customer preferences. (Yang, 2004, p. 420) emphasized that learning from customers by capturing external knowledge about their preferences and recording their interests from their first visit helps increase customer loyalty and enables the hotel to tailor its services accordingly.



1.3.3. *Empowerment Strategy in Hotels*

Implementing an empowerment strategy in hotels requires establishing an appropriate environment in which the organization shifts from control to participation, from fear to trust, from individuality to teamwork, from top-down management to bottom-up engagement, and from viewing training as a cost to considering it an investment (Andi et al., 2017, p. 47).

In this regard, (Tsaour et al., 2004, p. 442) emphasized that one of the most empowering methods hotels use to develop their human competencies is empowerment through integration. In this approach, hotel management seeks to leverage employees' experience and expertise in service provision by consulting them, involving them in problem-solving, and sharing relevant information while decision-making ultimately remains the responsibility of hotel management. Examples of this include initiatives at Hilton Hotels and TGI Fridays, which organize team discussion sessions, and Accor Hotels, which implements quality circles (Lashley, 2000, p. 806).

(Mahoney & McMillan, 1994) argued that such empowerment methods can only succeed when genuine two-way communication exists between hotel management and service providers, accompanied by mutual trust. For instance, the Venetian and Palazzo Hotels hold monthly "coffee meetings" among service staff as an initiative to foster familiarity, discuss customer complaints, and generate suggestions for improving hotel operations (Kim, 2011, p. 15). These meetings aim to strengthen belonging and loyalty while enhancing knowledge and competencies among employees. (Ayupp & Chung, 2010, p. 569) further noted

that reinforcing empowerment in hotels requires implementing an incentive system that rewards employees who contribute to customer satisfaction. For example, Ritz-Carlton Hotels introduced a policy granting employees up to (\$2,000) to create exceptional customer experiences (Bacon & Pugh, 2004, p. 68).

According to (Kim, 2011, p. 15), the adoption of empowerment strategies in large-scale resorts such as Wynn/Encore, Venetian/Palazzo, and City Center in Las Vegas each comprising between (5,000) and (7,000) rooms has significantly contributed to sustaining visitor satisfaction and achieving high service standards. Empowerment enables service providers to develop essential competencies such as flexibility, adaptability, and proactive problem-solving, thereby reducing customer waiting times and improving responsiveness. As a result, complaints are resolved within expected timeframes, and service failures are minimized through quick and effective reactions to diverse situations, ultimately strengthening customer confidence in these luxury establishments.

Conversely, (Petchsawang et al., 2022, p. 7), in his study of the Sheraton hotel the first in Thailand to base its operations on an empowerment strategy revealed several obstacles to implementing empowerment as a developmental approach. Chief among them is management's failure to define clear boundaries for empowerment. Without specifying responsibilities and authority, front-line employees may misuse their power for personal interests or struggle with the increased responsibility due to insufficient skills. Therefore, successful implementation requires a clearly defined framework outlining the scope of authority and available resources. In the same vein, (Cheung et al., 2010, p.



22), in their study of Chinese hotels, found that most hotel managers in China tend not to use empowerment as a genuine management strategy to develop competencies and improve performance. Instead, empowerment is often adopted merely as a promotional or employer branding tool.

1.3.4. Training Strategy in hotels

Tourism training in general and hotel training in particular is considered one of the most widely applied strategies for developing the human competencies of employees engaged in providing services to tourists, ranging from lower-level positions to top leadership roles in the sector. Training programs in hotels are composed of both theoretical and practical components designed to enhance employees' capabilities, build experience, and deliver essential knowledge related to hotel operations (Nguyen, 2017, p. 20). According to (Abdelhamied, 2019, p. 138), training in hotels is a situational process that depends on the specific training needs of each department; hence, there is no single organizational program that suits all units. However, the training strategy in hotels has faced criticism for being costly, for failing to reflect employee performance improvements, or for being applied primarily as a motivational or retention tool for selected employees (Gazija, 2011, p. 8). Similarly, (Prasanth, 2015, p. 29) argued that the evaluation of training outcomes both at the employee and organizational levels—remains ambiguous and lacks consistent measurement mechanisms.

1.3.5. Job Rotation Strategy in Hotels

(Foroutan et al., 2021), in their study on the job rotation of front-line employees across 17 four- and five-star hotels in Tehran, concluded that implementing a job rotation strategy helps hotels develop versatile employees capable of taking on additional responsibilities. This approach enhances employees' understanding of multiple job functions and contributes to overall organizational flexibility and resilience. However, (Al-Romeedy, 2019, p. 1005) identified certain challenges associated with adopting job rotation, particularly role ambiguity and conflict among rotated employees. Such issues can lead to confusion and reduced job satisfaction if not properly managed.

Therefore, (Madera et al., 2013, p. 31) emphasized that for management practices and strategies such as job rotation to succeed, hotel managers must carefully consider employees' perceptions, attitudes, and emotional responses toward these changes.

Based on the above, the researchers propose the following main hypothesis:

H: Algerian hotels apply competency development strategies.

From this main hypothesis, the following sub-hypotheses are derived:

- **Ha1:** Algerian hotels apply the Communities of Practice strategy.
- **Ha2:** Algerian hotels apply organizational learning strategies.
- **Ha3:** Algerian hotels apply the empowerment strategy.
- **Ha4:** Algerian hotels apply the training strategy.



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

- **Ha5:** Algerian hotels apply the job rotation strategy.

2. Methods:

2.1. Research Design:

In this study, a **hypothetico-deductive** research design was employed to construct an integrated theoretical framework encompassing the key variables, with a specific focus on Competency Development Strategies and their underlying dimensions. The research was anchored in a robust body of theoretical and empirical literature, from which a series of testable hypotheses were systematically derived to ensure the generalizability and scientific validity of the findings (Siponen & Klaavuniemi, 2020, p. 100287). A quantitative methodological orientation was adopted, allowing for the precise conceptualization of the research problem and the systematic positioning of the researcher within the analytical context (Pandey et al., 2023, p. 77). The primary data were obtained through a methodically structured questionnaire, ensuring both reliability and construct validity. Subsequently, advanced inferential statistical techniques were applied using SPSS software to rigorously analyze the data and test the hypotheses. Additionally, guided interviews were carried out to support and enrich the interpretation of the study.

Table (1): Constructs Operational Definitions and Measurement Items

Variables	Dimensions	Operational Definition	Source	Items
Competency development strategies	Communities of Practice Strategy	A strategy that forms a group of employees who share common hotel business challenges or a passion for a specific subject, and who deepen their knowledge and expertise through continuous interaction to improve overall hotel performance.	(Wenger et al., 2002, p. 04; Suleman et al., 2015, p. 13; Hamiche & Zerarka, 2018, p. 170; Fiol & Iyles, 1985, p. 803)	06
	Organizational Learning Strategy	A strategy designed to enhance the hotel's capacity to gain insights and understanding from its experiences – both successful and unsuccessful – by		05



		systematically examining them, deriving lessons, and applying this knowledge to improve organizational effectiveness.		
	Empowerment Strategy	An administrative strategy that seeks to motivate employees by enabling them to invest their skills and expertise in the most effective way possible. This is achieved by granting them greater authority and autonomy in decision-making related to hotel operations, as well as by providing the necessary resources and privileges to perform their		05

		tasks efficiently and to achieve the hotel's strategic goals and vision.		
	Training Strategy	A set of planned activities designed to enhance the knowledge, competencies, and experience of hotel employees, or to bring about positive changes in their attitudes, behaviors, and performance. The ultimate goal is to enable them to carry out their duties more effectively and contribute to achieving the hotel's objectives.		08
	Job Rotation Strategy	A strategy that systematically transfers employees between different departments at	(Suleman et al., 2015, p. 13)	07



		specific and planned intervals, with the objective of broadening their understanding of hotel operations and developing their professional competencies.		
--	--	--	--	--

2.3. Population and Sampling Design:

The target population consists of all Algerian hotels of various categories and types, including all their employees and customers, totaling **(1576)**. A simple random sample of **(110)** Algerian hotels was selected from several provinces across the country to ensure a high level of confidence in generalizing the results (see Table 2). A total of **(500)** questionnaires were distributed to the employees of these **(110)** hotels through several field visits, and **(412)** questionnaires were returned, representing a response rate of **(82.4%)**. The following table shows the distribution of questionnaires according to the name of the hotel (prepared by the researchers).

Table (2): Distribution of Questionnaires across Hotels

state of the Hotel	Total Number of hotels	Frequency of Responses	Percent
Batna	27	6	6.6%
Bejaia	13	4	2.3%
Biskra	42	11	2.10%
Blida	10	4	4.2%
Boumerdès	13	5	2.3%
Tlemcen	19	5	6.4%
Ain	11	4	7.2%
Temouchent	50	14	7.2%
Tizi Ouzou	56	12	1.12%
Algiers (Capital)	12	4	6.13%
Setif	26	6	9.2%
Skikda	13	3	3.6%
Annaba	27	5	2.3%
Chlef	11	5	6.6%
Constantine	23	5	7.2%
Mostaganem	12	4	5.6%
El Oued	36	9	2.9%
Ouargla			8.7%
Oran			
Total	110	412	110%

2.4. Reliability and Validity of the Instrument

2.4.1. Reliability:

In this study, the reliability of the research instrument was measured using Cronbach's Alpha coefficient, which determines the acceptability level of the measurement instrument at a level of (0.70) or higher, based on previous studies. Carmines & Zeller (1979) found that a measurement instrument is considered suitable if Cronbach's Alpha



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

coefficient is greater than or equal to (0.707) (Sekaran & Bougie, 2016, p. 89). Table 4 present the results of the reliability study of the research instrument using Cronbach's Alpha coefficient (prepared by the researcher based on the outputs of SPSS version 21).

Table (3): Cronbach's Alpha Reliability Results

Construct	Number of Items	Cronbach's Alpha
Community of Practice strategy	06	0.809
Organizational Learning Strategy	05	0.795
Empowerment Strategy	05	0.773
Training Strategy	08	0.923
Job Rotation Strategy	07	0.901
Competency Development Strategies	31	0.815

As shown in Table 3, the Cronbach's alpha coefficients for all constructs in the study exceeded the accepted threshold of (0.70), indicating that the questionnaire items exhibit a high degree of reliability.

2.4.2. Validity:

The validity of a research instrument refers to its ability to accurately measure the concepts it is intended to assess. To establish the instrument's validity, **construct validity** was applied, which evaluates the internal consistency of items and the extent to which they adequately represent the study's dimensions (Sekaran, 2004, p. 270). This was

assessed by calculating the **Pearson correlation coefficient (r)** to examine the relationship between each item and its corresponding dimension. An item was deemed acceptable if its Pearson coefficient was statistically significant at the (0.05) or (0.01) levels. As shown in Table (4), all Pearson correlation coefficients between the items and the dimensions of the practice groups strategy exceeded (0.5) and were significant at the (0.01) level. **Content validity** was further ensured through a thorough review of relevant literature and consultation with field experts. Based on their recommendations, several modifications were incorporated into the instrument, including the addition of new items that enhanced both clarity and conceptual precision. Drawing on the evidence from Pearson correlation coefficients and the content validation process, the researchers confirmed the overall validity of the study instrument. (prepared by the researchers based on the outputs of SPSS):

Table (4): construct validity of a study tool

Dimension	Number of Items	N	Pearson Correlation (r)	Sig. Level
Community of Practice strategy	06	412	0.886**	0.000
Organizational Learning Strategy	05	412	0.815**	0.000
Empowerment Strategy	05	412	0.886**	0.000
Training Strategy	08	412	0.930**	0.000
Job Rotation Strategy	07	412	0.855**	0.000

*Statistically significant at the significance level ($\alpha=0.05$)

**Statistically significant at the significance level ($\alpha=0.01$)



2.5. Normality Test of the Study Variables:

This test is used to assess whether the data follow a normal distribution by examining skewness and kurtosis. As a general guideline, Skewness values between (-1 and +1) and Kurtosis values between (-3 and +3) are considered acceptable to assume normality ((Blanca et al., 2013, p. 85). Table (5) presents the test results using the Skewness and Kurtosis coefficients, (prepared by the researchers based on the outputs of SPSS):

Table (5): Normality Test (Skewness - Kurtosis)

Construct	N	Kurtosis		Skewness	
		Std. Error	Statistic	Std. Error	Statistic
Community of Practice strategy	412	0.120	-0.737	0.240	0.345
Organizational Learning Strategy	412	0.120	-0.789	0.240	0.302
Empowerment Strategy	412	0.120	-0.483	0.240	-0.313
Training Strategy	412	0.120	-0.700	0.240	0.064
Job Rotation Strategy	412	0.120	-0.791	0.240	0.205
Competency Development Strategies	412	0.120	-0.594	0.240	-0.035

As shown in Table (5), the skewness coefficient values ranged from (-0.325) to (-0.965), while the kurtosis coefficient values ranged from (-0.026) to (2.768), all falling within the

acceptable limits. It can therefore be concluded that the data conform to a normal distribution.

3.. Study Result:

3.1. Demographic Characteristics of the Respondents:

Table (6) presents an overview of the study sample, showing the frequencies and percentages of the variables, including sex, age, and educational level (prepared by the researchers based on the outputs of SPSS):

Table (6) :Frequencies and Percentages of Respondents by Demographic Variables

Measure		Frequency	Percent
Gender	Male	315	76.5%
	Female	97	23.5%
	Total	412	100%
Age	Less than 30	165	40%
	30-39	145	35.2 %
	40-49	61	14.8%
	50 or more	41	10%
	Total	412	100%
Educational Level	High school	91	22.1%
	T.S	113	27.4%
	License	153	37.1%
	Eng	55	13.3%
	Total	412	100%
Years of Experience	Less than 5 years	149	36.2%
	5 to 10 years	115	27.9%
	10 to less than 15 years	68	16.5%
	15 years or more	80	19.4%
	Total	412	100%



Number of training courses	None	247	60 %
	1 to 5 courses	82	19.9 %
	6 to less than 10 courses	46	11.2 %
	10 to less than 15 courses	19	4.7 %
	15 or more training courses	18	4.2 %
	Total	412	100%
Hotel Classification	Unrated	5	1.2 %
	1 star	-	-
	2 stars	20	4.9%
	3 stars	130	31.6%
	4 stars	165	40.0%
	5 stars	92	22.3%
Total	412	100%	

Table (5) presents the demographic characteristics of the surveyed employees. The results show that the majority of respondents were male, accounting for (76.5%) (315 employees), while female employees represented (23.5%) (97 employees) of the total participants from Algerian hotels included in the study. This gender imbalance can be attributed to the nature of hotel operations, which often require positions traditionally occupied by males, such as night security, maintenance, and driving.

Regarding age distribution, employees under 30 years old constituted the largest group, representing (40%) (165 employees), followed by those aged 30–40 years, who accounted for (35.2%) (145 employees). This indicates that the surveyed hotels tend to recruit younger staff, possibly

reflecting an institutional preference for recent graduates with up-to-date skills and training. The remaining age groups comprised approximately (24.8%) of respondents, suggesting a relatively balanced generational composition within the workforce.

In terms of educational attainment, (37.1%) of respondents held university degrees (Bachelor's or Master's), (26.9%) possessed vocational training certificates, (22.1%) had completed secondary education or less, and (13.3%) held postgraduate qualifications. These figures suggest that the majority of hotel employees possess academic or technical backgrounds suitable for their respective roles, enabling them to adapt effectively to changes in their operational environment.

Concerning work experience, (36.2%) of employees had less than five years of experience, (27.9%) had between five and ten years, (16.5%) had between ten and fifteen years, and (19.4%) had more than fifteen years of experience. This distribution indicates that Algerian hotels rely on a workforce combining both newly recruited and experienced employees, reflecting a balance between staff renewal and the retention of institutional expertise.

As for training participation, the results revealed that (60%) of respondents had not received any formal training. Meanwhile, (19.9%) had attended between one and five training sessions, and (20.1%) had participated in six or more training courses. These findings highlight a noticeable disparity in access to training opportunities across employees, suggesting that training programs in Algerian hotels may be sporadic or limited to specific job categories based on role requirements or performance criteria.



Finally, regarding hotel classification, (40%) of surveyed employees worked in four-star hotels, followed by (31.6%) in three-star hotels, (22.3%) in five-star hotels, and (13.3%) in two-star or unclassified establishments

3.2. Testing of Hypotheses:

The results derived from the testing of the sub-hypotheses, and thereafter the main hypothesis, are detailed below:

3.2.1. Sub-Hypotheses Tests:

A. Testing the first sub-hypothesis:

The one-sample t-test was used to test the first sub-hypothesis, as shown in the following table (Prepared by researchers based on SPSS output):

Table (7): Results of the Analysis of the Dimension Communities of Practice Strategy.

No	Items	Mean	Std. Dev.	T-value	Sig. Level	Relative Importance	Direction
1	The hotel management relies more on group performance than on individual performance..	4.40	0.99	12.61	0.000	1	Agree
2	The hotel management organizes social events	2.43	1.38	-3.59	0.000	5	Disagree

	to strengthen relationships and foster professional friendships among employees.						
3	The hotel management encourages its employees to meet and discuss work-related issues.	3.76	1.18	7.64	0.000	3	Agree
4	Information and communication technology plays a key role in facilitating communication and information exchange among the communities of practice.	3.94	1.04	16	0.000	2	Agree
5	The achievements and performance of the hotel's communities of practice are	2.33	1.25	-5.02	0.000	6	Disagree



	linked to an incentive and reward system.						
6	The hotel management takes into account the opinions and suggestions of the communities of practice.	3.75	0.99	7.94	0.000	4	Agree
Communities of Practice Strategy		2.40	0.84	-4.04	0.000	-	Disagree

The results presented in Table 7 indicate that the overall mean for the “Communities of Practice Strategy” dimension was 2.40, falling below the reference mean of agreement (3). The t-value was negative at -4.04, with a significance level (Sig. = 0.000), well below the accepted threshold ($\alpha = 0.05$), indicating strong statistical significance. These results reveal that the study sample generally tended toward neutrality or disagreement regarding the implementation of the Communities of Practice Strategy in Algerian hotels. Accordingly, **(Ha1)** was not accepted, which states: *‘Algerian hotels apply the Communities of Practice Strategy.’*

B. Testing the second sub-hypothesis:

A one-sample t-test was used to test the second sub-hypothesis, as shown in the following table (Prepared by researchers based on SPSS output):

**Table (8): Results of the Analysis of the Dimension
"Organizational Learning Strategy"**

No	Items	Mean	Std. Dev.	T-value	Sig. Level	Relative Importance	Direction
5	The hotel management motivates employees to engage in continuous learning.	3.84	1.12	11.02	0.00	2	Agree
6	The hotel management learns from the past experiences (successful or unsuccessful) of other hotels.	3.82	1.06	10.92	0.00	4	Agree
7	The hotel management discusses employees' mistakes and failures to understand their causes and learn how to avoid them in the future.	3.86	1.10	11.90	0.00	1	Agree
8	The hotel management encourages employees to	3.83	1.07	11	0.00	3	Agree



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

	propose solutions to work-related problems independently.						
9	The hotel management encourages employees to share information and knowledge about customer needs and preferences openly and transparently.	3.81	1.09	9.03	0.00	5	Agree
Organizational Learning Strategy		3.83	0.81	12	0.00	-	Agree

The results presented in the table (8) indicate that the overall mean for the “**Organizational Learning Strategy**” dimension was (3.83), exceeding the reference mean of agreement (3). The t-value was positive at (12), with a significance level (Sig. = 0.000), well below the accepted threshold ($\alpha = 0.05$). which is far below the accepted threshold ($\alpha = 0.05$). These findings confirm that hotel employees strongly support practices that promote organizational learning and continuous improvement within their hotels. Accordingly, (H_{a2}) was accepted, which states that: “*Algerian hotels apply organizational learning strategies*”.

C. Testing the Third sub-hypothesis:

The one-sample t-test was used to test the Testing the Third sub-hypothesis, as shown in the following table (Prepared by researchers based on SPSS output):

Table (9): Results of the Analysis of the Dimension Empowerment Strategy

No	Items	Mean	Std. Dev.	T-value	Sig. Level	Relative Importance	Direction
11	The hotel management empowers employees to make decisions regarding their assigned tasks.	4.22	0.84	15	0.000	1	Agree
	The hotel management trusts the employees' ability to perform their work effectively.	3.88	1.06	9.25	0.000	3	Agree
12	The hotel management embraces employees' ideas that contribute to improving operations.	3.81	1.09	8	0.000	4	Agree
13	The hotel management	3.43	1.34		0.000	5	Agree



	rewards employees for their creativity in completing tasks.						
14	The hotel management ensures that all employees receive work-related information in a timely and accurate manner.	4.04	0.96	13.81	0.000	2	Agree
	Empowerment Strategy	3.87	0.77	15	0.000	-	Agree

The results presented in Table 9 indicate that the overall mean for the “*Empowerment Strategy*” dimension was (3.87), exceeding the reference mean of agreement (3). The t-value was positive at (15), with a significance level (Sig. = 0.000), well below the accepted threshold ($\alpha = 0.05$), indicating strong statistical significance. The results indicate that Algerian hotels actively apply empowerment practices, particularly in decision-making, information sharing, and trusting employees’ abilities, creating an environment that supports autonomy and employee engagement. Accordingly, (Ha3) was accepted, which states: “*Algerian hotels apply the empowerment strategy.*”

D. Testing the fourth sub-hypothesis:

The one-sample t-test was used to test the fourth sub-hypothesis, as shown in the following table (Prepared by researchers based on SPSS output):

Table (10): Results of the Analysis of the Dimension Training strategy

No	Items	Mean	Std. Dev.	T-value	Sig. Level	Relative Importance	Direction
1	The hotel management enhances the skills and expertise of its employees through continuous training.	3.60	1.14	7.00	0.000	4	Agree
2	The hotel management identifies training needs by assessing employee competencies.	3.53	15.1	6.20	0.000	6	Agree
3	The hotel management develops training programs that help employees utilize modern technologies.	3.50	1.21	6.15	0.000	8	Agree



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

4	The hotel management employs modern methods and techniques in employee training.	3.69	1.17	9.40	0.000	2	Agree
5	The hotel management compares the performance of trained employees before and after the training process.	3.56	1.16		0.000	5	Agree
6	The hotel management compares the performance of trained employees before and after the training process.	3.50	1.14	6.15	0.000	7	Agree
7	The hotel management surveys trained employees to assess their satisfaction and the benefits gained from the	3.68	1.12	9.10	0.000	3	Agree

	training programs and courses.						
8	The training courses organized by the hotel management increase employees' motivation and ability to perform their jobs.	3.83	1.03	10	0.000	1	Agree
Training strategy		3.61	0.92	4.03	0.000	4	Agree

The results of the table (10) indicate that the overall mean for the “**Training strategy**” dimension reached (**3.61**), which is higher than the reference mean of agreement (3). The *T-value* was (**4.03**) and positive, with a significance level (*Sig.* = 0.000) lower than the accepted threshold (0.01). The results indicate that Algerian hotels effectively implement training programs that improve employees’ skills, motivation, and performance, reflecting a learning-oriented environment that supports continuous development. Accordingly, (**Ha₄**) was accepted, which states: “*Algerian hotels apply the training strategy*”.

E. Testing the fifth sub-hypothesis:

The one-sample t-test was used to test the fifth sub-hypothesis, as shown in the following table (Prepared by researchers based on SPSS output):



Table (11): Results of the Analysis of the Dimension job Rotation Strategy

No	Items	Mean	Std. Dev.	T-value	Sig. Level	Relative Importance	Direction
25	The hotel's systems and procedures encourage the use of job rotation as a developmental strategy.	3.85	1.02	11	0.00	1	Agree
26	Job rotation at the hotel is conducted periodically and systematically, taking into account the appropriate duration..	3.56	1.16	4.23	0.00	6	Agree
27	Before a job rotation, the hotel management ensures the consent of the employees to be rotated.	3.45	1.17	3.64	0.00	7	Agree
	The hotel management follows specific criteria for	3.64	1.13	6.89	0.00	5	Agree

	nominating employees for rotation..						
28	Hotel employees benefit from the job rotation strategy at various stages of their career paths.	3.67	1.09	7.30	0.00	4	Agree
29	The hotel management provides employees with opportunities for promotion and career advancement through rotation.	3.68	1.16	9.10	0.00	3	Agree
30	The job rotation strategy helps employees acquire diverse skills more quickly (due to the variety of work environments).	3.81	1.07	8.20	0.00	2	Agree
Job Rotation Strategy		3.67	0.88	7	0.00	-	Agree

The results presented in Table (11) indicate that the overall mean for the “Job Rotation Strategy” dimension reached (3.67), which is higher than the reference mean of agreement (3). The **T-value** was (7) and positive, with a



significance level (Sig. = 0.000), lower than the accepted threshold ($\alpha = 0.05$). These statistical indicators reveal a general tendency among respondents toward agreement that job rotation is effectively implemented in Algerian hotels. This suggests the existence of a supportive work environment that promotes employee development, enhances skill diversity, and provides career advancement opportunities through structured job rotation practices. Accordingly, **(Ha₅)** was accepted, which states: *“Algerian hotels apply the job rotation strategy”*.

3.2.2. Testing the Main Hypothesis:

The one-sample t-test was used to test the main hypothesis, as shown in the following table (Prepared by researchers based on SPSS output):

Table (13): Results of the analysis of the dimensions of the Competency Development Strategies variable

Dimensions	Mean	Std. Dev.	T-value	Sig. Level	Relative Importance	Direction
Community of Practice strategy	2.40	0.84	-4.04	0.000	5	Disagree
Organizational Learning Strategy	3.83	0.81	12	0.000	2	Agree
Empowerment Strategy	3.87	0.77	15	0.000	1	Agree
Training Strategy	3.61	0.92	4.03	0.000	4	Agree
Job Rotation Strategy	3.67	0.88	7	0.000	3	Agree

Competency Development Strategies	3.52	0.51	8.67	0.000	-	Agree
--	-------------	-------------	-------------	--------------	----------	--------------

The results presented in the table (13) indicate that the overall mean of the “competency development strategies” variable was 3.52, exceeding the reference mean of agreement (3). The t-value was positive at 8.67, with a significance level (Sig. = 0.000), below the acceptable threshold ($\alpha = 0.05$). These statistical indicators reveal a generally positive trend among the study sample toward applied the Competency development strategies across its dimensions (Organizational Learning Strategy, Empowerment Strategy, Training Strategy, and Job Rotation Strategy).

4. Discussion :

The study results indicate that employees’ perceptions of the implementation level of competency development strategies in Algerian hotels were generally high according to the study’s measurement scale. The findings reveal that most Algerian hotels, compared to other industries, face high daily work pressures due to their continuous operation (24 hours a day, 7 days a week, 365 days a year), the variety of their services, the diversity of their staff, and the nature of their direct interaction with customers. To address these pressures, hotel management grants employees, especially frontline staff, autonomy, giving them the freedom to act and take initiative in providing services with high efficiency and flexibility, thus unlocking their potential. Through empowerment, hotel managers strive to instill a strong sense of ownership and importance among their employees, recognizing them as key drivers of the hotel's success and



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

vital contributors to achieving strategic goals efficiently and effectively. In this regard, management emphasizes providing accurate and timely information, enabling employees to make sound and informed decisions. Furthermore, significant attention is given to fostering creativity and supporting innovative ideas that contribute to service improvement and operational development. However, the study also highlights that limited financial incentives remain a major constraint on creativity, largely due to financial constraints and limited resources. Overcoming this challenge requires hotel management to focus on non-financial incentives such as recognition, professional growth opportunities, and a favorable work environment to support creativity and innovation within the limits of available resources.

Furthermore, the results show that Algerian hotel management effectively implements organizational learning strategies aimed at motivating employees and encouraging the continuous development of skills and knowledge. This includes assessing employees' readiness and willingness to learn, while fostering a supportive and ethically stimulating organizational environment. These strategies focus on enhancing key competencies, including effective communication to facilitate information flow, critical thinking to solve problems in daily operations, innovation and creativity in generating ideas, and teamwork to achieve common goals. These hotels also adopt a reflective learning approach by encouraging open discussion of mistakes and sharing both successful and unsuccessful experiences as learning opportunities. This approach contributes to fostering collective learning and the accumulation of

expertise, enabling employees to make informed decisions aligned with customer needs and preferences. As a result, employees develop greater self-confidence and a strong motivation to deliver exceptional service quality. In addition, this strategy helps address employee turnover by creating easily accessible knowledge repositories that ensure the transfer of expertise among employees, thus supporting the continuity of service quality and enhancing the customer experience.

Training emerges as another cornerstone of competency development in Algerian hotels. It plays a vital role in enhancing employees' skills and knowledge while shaping an organizational culture that mirrors the values, traditions, and strategic objectives of the hospitality sector. Training initiatives foster positive work behaviors and align individual and organizational cultures. The management employs systematic mechanisms for identifying training needs, ensuring that training programs are relevant, targeted, and effective. Employee satisfaction with training programs is regularly evaluated to measure their impact on service quality improvement. Nonetheless, disparities in training opportunities persist among employees, as programs are often limited to specific occupational groups or hierarchical levels due to job nature, performance standards, or managerial priorities.

Regarding the job rotation strategy, the results of the study show that the majority of Algerian hotels rely on this strategy as an effective tool to confront seasonal and daily fluctuations in sales volume, and to ensure the continuity of providing high-quality services, especially during peak periods. This practice aims to diversify employees' skills and expand their operational experience through their



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

movement between different departments, which gives them a comprehensive understanding of hotel operations and increases their ability to perform multiple tasks and deal flexibly with customer requirements. Job rotation also contributes to breaking routine and enhancing creativity. It also enhances cooperation and integration between departments, and strengthens social ties between employees, which establishes in them a spirit of belonging and organizational unity that reflects positively on the quality of services provided. This process is characterized by systematic planning and precise criteria in selecting employees for rotation, based on their readiness and the hotel's operational needs, while taking care not to disrupt the workflow by rotating a limited number in each cycle. However, the study indicates that weak employee involvement in rotation decisions may sometimes lead to a low level of acceptance and job satisfaction, which calls for strengthening communication and participation to ensure the effectiveness of this strategy and the sustainability of its positive results.

The results of the study also show that the Community of Practice strategy still faces difficulties in application within Algerian hotels due to its relative newness. This is mainly due to a lack of knowledge and managerial understanding of the concept of this strategy and its benefits in developing competencies, which leads to weak support from senior management who believes that it is formed automatically without the need for guidance or supervision. Hotels also suffer from cultural and organizational obstacles represented by the difficulty of integrating employees from different backgrounds, which hinders the building of a

common professional identity. Although some technological means of communication and information exchange are provided, the absence of social activities and informal events reduces the opportunities for interaction and exchange of experiences between employees. In addition, the absence of an incentives and rewards system linked to the performance of the groups of practice represents another challenge, as it leads to weak motivation and cooperation, and even to some employees feeling that participating in these groups is a waste of time and effort in light of the nature of hotel work requirements, which are characterized by long working hours and the provision of intensive services. As a result, communities of practice in Algerian hotels remain insufficiently activated despite their importance as one of the basic strategies for developing competencies and developing organizational knowledge.

5. Recommendations:

Drawing upon the key findings of this study, several practical recommendations can be formulated for Algerian hotels:

- Algerian hotels should allocate adequate financial and material resources to ensure the effective implementation of skills development strategies. These strategies must be viewed not as optional initiatives, but as a strategic priority essential for achieving sustainable growth and competitive advantage in the hotel sector.

- Given that the hotel industry is among the most knowledge-intensive sectors, communities of practice represent a powerful mechanism for fostering continuous learning and innovation. As noted by (Hallin & Marnburg, 2008, p. 368), such communities enable hotels to deliver



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

diversified, high-quality services aligned with global standards. Consequently, Algerian hotels should regard communities of practice as a core strategic approach, not merely as a complementary operational process. Building such communities would allow for the cocreation of innovative solutions to recurring operational challenges while embedding collaboration and knowledge-sharing practices within the organizational culture.

– Although organizational learning strategies have been successfully adopted in several Algerian hotels, their long-term sustainability and integration into the broader strategic framework remain challenging. Thus, hotel management should continue investing in modern, technology-driven learning environments that encourage interactive knowledge exchange and continuous professional development. Emphasis should also be placed on ensuring fairness and equality in learning opportunities across all organizational levels. Moreover, hotels should institutionalize the capitalization of knowledge and experiences, learning systematically from both successes and failures to foster a culture of continuous improvement and organizational excellence.

– Another critical aspect concerns motivation and reward systems. Many Algerian hotels exhibit limited attention to financial incentives and recognition mechanisms for employees who contribute innovative solutions. This oversight weakens morale and hinders creativity. Therefore, it is imperative to redesign compensation systems to reflect the strategic importance of innovation and excellence within the sector.

– Regarding training practices, despite noticeable progress, the main challenge lies in maintaining their continuity and relevance in light of rapid environmental and technological changes. To address this, Algerian hotels should expand their training programs to include collaborations with international experts and institutions, enabling cross-cultural knowledge transfer and skill diversification. Training initiatives should encompass both technical and soft skills such as leadership, crisis management, communication, and cultural sensitivity based on systematic assessments of employee needs and performance data. Leveraging digital technologies to deliver flexible, blended, or online training programs will further enhance accessibility and impact.

– Equitable access to training opportunities must also be guaranteed for all employees, not only managerial staff, to ensure inclusive human capital development.

– while job rotation strategies have been introduced effectively, employee involvement in the decision-making process remains limited. Enhancing transparency and participation in rotation planning is essential for fostering motivation and commitment. Providing mentoring and preparatory programs to accompany job transitions would further ensure effective adaptation and maximize the strategic value of the job rotation process.

Conclusion :

This study found that Algerian hotels are progressively applying competency development strategies. The results confirmed that the organizational learning strategy,



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

empowerment strategy, training strategy, and job rotation strategy were implemented at high levels, while the communities of practice strategy was applied at a medium level.

References:

1. Abdelhamied, H. H. S. (2019). The impact of training activities on quality of service, customer satisfaction, and behavioral intention. *Journal of Tourism and Hospitality Management*, 7(1), 135-148.
2. Ali, S., Peters, L. D., Khan, I. U., Ali, W., & Saif, N. (2020). Organizational learning and hotel performance: The role of capabilities' hierarchy. *International Journal of Hospitality Management*, 85 (February 2019), 102349.
3. Almeida, S., & Campos, A. C. (2022). New avenues for business competitiveness: The case of a community of practice in the hotel sector. *International Journal of Culture, Tourism and Hospitality Research*, 16(1), 20-34.
4. Al-Romeedy, B. S. (2019). The role of job rotation in enhancing employee performance in Egyptian travel agents: The mediating role of organizational behavior. *Tourism Review*, 74(4), 1003-1020.
5. Andi Tamsang, B. A., Mohsin, A., & Lengler, J. (2017). How willing/unwilling are luxury hotels' staff to be empowered? A case of East Malaysia. *Tourism Management Perspectives*, 22, 44-53.
6. Ayupp, K., & Chung, T. H. (2010). Empowerment: Hotel employees' perspective. *Journal of Industrial Engineering and Management*, 3(3), 561-575.

7. Baum, T. (2002). Skills and training for the hospitality sector: A review of issues. *Journal of Vocational Education and Training*, 54(3), 343-364.
8. Bertella, G. (2011). Communities of practice in tourism: Working and learning together. An illustrative case study from Northern Norway. *Tourism Planning and Development*, 8(4), 381-397.
9. Blayney, C. (2009). Management competencies: Are they related to hotel performance? *International Journal of Management and Marketing Research*, 2(1), 59-71.
10. Cheung, C., Baum, T., & Wong, A. (2010). Factors affecting employee empowerment practices in China hotels. *Business Sociology*, 1-28
11. Davras, Ö., & Caber, M. (2019). *Analysis of hotel services by their symmetric and asymmetric effects on overall customer satisfaction: A comparison of market segments*. **International Journal of Hospitality Management**, 81, 83-93.
12. Dembovska, I., & Silicka, I. (2015). **Competences that shape service quality at hospitality enterprises**. In *Innovative (Eco-) Technology, Entrepreneurship and Regional Development* (pp. 4-7). Conference proceedings.
13. Faraj, F. M. F., Almutairi, S. M. S. N., Alabtan, J. G., Alshammeri, F. M., Almutarir, F. B., Aldaihani, A. M., & AlDurzi, S. A. (2022). Benefits and implementation of job rotation: Recommendations for Kuwaiti Civil Service Commission. *Journal of International Business and Management*, 5(4), 1-7.
14. Fernandes, A. L., Laureano, R. M. S., & Alturas, B. (2018). Organizational learning in the hotel industry: An eclectic instrument of measurement. *Tourism & Management Studies*, 14(2), 16-25.



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

15. Fiol, C. M., & Lyles, M. (1985). Organizational learning. *Academy of Management Review*, 10, 803–813.
16. Foroutan, T., Safavi, H. P., & Bouzari, M. (2021). The ugly side of job rotation. *International Journal of Hospitality Management*, 95(4), 102-929
17. Fu, H. W. (2017). Organizational learning and organizational innovation in the tourist hotels: An empirical study. *EURASIA Journal of Mathematics Science and Technology Education*, 13(9), 6347–6356.
18. Hallin, C. A., & Marnburg, E. (2008). Knowledge management in the hospitality industry: A review of empirical research. *Tourism Management*, 29(2), 366–381.
19. Hamiche, M., & Zerarka, F. (2018). Le rôle de la formation continue dans le développement des compétences au travail: Cas de l'entreprise NAFTAL Bejaia (Algérie). *Journal*, 15(26), 166–181.
20. Hindertje, H. (2016). Measuring service innovation performance through team culture and knowledge sharing behavior in hotel services: A PLS approach. *Procedia-Social and Behavioral Sciences*, 22, 35-43.
21. Jauhari, V. (2006). *Competencies for a career in the hospitality industry: An Indian perspective*. *International Journal of Contemporary Hospitality Management*, 18(2), 123–134.
22. Kalargyrou, V., & Woods, R. H. (2011). Wanted: Training competencies for the 21st century. *International Journal of Contemporary Hospitality Management*, 23(3), 361-376.
23. Kim, Y., Kim, S. S., Seo, J., & Hyun, J. (2011). Hotel employees' competencies and qualifications required

- according to hotel divisions. *Journal of Tourism, Hospitality & Culinary Arts*, 3(2), 1-18.
24. Lashley, C. (2000). Empowerment through involvement: A case study of TGI Fridays restaurants. *Personnel Review*, 29(6), 791-815.
 25. Lawson, A., & Chen, B. (2019). The development of soft skills during internships: The hospitality student's voice. *Research in Hospitality Management*, 8(2), 155-159.
 26. Lee, S., Park, G., Yoon, B., & Park, J. (2010). Open Innovation in SMEs: An Intermediated Network Model. *Research Policy*, 39(2), 290-300.
 27. Li, Y., & Xu, Y. (2011). A study of competitive advantage on services package-based economy hotel. In *2011 International Conference on Management and Service Science* (pp. 1-4). IEEE.
 28. Li, Y., Marneros, S., Efstathiades, A., & Papageorgiou, G. (2025). *A framework of core competencies for effective hotel management in an era of turbulent economic fluctuations and digital transformation: The case of Shanghai, China*. **Tourism and Hospitality**, 6(3), 130.
 29. Luoma, M. (2000). Investigating the link between strategy and HRD. *Personnel Review*, 29(6), 769-790.
 30. Lvov, A., & Komppula, R. (2023). *The essence of the hotel room in the hotel business the hotel managers' perspective*. **European Journal of Tourism Research**, 36, 3609.
 31. Madera, J. M., Dawson, M., & Neal, J. A. (2013). Hotel managers' perceived diversity climate and job satisfaction: The mediating effects of role ambiguity and conflict. *International Journal of Hospitality Management*, 35, 28-34.
 32. Marulanda-Echeverry, C. E., Valencia-Duque, F. J., & Castellanos-Galeano, J. F. (2022). Communities of



Soumission : 13/01/2025 Acceptation : 09/06/2025 Publication : 25/08/2025

- practice in tourism SMEs of the department of Caldas – Colombia. *Tourism Management*, 27(2), 109-116.
33. Nguyen, V. V. (2024). *Training and developing human resources for hotels in the context of the hotel and restaurant tourism service ecosystem. International Journal of Management and Organizational Research*, 3(2), 18–26
 34. Pandey, P., Margam, M., & Singh, B. P. (2023). Quantitative research approach and its applications in library and information science research. *Access: An International Journal of Nepal Library Association*, 2(1), 77–90.
 35. Petchsawang, P., McLean, G. N., & Lau, P. (2022). *Empowerment discrepancies: Are employees empowered as they prefer in hotels in selected areas of Thailand? Human Resource Development International*, 25(6), 1–21.
 36. Prayag, G., & Hosany, S. (2013). Human resource development in the hotel industry of Mauritius: Myth or reality? *Current Issues in Tourism*, 18(3), 249-266.
 37. Sampaio, C., Sebastião, J. R., & Farinha, L. (2024). *Hospitality and tourism demand: Exploring industry shifts, themes, and trends. Societies*, 14(10), 207.
 38. Sekaran, U. (2004). *Research methods for business: A skill-building approach* .(4th ed.). John Wiley & Sons, Inc.
 39. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* .(17th ed.). John Wiley & Sons Ltd.
 40. Siponen, M., & Klaavuniemi, T. (2020). *Why is the hypothetico-deductive (H-D) method in information systems not an H-D method? Information and Organization*, 30(1), 100287

41. Sukiam, K. (2021). *Competency development and human resource management in the hospitality industry*. **RJCM**, 2(1). Pp. 36-44.
42. Suleman, A.-R., Bingab, B. B. B., Boakye, K. O., & Sam-Mensah, R. (2022). Job rotation practices and employees' performance: Do job satisfaction and organizational commitment matter?. *SEISENSE Business Review*, 2(1), 13-27.
43. Tajeddini, K. (2011). Customer orientation, learning orientation, and new service development: An empirical investigation of the Swiss hotel industry. *Journal of Hospitality & Tourism Research*, 35(4), 437-468.
44. Tsauro, S. H., Chang, H. M., & Wu, C. S. (2004). Promoting service quality with employee empowerment in tourist hotels: The role of service behavior. *Asia Pacific Management Review*, 9(3), 435-461.
45. Warhurst, C., Nickson, D., Witz, A., & Cullen, A. M. (2000). Aesthetic labour in interactive service work: Some case study evidence from the new Glasgow service industries. *Journal of Service Industries*, 20(3), 1-18.
46. Werlang, N. B., & Rossetto, C. R. (2019). The effects of organizational learning and innovativeness on organizational performance in the service provision sector. *Gestão & Produção*, 26(3), 1-18.
47. Willie, P. A., Connor, D., Sole, J., Forgacs, G., Grieve, R., & Mueller, J. (2017). Human capital challenges in the hotel industry of Canada: Finding innovative solutions. *Worldwide Hospitality and Tourism Themes*, 9(4), 402-410.
48. Yang, J. T., & Wan, S. C. (2004). Qualitative knowledge capturing and organizational learning: Two case studies in Taiwan hotels. *Tourism Management*, 25(5), 593-601.