



## **Worker Competence Management and Employee Responsiveness**

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### **ABSTRACT:**

This study examined the empirical relationship between worker competence management and employee responsiveness in Yenagoa, Bayelsa State. The population of the study are all the hotels operating in the hospitality sector and registered with the Hotelier Association of Nigeria, Yenagoa. Data was analyzed using descriptive and inferential statistics, with the help of Statistical Package for Social Science (SPSS) version 23. The analysis revealed a moderate and positive relationship between competence mapping and innovativeness in the hospitality sector. Also, it revealed that there is a strong and positive relationship between competence mapping and timeliness in the hospitality sector in Yenagoa. However, there is a weak but positive relationship between competence mapping and task alertness in the hospitality sector in Yenagoa. Thus, the study concludes that managing organizational employees' competency effectively is perhaps more critical now than in the past, given the unpredictable, dynamic, and complicated nature of the corporate environment. Therefore, the study recommends that competency mapping is necessary to strengthen business strategy, culture, and vision.

**Keywords:** Competence Mapping, Employee Resilience, Innovativeness, Time alertness, Timeliness, Worker Competence Management

### **1. INTRODUCTION**

Multiple and quick changes are occurring in today's corporate environment due to a variety of environmental variables, such as technology breakthrough, globalisation, skewed economic growth, and the corresponding rise in environmental dynamics and complexity (Merama, 2015).

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**Citation:** Bunatari Ogoun PhD, Jasmine Okponanabofa Tamunosiki-Amadi, Ph.D, *Worker Competence Management and Employee Responsiveness*, International Journal of Current Business and Social Sciences. 8 (4), 01-16, (2022).

According to Prahalad (2000), the market has become hypercompetitive, and as a result, these significant changes have altered the current organization's mode of operation and its ability to serve it effectively and efficiently. Gaining adaptive advantage has become a problem for businesses; so, employing adaptive methods to assure survival is a top priority for management and practitioners (Basil, 2009; Nelson & King, 2014. Bharaw, 2011; Phalaye 2017). It is generally acknowledged that the contemporary business climate is characterised by extreme volatility and unpredictability. This therefore impedes operational efficiency and timely service delivery. In fact, Peteraf (2011) believes that the old mechanical work organisation with vertical authority lines would not be able to supply services in a timely manner when competition within the same market develops fast.

In spite of the advent of multiple mechanisms such as timely production, re-engineering, virtual organisations, and virtual networks, responsiveness has been reaffirmed as one of the techniques for adjusting to changes in the corporate environment (Raheleh, Amin, Sheida, & Somayyeh, 2015). According to Nandram (2015), the answer to today's uncertain and complex business challenges is employee response. Similarly, Sadeghian, Yaghoobi, and Ezazi (2012) emphasised that employee responsiveness is a new technique to adjust to changes and development components that have impacted the firm in some manner, as well as a new paradigm for engineering organisations and achieving competitive advantage. In today's turbulent and complex corporate environment, responsiveness has emerged as a crucial quality that has a significant impact on organisational performance (Raheleh et al., 2015).

Developing individuals to show capacity via job completion is crucial; hence, competence management including the identification and development of necessary competence is essential. According to Balley and Pentez (2013), worker competency management is rapidly becoming the focal point of human resource management, since it is the pivot around which the organisational performance narrative depends. Fundamentally, competence management theory seems to centre on providing the organisation with a time-and-resource-accurate charting picture of its employees' existing competencies. This information may then be utilised to determine the degree to which an individual's skills align with the competence criteria of the company's present needs or employment (Lindgreen and Henfridsson, 2002).

Competence is a collection of motivations, traits, attitudes, beliefs, content knowledge, and skills, as well as any individually measurable or individualised feature (Asghari, Salehi, & Niazazari, 2018). It may also be described as a collection of behaviours, abilities, personality traits, attitudes, and knowledge that are most relevant to successful performance and lead to service excellence, allowing the employee to execute a good job and achieve the best organisational results (Tiarieyari, Khairuddin, Azimi, & Jegak, 2010). Consequently, worker competence management encompasses all procedures related to managing the competencies of workers. It includes the rules and processes that define, align, and maximise the job responsibilities and skills required to execute the business strategy of a company.

Gbolahan and Jamide (2015) observed that there is a glaring decline in operations and service offerings in the hospitality sector, particularly when compared to the increasing emphasis on expanding the tourist industry for economic development. This is increasingly true in emerging cities like Bayelsa State's capital, Yenagoa. Indeed, a robust and dependable hospitality industry necessitates that service providers be quality-focused and use a skilled staff that has been purposefully assembled

to meet market requirements. This study aims to examine the relationship between worker competence and employee responsiveness in the hotel business in Yenagoa, Bayelsa State.

### CONCEPTUAL FRAMEWORK

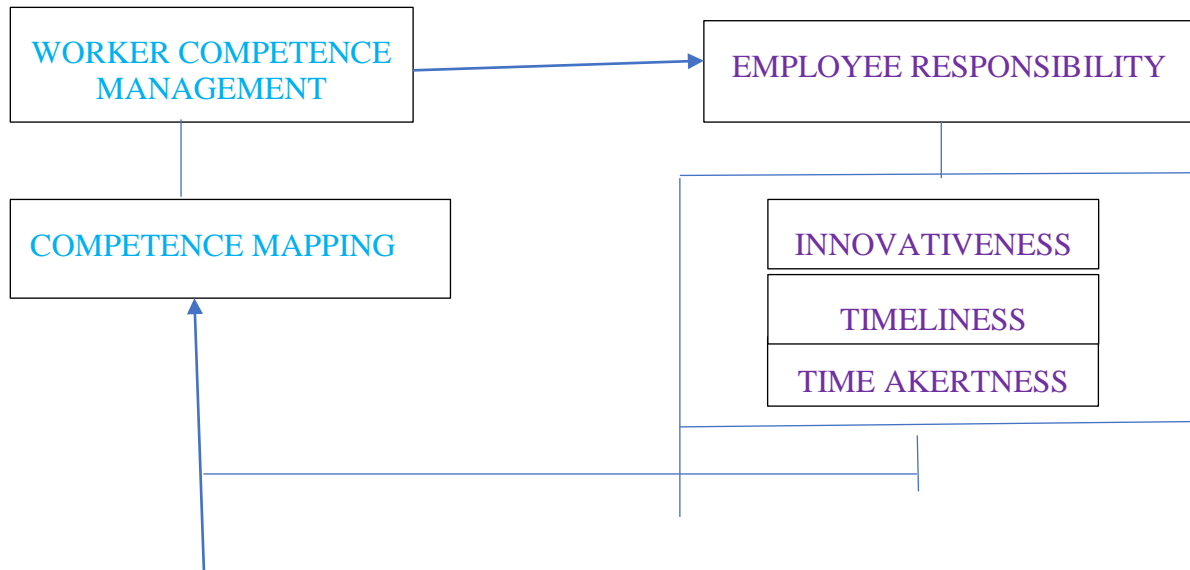


Fig1: Conceptual Framework of Worker Competence Management and Employee Responsiveness.  
Source: Researcher's desk (2022).

### Objectives of the Study

The study primary objective is to examine the empirical relationship between worker competence management and employee responsiveness. The specific objectives aimed are to:

1. Ascertain the relationship between competence mapping and innovativeness in the hospitality sector.
2. Ascertain the relationship between competence mapping and timeliness in the hospitality sector
3. Ascertain the relationship between competence mapping and task alertness in the hospitality sector.

## 2. LITERATURE REVIEW

### Concept of Worker Competence Management

The primary objective of worker competence management seems to be providing the organisation with a time- and resource-effective graphical representation of its members' existing skills. This information may subsequently be used to examine, for instance, how well the abilities of people align with the competence needs of current requirements or positions (Lindgren, 2002). Worker competency management, as described by Heinsman, de Hoogh, Koopman, and van Muijen (2006), is a vital human resource tool utilised frequently by businesses to govern human resource processes including recruitment, evaluation, career management, employee development, and performance evaluation. According to Lekshmi and Radhika (2016), an effective human resources technique that identifies and develops key skills for optimum individual and organisational performance is worker competence management. It also comprises the identification of critical competencies and dispositions that an employee must have in order to properly carry out his or her job.

Worker competency management (WCM) refers to the policies and procedures designed to enhance organisational performance via the management of employees' skills, knowledge, and abilities. It is the process of managing the competences of an organization's employees in order to enhance performance by identifying, aligning, and optimising job functions, skill, knowledge, and ability of people. The foundation for workforce planning, talent recruiting, selection, and hiring, as well as employee career growth and development, is worker competence management. Consequently, it provides the basis for creating and retaining a high-performing staff. Most importantly, competency management ensures that organisations have the right people with the right skills to do the necessary job obligations. Worker competency management is gaining importance in both private and public companies, assisting them in attracting and developing skilled workers, identifying the right person for a position, completing succession planning, training analysis, and other fundamental human resource (HR) responsibilities (Draganidis & Mentzas, 2006). Management of worker competency requires a new view on careers. Traditionally, qualifications, examinations, and seniority were used to define a person's career path. In a competency-based system, individuals' careers are determined by the assets they offer to the organisation.

According to Zeb-Obipi (2007), worker competence management is the process of regulating the competencies of an organization's personnel to improve performance. An investigation of the planning-controlling framework of managerial functions, as outlined by Zeb-Obipi, is also included in the context of worker competency management (2007).

Moreover, worker competence management activities are centred on the degree of expertise of employees on the job, and as such, it entails the management of workers' skills, knowledge, and abilities in relation to their work activities, with the objective of enabling both workers and their organisations to improve their performance in terms of effectiveness and efficiency, as measured by productivity, financial performance, and strategic performance (Zeb-Obipi, 2007). IDS (1997) defines worker competence management as the process of identifying the abilities that distinguish high-performing employees from the rest of the workforce, developing a framework, and utilising it as the foundation for recruiting, selection, training and development, and other aspects of employee management.

In addition, the worker competence management movement has no one origin like past movements. As far back as the ancient Romans, who used a type of competency profiling in order to identify the characteristics of "excellent Roman soldiers," the concept of competence has been around for centuries. A credential was awarded to an apprentice in a mediaeval guild when they met the set standards of workmanship of their profession (Horton, 2000). From around 1970 to the present, corporations have increasingly relied on worker competency-based tactics to manage their workforces (Draganidis & Mentzas, 2006). Human resource management scholars credit David McClelland with popularising the term "competence" through his work. To counter the growing unhappiness with IQ tests and traditional job-analytic strategies of staff selection, McClelland recommended testing for competence (McClelland, 1973). The private sector in the United States and the United Kingdom, on the other hand, began implementing worker competency management in the 1980s (UK). Both countries experienced a similar emergence of the competence movement as a result of evolving technology, increasing rivalry, and diminishing profitability (Hondeghe, Horton & Scheepers, 2005).

### **Employee Responsiveness**

When discussing how firms might profit from environmental changes, the term "responsiveness" is used. In the corporate world, responsiveness is defined as being able to adapt to unexpected changes,

withstand unexpected dangers, and take advantage of opportunities that arise (Sharifi & Zhang, 1999). To put it another way, employee responsiveness is a company's ability to adapt swiftly and flexibly to changing market needs, as well as effectively react to these changes both locally and globally (Sherehiy, 2008). With this approach, the company's resources are saved while still meeting the needs of its clients in a timely manner (Hitt, Hoskisson, Robert, & Duane, 2007). Adaptability refers to a company's ability to take advantage of opportunities and thwart dangers at just the right moment (Overby, Bharadwaj, & Sambamurthy, 2006). It has to do with a company's ability to adapt and grow in an ever-changing and turbulent environment (Karami, 2007). It is built on efficient and effective use of physical and intangible technology, in addition to human resources, in order to suit the continuously altering market needs of employees (Park, 2011). Firms must be able to promptly detect and seize on environmental changes as opportunities. It is the company's capacity to respond quickly and effectively to the requirements and desires of its customers (McCarthy, Lawrence, Wixted, & Gordon, 2010). Employee responsiveness is a set of concepts that aims for the company's continual growth and the efficient and effective use of tangible and intangible resources. (David, 2009). Focusing an organization's activities on specific markets and goods in order to reach the highest level of quality in its offerings is known as "concentration" (Hill and Jones, 2009). Responding quickly to unexpected situations and developing solutions for anticipated requirements are two aspects of employee responsiveness (Tsourveloudis & Valavanis, 2002).

They also say that responsiveness is the most crucial attribute of an edge organisation and that organisations that are agile have the correct blend of organisational structure, command and control method, supporting system and staff. Alberts and Hayes (2003) agree. A cutting-edge organisation is defined by decentralisation, empowerment, shared knowledge, and open information flow and all of these are required to push power for informed decision making. They continued to discuss this idea in more detail. In terms of time, cost, coordination, product risk, and other factors, Alberts and Hayes (2003) compare the performance of an edge organisation to that of five other organisational types. Researchers found that edge organisations are fastest and most cost-effective, according to their empirical findings. In addition, responding is a crucial part of resolving any issue, whether it's an environmental commotion or a problem. In a fast-paced corporate setting, the ability to respond quickly and effectively is a critical skill. It is only via an organization's ability to identify opportunities and threats in both the internal and external contexts, as well as its ability to make effective use of its resources, that it can be said to be responsive (Braunscheidel & Suresh, 2009).

### **Competence mapping**

Competency mapping is also known as competency profiling, assessment, modelling, and identification (Berio & Harzallah, 2005; Marrelli, 1998). In order to be utilised as a strategic human resource management tool, competencies must be included into a competence model or framework (Draganidis & Mentzas, 2006). According to Zeb-Obipi (2007), it is the responsibility of determining the types and levels of competence required for excellent employee performance. The building of a competency profile, which is used in the process of competency evaluation and identifying a particular employee's present capabilities, demonstrates the influence of employee competency management. Additionally, competency profiles are created to illustrate the required knowledge, skills, and attitudes for a particular position inside an organisation. The competency model is both a collection of talents and a method for articulating, evaluating, and measuring them (Strebler, Robinson & Heron, 1997).

It is possible to create competency maps for the entire organisation or for certain parts, activities, processes, or jobs within it (Marrelli, 1998). Categories or clusters of competencies (collections of

similar or identical talents), the competencies that comprise each cluster, a description of each competency, and a variety of behavioural indicators for each competency are all included in a comprehensive competence model (Draganidis & Mentzas, 2006). Competence mapping also includes a number of tasks, according to Zeb-Obipi (2017): gap analysis of skills, knowledge, abilities and attitudes; and personal growth plan. It is a technique of comparing the two sets of competences to determine the competencies that are needed or desired in order to create a catalogue of competencies that the firm has or requires in order to operate better. The purpose of competence mapping is to identify the desired behaviours and personal attributes that distinguish exceptional and extraordinary performance from the norm. This promotes the formulation of behaviour and, therefore, performance expectations for the whole workforce. Competency maps provide organisations with reliable, objective data that may be utilised to make a variety of recruiting decisions. In reality, competence is a behavioural and demonstrable skill that is somewhat impacted by a conceptual notion. Competency mapping is the process of determining important competences for a company's jobs and tasks (Anuja, 2014).

Competency mapping illustrates all performance goals for a given work function. This framework may be divided into categories such as fundamental, job-specific, and advanced abilities. The actual performance standards that demonstrate a person's competence are included inside each of these abilities. According to Clark (1999), the competence mapping process yields a list of capabilities that are usually categorised and grouped in terms of importance. The list might comprise a collection of basic or essential, professional or unique, and specialised abilities. Competency mapping is a crucial business activity since it emphasises employees' strengths and weaknesses, helping them to better understand themselves and choose where they should concentrate their career development efforts. Competency mapping is one of the most dependable techniques for identifying an individual's job and behavioural abilities inside an organisation (Anuja, 2014). The second component of this research's competence mapping is a gap analysis of skill, knowledge, ability, and attitude. In manipulating and constructing, skills are associated with the psychomotor domain and are interwoven with knowledge (Morrison, Ross, & Kemp, 2001). Thus, competence is the practise of doing or acting, incorporating both physical and cognitive abilities. A skill is any combination of mental and physical traits that are important to business and take substantial training to acquire (More, 2008). Typically, the term skill refers to a level of performance, such as accuracy and swiftness in doing certain tasks (Marrelli et al., 2005).

An individual's knowledge is a collection of information that may be directly applied to a task (first appearance). It is possible to distinguish between declarative and procedural knowledge in cognitive psychology, which is the most prevalent. Individuals that possess and can articulate declarative knowledge do so (Anderson & Schunn, 2000). Procedure knowledge refers to information that cannot be expressed in words and is the result of combining or applying declarative knowledge. Information regarding the task, context, problem-solving processes, and the individual are all included in strategic or meta-cognitive knowledge, a third type of information (Krathwohl, 2002). Learning objectives that focus on attitudes are viewed as valuable (Gagne, 1985). Individuals' decisions are influenced by them since they are part of their emotional sphere (Ajzen, 1991). The learner's unique characteristics influence a section of the (social) environment and a portion of the learner's action horizons, which are viewed as the product of a socialisation process. To begin an activity, one must have an abundance of long-term abilities (Marrelli et al., 2005). As a result, gap analysis is the competence mapping task of finding the competencies that workers lack; it goes beyond comparing the necessary and owned competences and defines the extent of any discrepancies between the reasons that generate such

differences and the repercussions of such differences (Zeb-Obipi, 2007). Workers' skill, knowledge, ability, and attitude levels aren't up to par with the demands of their current jobs due to a lack of or an imbalance in these areas (McGuinness & Ortiz, 2016). As defined by the American Society for Training and Development (ASTD), a gap in an organization's capabilities and the skills it needs to fulfil its objectives is referred to as a skills gap (Singh & Sharma, 2014). Due to the fact that companies require more workers per unit of output, a company's productivity could be reduced, its average labour expenses increased, and its profitability could be adversely affected by skills gaps (McGuinness & Ortiz, 2016). Workers' actual competencies are evaluated and their levels assessed; competence domains, competence profiles, and competency evaluations are checked for validity; and a qualified judgement is made, most likely regarding the suitability or otherwise of the workers' actual competencies, either individually, or in groups (Zeb-Obipi, 2007).

In Zeb-Obipi (2007), the Personal Development Plan (PDP) is the next step in the competence mapping process, in which workers create solutions for bridging the competence gaps indicated by the gap analysis. In order to establish the employee's growth requirements, any observed gap is evaluated on a strength-weakness axis, and then training is provided.

### **Worker Competence Management and Employee responsiveness**

Human resources are essential to an organization's success and long-term viability, according to Trinder (2008), Hondeghem et al. (2005), and Marrelli (1998), so implementing worker competence management is a good idea. Other reasons include emphasising the importance of human resources, providing employees with the opportunity to grow and develop, and ensuring that the organisation can quickly adapt to changing customer needs and business conditions. A company's ability to thrive in an environment of constant and unexpected change may depend on all of these factors. Worker competence management, according to Brans and Hondeghem (2005), increases the flexibility of employees and, as a result, their output today and in the future. Those personnel that are more adaptable will be better able to influence the company's future course of action. Allowing employees to feel more secure in their jobs may help the company's survival in hard times (Hom, 2004). It is easier for an organisation to deal with sudden shifts in the market, to withstand previously unimaginable dangers, and to seize previously unrealized opportunities when the right people are in the right positions thanks to worker competence management (Trinder, 2008), which ensures that everyone is doing the right thing at the right time and that no mistakes are made.

Consequently, effective and efficient worker competence management may assure the company's capacity to adapt to changing environmental circumstances by ensuring the business reacts to market trends and provides its goods or services quicker than its competitors. One of the most important actions a corporation can do is to invest in and cultivate its human resource via effective competence management. This investment may pay off in a number of ways, including the retention of productive employees, the development of high-performing teams, and the acquisition of additional financial resources. Successful implementation of this strategy includes defining, specifying, and communicating the components.

### **Competence Mapping and Employee responsiveness**

According to Volberda (1996), in order for businesses to attain flexibility, they must assume two responsibilities: management and organisational design. Managerial tasks are concerned with establishing a variety of organisational capacities and increasing the speed of adaptation (control capacity) to change in order to generate greater flexibility through employee competence, whereas

organisational design tasks are concerned with establishing appropriate organisational conditions as a foundation for managerial capability. Observed by Dias and Escoval (2012), worker competence mapping can provide insight for organisations to go beyond merely reacting to opportune market events to providing market and industry intelligence and assisting organisations in reducing labour costs in favour of workforce deployment and flexibility. Individual employees are characterised as bundles or portfolios of skills, many of which are untapped or underutilised in the majority of organisations and may aid the firm in reacting effectively and efficiently to the ever-changing external environment (Zarifian, 2008). Some of these competencies may be of a technical or functional character, and hence pertain to a particular occupation. Others are behavioural in origin, which means they are firmly related to personal qualities and motivations, social roles, and constructed self-image; as such, they are much more readily transferrable from one job to another, demanding accurate competence mapping. Managing these individual portfolios of skills will be a crucial duty inside the organisation (Ferrary & Trepo, 2009), and adequate planning of individual competences may emerge as a response to the ever-changing needs of the business environment.

Organizational flexibility also demonstrates how much a company's culture encourages its employees to put the needs of its customers first, take risks, learn from their mistakes, and be adaptable (Fey & Denison, 2003). By creating a dynamic and fluid work atmosphere that promotes initiative, risk-taking, and customer involvement, these ideas and practises help organisations adapt to changing external conditions. Moreover, in a world in which change is constant, being successful requires continuing adaptation and strategic flexibility, since outmoded views on how to manage organisational skills may hinder future performance by confining the firm to the past (Schreyogg & Kliesch-Eberl, 2007). Evaluation of the employee's competent personal development plan is crucial for evaluating the fundamental needs of the employee's capacity development, which must be in agreement with organisational expectation and strategy. This constructive method would enable the company to establish the stated capacity criteria for employee development by performing a comprehensive evaluation of the required competencies and coordinating them effectively. According to Markos and Sridevi (2010), the availability of the programme outweighs a clear projection of capability needs for employee development and advancement, which can provide an organisation with the ability to respond rapidly to opportunities and risks and convert them into a competitive advantage.

Given the rapidity of technological innovation, the frequency of organisational reorganisation, and the work process, the capacity of an organisation to adapt to its environment and innovate is increasingly essential at all levels of the economy. Modern organisations are expected to contribute to the creation of new knowledge in the workplace on a continuous basis rather than simply applying existing knowledge to workplace activities, as discovered by Felstead, Gallie, Green, and Zhou (2007), and as a result, they must be able to determine how opportunities and risks can be turned into business advantage. For an organisation to be flexible, it must be able to effectively plan the capability of its workforce (Philpot, 2002). For both individuals and businesses, this is a critical factor in determining their long-term success. Real-time data can be obtained from the environment by bridging competence gaps discovered through skill, knowledge, ability, and attitude gap analysis (Eisenhardt & Martin, 2000).

Any company that can survive and thrive in this turbulent and dynamic business climate is doing so because it is aware of what is occurring in the business climate (Cordon & Kirk, 2013). In today's competitive world, no firm can operate at the highest levels unless its employees are well equipped. In addition, Naylor (1999) emphasised that good organisational situation awareness is contingent upon its members establishing acceptable expectations for organisational performance by depending on a



common knowledge base, which may be accomplished via competence mapping. This strategy involves anticipating the requirements of both organisational members and customers, forecasting the needs of organisational members, and adjusting to the optimal demand of organisational activities. The ability of an organisation to be alert to opportunities makes it more innovative (Yu-Lin et al., 2013), which can be attained through adequate worker competence management in the organisation, as employees play a crucial role in the exploration and exploitation of opportunities, which is essential to the organization's performance. Moreover, for a company's situational awareness in its business environment not to erode, it must effectively plan its staff competence. According to Suhir (2013), business environment situation awareness deterioration is commonly correlated with mental workload and human capabilities, and one method for estimating the mental workload and human capacity factor is to use a double exponential probability distribution function. In this globalised setting, success demands not just innovation, but also the discovery of opportunities that require organisational awareness. The process of finding and identifying opportunities is driven by the desire to grow (De Carolis & Saparito, 2006).

Planned learning yields better alignment and financial outcomes than trial-and-error learning, according to Ansoff (1991). In the past, managers in charge of organisations, teams, or projects had to design methods for accomplishing their goals. This includes the recruitment, training, and deployment of the requisite personnel. An understanding of the scope and structure of the project is necessary for this. As a result, detailed and timely mapping of workforce competence goes beyond estimation of headcount and may provide flexible staffing options that are in line with the future strategy of the business.

### **3. METHODOLOGY**

Using a cross-sectional survey approach, this research gathered data from members of the hotel business in Yenagoa, Bayelsa, Nigeria. All hotels operating in the hospitality industry and registered with the Hoteliers Association of Nigeria, Yenagoa make up the population. According to the hotelier's list schedule for 2019 there are 57 hotels listed and functioning in the city of Yenagoa. In addition, not all hotels were considered for the study; therefore, hotels with at least 15 functional rooms, air conditioning, a functional restaurant, a conference room, and a staff of at least 15 were used as the criterion, and 23 hotels fell within the category. Due to the fact that the level of study is micro, the real population of all the hotels, as collected from their different administrative/accounting units, is 578. (578). This study's sample size was established using Krejcie and Morgan's (1970) table for determining sample size. Our sample size consisted of 234 234 workers. In addition, the sample for each hotel was generated using the Bowley proportional sampling method. The questionnaire was utilised as the data gathering tool. However, when we disseminated our questionnaire, there were 202,022 completed and useable copies for analysis, or 87.07 percent of respondents who were real participants in our research. Consequently, the variables had construct validity. In our research, we tested for dependability using Cronbach Alpha. According to academics (Bryman and Bell 2003; Nunally 1978; and Dana 2001), an alpha coefficient of 0.80 is regarded as a good level of the instrument's internal dependability, however an alpha level of 0.70 is also seen as effective. For reliability testing, the following Cronbach Alpha is used: Our scales' coefficients are as follows: Competence Mapping (0.806), Innovativeness (0.715), Timeliness (0.906), and Time Alertness (0.906). (0.709). Therefore, all of our variables exhibited internal consistency.

Our demographic data was classified using frequencies and percentages. Spearman Rank Order Correlation Coefficient inferential statistics were utilised to determine the relationship between Self-determination and Employee Innovative behaviour.

**Analysis of Worker Competence Management Items**

In order to ascertain the responses on worker competence management, the dimension of competence mapping was measured on a set of multi-item instruments.

**Table 4.1: Response Rates and Descriptive Statistics for Competence Mapping**

Competence Mapping	SA	A	MA	D	SD	Mean	Std.
1. Your hotel's management is interested in specialized competencies	30 16.0%	48 25.7%	40 21.4%	50 26.7%	19 10.2%	3.11	1.253
2. Your hotel choice of competencies largely depends on the nature of services rendered	21 11.2%	61 32.6%	67 35.8%	23 12.3%	15 8.0%	3.27	1.074
3. Your hotel is interested in competences that serve long term purposes	22 11.8%	68 36.4%	70 37.4%	11 5.9%	16 8.6%	3.37	1.051
4. Your hotel competencies are goals focused	31 16.6%	53 28.3%	75 40.1%	13 7.0%	15 8.0%	3.39	1.093
5. Your hotel kind of competencies cannot be easily copied by other competitors	29 15.5%	43 23.0%	59 31.6%	37 19.8%	19 10.2%	3.14	1.201

Source: *field survey, 2022*

The purpose of the first question in Table 4.1 was to discover if respondents are interested in acquiring specialised skills for their hotel. According to the table, 30 (16%) respondents highly agreed, 48 (25.7%) agreed, 40 (21.4%) slightly agreed, 50 (26.7%) disagreed, and 19 (10%) strongly disagreed. The mean score of 3.11 and the standard deviation of 1.253, respectively, revealed a high tendency toward agreement. Similarly, the second question investigated if the kind of services offered impacted respondents' choice of competencies. According to the results, 21 (11.2%) strongly agreed, 61 (32.6%) agreed, 67 (35.8%) slightly agreed, 23 (12.3%) disagreed, and 15 (8%) disagreed significantly. Indicated by a mean score of 3.27 and a standard deviation of 1.074, there was a significant trend toward agreement. The last question attempted to determine if the respondent is interested in long-term competencies. The findings revealed that 22 (11.8%) strongly agreed, 68 (36.4%) agreed, 70 (37.3%) slightly agreed, 11 (5.9%) disagreed, and 16 (8.6%) disagreed strongly. A mean score of 3.37 and a standard deviation of 1.051 indicated an overwhelming preference for agreement. The fourth question aimed to determine if their abilities are goal-oriented. 31 (16.6 percent) respondents strongly agreed, 53 (28.3 percent) agreed, 75 (40.1%) somewhat agreed, 13 (7.0 percent) disagreed, and 15 (8.0 percent) disagreed strongly. As shown by a mean score of 3.39 and a standard deviation of 1.093, the outcome revealed a high tendency toward agreement. The last question was designed to examine if they had gained talents that competitors might easily imitate. 29 (15.5 percent) of respondents

strongly agreed, 43 (23.0 percent) agreed, 59 (31.6 percent) somewhat agreed, 37 (19.8 percent) disagreed, and 19 (10.2 percent) definitely disagreed, according to the data. A thorough evaluation of the data showed a very high tendency to concur, as shown by a mean score of 3.14 and a standard deviation of 1.201.

**Table 4.5 Descriptive Statistics for Measures of Employee Responsiveness**

	N	Minimum	Maximum	Mean	Std. Deviation
Innovativeness	187	1.00	10.75	3.3864	1.02855
Timeliness	187	1.00	5.00	3.3305	.99660
Task Alertness	187	1.50	5.00	3.2714	.64618
Valid N (listwise)	187				

Source: field survey, 2022

Table 4.5 provides descriptive data for innovativeness, timeliness, and task awareness, with mean scores of 3.39, 3.33, and 3.27, respectively. The majority of answers were within the agreement range of the scale, indicating a high level of staff responsiveness in the hotel industry in Yenagoa.

**Table 4.6 Correlations Matrix for Competence Mapping and the Measures of Employee Responsiveness**

			Competence Mapping	Innovativeness	Timeliness	Task Alertness
Spearman's rho	Competence Mapping	Correlation Coefficient	1.000	.543**	.720**	.124
		Sig. (2-tailed)	.	.000	.000	.091
		N	187	187	187	187
	Innovativeness	Correlation Coefficient	.543**	1.000	.827**	.005
		Sig. (2-tailed)	.000	.	.000	.948
		N	187	187	187	187
	Timeliness	Correlation Coefficient	.720**	.827**	1.000	.233**
		Sig. (2-tailed)	.000	.000	.	.001
		N	187	187	187	187
	Task Alertness	Correlation Coefficient	.124	.005	.233**	1.000
		Sig. (2-tailed)	.091	.948	.001	.
		N	187	187	187	187

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: field survey, 2022

**Hypothesis One**

There is no substantial correlation between competency mapping and innovation in the Yenagoa hotel industry.

The connection between competence mapping and innovativeness is R=0.543, indicating a moderate linkage and relationship. According to one viewpoint, competence mapping and inventiveness in the hotel industry have a reasonable relationship. This result provides an answer to the first study question, demonstrating that competence mapping is the foundation for innovation in the Yenagoa hotel business. The statistical significance test (p-value) is also included in the table, enabling us to generalise our findings to the study population. The probability value generated from the data is (0.000) (0.05) level of significance; thus, the study rejects the null hypothesis and demonstrates that competence mapping and innovativeness are significantly associated in the hotel business in Yenagoa.

### **Hypothesis Two**

There is no correlation between competency mapping and punctuality in the Yenagoa hotel industry. This relationship between competency mapping and timeliness has an R-value of 0.720, indicating a strong correlation and a meaningful link. Therefore, when understood, there is a strong and positive relationship between competence mapping and punctuality in the hotel business of Yenagoa. Thus, these statistics provide a response to our second research question and show that competence mapping is essential to punctuality in the hotel business of Yenagoa. Similarly, the statistical significance test (p-value) is shown in the table, enabling us to simplify our study population findings. The resulting probability value is (0.000) (0.05) level of significance; thus, the study rejects the null hypothesis and demonstrates that there is a significant relationship between competence mapping and punctuality in Yenagoa's hospitality business.

### **Hypothesis Three**

There is no correlation between competency mapping and task awareness in Yenagoa's hotel industry. The association between competence mapping and task attention has a value of 0.124. This correlation is exceedingly low, indicating a poor relationship. According to interpretation, there is a modest positive correlation between competence mapping and task awareness in the hotel business of Yenagoa. In this context, the answer to the third research question indicates that task alertness in the hospitality business depends on competence mapping. The statistical significance test (p-value) is also included in the table, enabling us to generalise our findings to the study population. The results suggested a probability value of (0.091) > (0.05) level of significance; hence, the study accepts the null hypothesis that there is no significant connection between competence mapping and task attentiveness in Yenagoa's hospitality business.

## **4. Discussion of Findings**

The findings shown in Figure 4.1 indicate a substantial positive significant correlation between worker competence management and staff responsiveness in the hotel business of Yenagoa. Consistent with previous findings from a study by Bi et al. (2014), who investigated the impact of employee competence on employee responsiveness, as well as the mediating role of IT alignment, and found that employee competence has an effect on employee responsiveness via IT alignment, the current finding confirms this relationship. Asghari et al. (2018), who researched modelling competence management for employee responsiveness at Islamic Azad University in Tehran, revealed a favourable and statistically significant association between competency management and staff responsiveness, which validates the conclusions of this study.

Table 4.3 demonstrates a substantial correlation between competence mapping and employee responsiveness in the hotel business of Yenagoa. This finding is consistent with previous research, such as that of Dias and Escoval (2014), who investigated organisational flexibility as a strategic option: fostering dynamic capabilities of hospitals in Portugal, and whose findings revealed that competence management has an effect on internal and external organisational flexibilities, which contributes to the development of capabilities, and that such interactions have a substantial effect on hospital performance.

Lengnick-Hall, Beck, and Lengnick-Hall (2011), who performed research on enhancing organisational resilience vis-à-vis adaptive capacity via strategic human resource management, reached similar conclusions. They observed that an organisational capacity for resilience may be developed by

strategically managing human resources to develop competencies among key employees, which, when aggregated at the organisational level, allow organisations to adjust resiliently in the face of large shocks. In addition, the current study's findings are consistent with those of a previous study conducted by Halil, Mehmet, and Omer (2013), who examined the effects of individual competencies on performance by conducting a field study in Turkey's service industries and discovered a positive relationship between competencies and situation awareness that helps improve performance.

## **5. Conclusion**

Given the unpredictability, dynamism, and complexity of today's business environment, it may be more important than ever before to properly manage the competence of organisational personnel. According to the findings of the research, worker competence management significantly predicts staff response in Yenagoa's hotel business.

Likewise, the following findings have been reached depending on the particular objective:

### **Competence Mapping and Employee Responsiveness**

The primary objective of the research was to examine the relationship between competency mapping and employee responsiveness in the hotel sector of Yenagoa. A competent or qualified employee is essential to the success of any business. The key foundations of talent management are competencies. By acknowledging the significant skills of high-performing employees, other individuals may be motivated to participate in training and development programmes. The result led to the conclusion that competency mapping is an excellent predictor of employee reaction in the hotel business of Yenagoa.

### **Recommendations**

Based on the study's findings, conclusion, and implications, the following proposals have been made: To enhance corporate strategy, culture, and vision, competency mapping is essential. As a result, hospitality organisations should determine if they have personnel with important previously-defined skills who will be required in the future by defining performance excellence standards. This will result in a systematic approach to professional development, greater job satisfaction, and improved employee retention. It increases the effectiveness of training and professional development courses by linking them to success criteria.

### **Suggestions for Future Research**

This investigation on the relationship between worker competence management and employee responsiveness is approaching completion of defining specific models and scenarios. Therefore, it is recommended that future research in this field focus on the following areas:

In the study, a quantitative method was employed to assess the connection between the variables. Although this method was deemed to be highly substantial and applicable, especially because it supports generalisations based on its deductive assumptions, it does not engage members and individuals on a personal level; as a result, its summaries fail to account for crucial subjective experiences and interpretations. Future research may solve this deficiency by using methodological triangulation (quantitative and qualitative) in evaluating the relationship between factors, therefore augmenting their findings with subjective experiences and views.

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