

MANAGERIAL COMPETENCIES AND EXEMPLARY LEADERSHIP PRACTICES OF HOTEL MANAGERS IN THE LEBANESE LODGING INDUSTRY

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Abstract

This study investigates the relationship among managerial competencies, organizational profile and exemplary leadership practices of managers in the lodging industry of Lebanon. Statistical analysis was based on a survey distributed among hotels. Leadership was the most important in relation to exemplary leadership practices. Operational managers had varying results with front desk managers using them the least. This study examined competency models and proposed using exemplary leadership practices to assess which managerial competencies are strong and which are deficient requiring enhancement. Results provide information that can help Human resource managers, hoteliers, and educators develop better training programs. Practical implications are presented.

Keywords: *Managerial Competencies, Exemplary Leadership, Competency Models, Lodging, Hospitality*

Introduction

In the last century, leadership theories focused on differentiating between two leadership styles: transactional and transformational (Wren, 1995; Tourangeau & McGilton, 2004). Stated, transactional leadership is based on an exchange between leaders and followers while transformational leadership uses personal traits and relationships to influence followers (Nahavandi,

2009). Based on such interaction, a transformation of attitudes, values, and behaviors occurs which facilitates major organizational change as well as increases organizational performance (Burns, 1978).

Over the past decade, leadership research has evolved from being focused on individual behaviours of males working in large corporations to include all followers in public and private organizations. With companies racing to be global, leadership is identified as having “shared, relational, strategic, and global attribute” (Smith, 2015). The hospitality industry is among those racing to secure a spot in the global arena, as such, adopting suitable practices through good managerial programs/models becomes urgent. With scholars trying to meet such demands, Sandwith (1993) developed a managerial competency model to help large organizations in their management training and development programs.

Exemplary Leadership as a form of transformational leadership is among the latest leadership theories that is achieving promising results by proclaiming that leadership is not a reserve for a few lucky men and women (Kouzes & Posner, 1995). After studying thousands of best leadership experiences, the authors identified five practices common to successful leadership. Kouzes and Posner claim that following these practices increases leader effectiveness.

The hospitality industry is a fast-paced environment where employees are expected to make on the spot decisions to satisfy guests’ demands instantaneously. There is no question that all establishments want to provide their employees with a work environment and culture that better prepares and develops leaders of various positions to support organizational goals (Smith, 2015). Through their Human Resource department, lodging properties are updating training programs using various assessment tools or models that better enhance competencies and detect deficiencies that need improvement. The objectives of this research are as follows:

- To identify the managerial competencies and organizational profile characteristics of managers in the Lebanese lodging industry.
- To examine the relationship among managerial competencies, organizational profile and exemplary leadership practices.
- To help hoteliers and HR managers design better training programs to improve competencies.

This study is considered unique because it combines practices of a specific type of transformational leadership—exemplary leadership, with a variety of

managerial competencies used in large organizations. Its application to the geographic area of Lebanon makes it a pioneer study in that region. It further adds to existing research on exemplary leadership by testing assumptions that it is universally applicable provided its practices are followed correctly. Finally, the study is very useful for hospitality properties wanting to improve competencies of managers through exemplary leadership practices.

Literature Review

McClelland (1973) introduced the idea of testing for competence rather than intelligence in the 1970's after being asked by the US Foreign Service to develop new research methods to better predict human performance and reduce bias resulting from traditional intelligence and aptitude tests (Mirabile, 1997). Intelligence tests have been valid when testing for school performance; however, their validity is weak in real-life outcomes. This is when competency modelling started evolving. Researchers focused on competencies needed for the technical aspect of the job before moving to study competencies needed for management aspects. Practitioners adopted such methodologies to focus on technical skills while consulting firms adopted them to focus on managerial skills (Dalton, 1997).

Katz (1955) proposed a better approach to the selection and development of managers by focusing not on what good executives are (i.e., innate traits and characteristics); but on what good executives do (i.e., skills exhibited in carrying out jobs effectively) (p. 33). In other words, Katz stated that it is more useful to judge a person based on performance rather than traits. Katz's approach suggested three basic skills for identifying specific traits when evaluating the administrative process. These are (1) Technical, (2) Human, and (3) Conceptual (p. 34).

Later, other researchers explored this model only to find that there exists a wider range of activities used by managers than was previously conceived. Thus, the Human skill factor of the original model was becoming too broad. To solve this, Sandwith (1993) updated it by dividing it into three separate Domains which he labeled: Leadership, Interpersonal, and Administrative. Consequently, Katz's (1955) original three-area model was expanded to five areas of Managerial Competencies or Domains.

Tas et al. (1996) conducted a study for the purpose of identifying property management competencies important for hotel-manager trainees so that "hotel companies can develop relevant training programs that assist in cultivating those competencies" (p. 91). The study used Sandwith's model.

Results confirmed previous studies (Okeiyi et al., 1994; Tas, 1988) that in the hospitality industry, Conceptual/Creative, Leadership and Interpersonal skills make the top of the list when using Sandwith's five Competency Domain Model.

Subsequent studies focused on studying competency modeling in specific hospitality operations such as clubs and resorts; specific departments such as accounting or Food and Beverage (F&B); specific job levels such as entry, mid, or senior-level management; and specific geographic areas such as the US or other countries. Examples of major studies that followed Tas's suit are those belonging to Okeiyi et al. (1994) that focused on competencies in F&B management; Tas et al. (1996) that focused on competencies related to property management; Kay and Russette (2000) that focused on competencies related to general hospitality management; Chung-Herrera et al. (2003) that focused on leadership competencies required by managers, Perdue et al. that focused on club managers; and Cheung, Law, and He, (2010) that focused on managerial competencies needed by graduate students. More recently, Sisson and Adams, (2013) investigated the differences in competencies needed by managers of lodging, food and beverage, and meeting and event managers while Wong and Lee (2017) investigated the competencies needed to train professionals in the hotel industry of Hong Kong.

In an environment where the first contact of any guest is made with the lowest position employees of the lodging industry, it is paramount that all employees share the same culture from top to bottom. This would, in turn, reflect on many important aspects such as higher guest satisfaction, higher employee morale, higher productivity, and ultimately higher profits.

Theoretical Framework, Research Hypotheses, and Hypothesized Model

Theories guiding this study consisted of the Competency Domain Model developed by Sandwith (1993) and adapted by Koenigsfeld (2007); and Exemplary Leadership practices developed by Kouzes and Posner (1995). Organizational Profile of participants could impact the type of competencies managers might possess.

Managerial Competency

Based on Katz, Sandwith (1993) developed a conceptual model of competency Domains that guides large organizations in preparing management training and development programs. The new model proposed

five areas of Managerial Competencies or Domains: (1) Conceptual/Creative, (2) Leadership, (3) Interpersonal (4) Administrative, and (5) Technical (p. 45).

Exemplary Leadership

After studying thousands of cases in which leaders performed their best, Kouzes and Posner (1995, 2016) identified five practices common among successful leaders that enabled them to get extraordinary things done which they coined Exemplary Leadership. They believed that anyone can aspire to become an exemplary leader by following their five practices (Goldsmith, 2007). These are: (1) Model the way; (2) Inspire a shared vision; (3) Challenge the process; (4) Enable others to act; and (5) Encourage the heart.

The authors based their model on empirical evidence and developed a statistical tool - the Leadership Practices Inventory (LPI) to support their findings. The LPI was developed to assess the roles and responsibilities of leaders. LPI has strong psychometric properties with scales that are generally above .80 which represents strong internal reliability (Posner & Kouzes, 1993). With 86 percent of respondents in the 2016 World Economic Forum survey stating “there is a leadership crisis in the world today” (Kouzes & Posner, 2016, p. 25), the need to continue research on better leadership tools becomes essential. Consequently, studying the relationship between Managerial Competencies and Exemplary Leadership is a new area of study associated with leadership effectiveness. Thus, H1 is proposed:

H1. There is a significant positive relationship between the perceived importance of managerial competencies and exemplary leadership practices of managers in the Lebanese lodging industry.

Based on the five practices of the LPI tool, H1 has five sub-hypotheses (H1a, H1b, H1c, H1d, and H1e) which examine if there is significant positive relationship between perceived importance of managerial competencies and model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart practices individually and respectively.

Organizational Profile

Organizational characteristics in the lodging industry are broadly defined as those related to size, price and level of service, type, and market segmentation (Powers & Barrows, 2006). With the proliferation of the types and services offered by hotels, such characteristics vary from study to study. Other commonly used characteristics include property rating, number of

employees, location, revenue, affiliation, ownership type, and management type of the operation. With competency models studies focusing on various types of hospitality operations, the characteristics of the organization become an interesting attribute that cannot be overlooked. Furthermore, authors of the LPI assert that findings have been consistent with people, gender, ethnic and cultural backgrounds, as well as various organizational characteristics (Posner & Kouzes, 1993; Kouzes & Posner p. 351; Peg, 1996). Thus, H2 is proposed as follows:

H2. There is a significant relationship among managerial competencies, organizational profile, and exemplary leadership practices of managers in the Lebanese lodging industry.

Similar to H1, in order to assess if practices have varying significance, H2 has five sub-hypotheses (H2a, H2b, H2c, H2d and H2e) which examine if there is a significant relationship among managerial competencies, organizational profile, and model the way, inspire a shared vision, enable others to act, challenge the process, and encourage the heart practice individually and respectively.

The aim of this study was to determine if there is a relationship among managerial competencies, organizational profile, and exemplary leadership practices. Based on the review of the literature, a schematic model (Fig. 1) was developed, expressing the relationships among the variables.

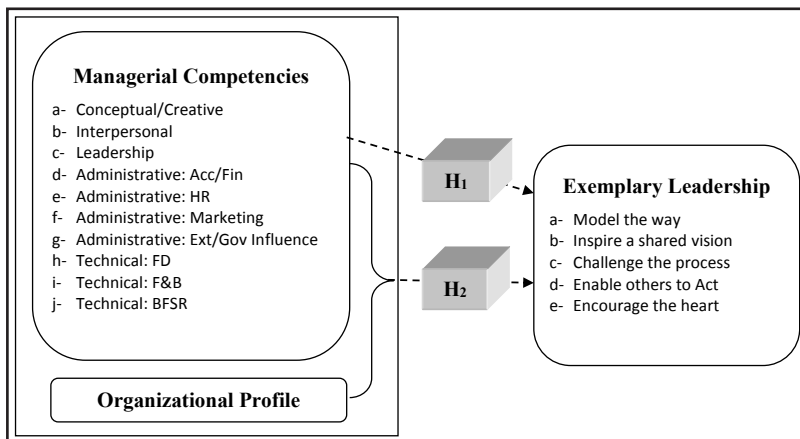


Fig. 1: Hypothesized Model for the Relationship Among Managerial Competencies, Organizational Profile, and Exemplary Leadership

Methodology

Sampling Plan

The sample in this study consisted of key employees such as general, department, and outlet managers whose position is indicative of leadership to a group of employees of major hotels in Lebanon. Names of hotels were obtained from the Ministry of Tourism since all hotels are required to obtain permission to operate and comply with the Ministry's rules and regulations (Lebanon, 2010).

Based on the formula by Green (1991) and with 23 predictors, the minimal sample size for this study was 234 [$50+8(23) = 234$]. There are approximately 400 hotels in Lebanon with major hotels being located in the capital Beirut. Of those, 78 properties are rated as four and five-star properties. Out of the 78, 30 agreed to participate in the study. Based on initial phone communication with the human resources manager of each hotel, the average number of senior management was 15. Therefore, 450 survey kits were prepared.

Hotels were contacted to solicit information and explain the purpose. Permission to proceed was requested by sending an email to the general manager and/or human resource manager of each hotel prior to delivering surveys. From these, and over a period of two months, a total of 284 surveys were picked up resulting in 254 completed and usable surveys (which met the requirement of 234), representing 56.44% response rate. Because this plan focused on four and five-star hotels in Beirut, it might be categorized as a convenience sampling plan.

Participants received a package that contained instructions, the survey questionnaire and an envelope so that participants could seal their completed survey and place it into a data collection box that is left at a designated place in the property. Since all managers are required to be at least bilingual with most being trilingual (Arabic, English and French) and to avoid translation misinterpretation, surveys were administered in English. Completion of the survey was voluntary and anonymous.

Survey Instruments

The questionnaire used was made up of 3 survey instruments. All instruments were used with permission. The total number of questions is 181 and required about thirty minutes to complete. In addition to the demographic and professional experience, part A measured the Organizational Profile of managers, which consisted of hotel size, number of employees, hotel rating, hotel affiliation, and hotel location. The total number of questions was 13.

Part B measured the Managerial Competencies using an adapted version of the Club Manager Competency Survey developed by Koenigsfeld (2007). Adaptation of the Managerial Competencies survey resulted in 128 Managerial Competencies and ten overall Domain and Cluster competency questions bringing the total to 138. The original five Domains were kept intact. The major adaptation was related to the Technical Domain where Koenigsfeld's (2007) model had five Clusters while the current study only used three: Front Desk Cluster (FD); Food and Beverage (F&B) Cluster; and The Building, Facilities, Sports, and Recreation (BFSR) Cluster. A minimum of .7 was used for Cronbach's (α) and a panel of industry experts tested the survey for clarity, conciseness, and validity.

Part C measured the five practices of Exemplary Leadership using the Leadership Practices Inventory (LPI) instrument developed by Kouzes and Posner (1995). It included a set of 30 statements that describe various leadership actions and behaviours. Each statement was cast on a ten-point Likert-scale (from 1= almost never to 10= almost always). Psychometric properties revealed that the leadership practice most frequently used is enabling others to act (mean= 48.7, SD= 5.4), followed by modeling the way (mean= 47.0, SD= 6.0), challenging the process (mean= 43.9, SD= 8.8), encouraging the heart (mean= 43.8, SD= 8.0), and inspiring a shared vision (mean= 40.6, SD= 8.8). As for reliability, the LPI reliabilities ranged between .75 and .87, which is well above .6 that is considered good ("The leadership practices inventory," 2002).

Data Collection and Analysis

Participants completed the survey voluntarily and anonymously with a box having a slit on top being left at the Front Desk for respondents to drop off their finished surveys. The data were analysed using the Statistical Program for the Social Sciences (SPSS). Data analyses relied on a significance level of .05. Cronbach's alpha (α) was computed for reliability where 0.7 or higher was preferred. Validity was enhanced by having instruments reviewed by a panel of experts for the organization profile and by psychometric tests for instruments used.

Findings

Respondents were almost entirely Lebanese (94.1%) with North Americans (1.2%) and Western Europeans (2.8%) comprising less than five percent of the sample. The majority of respondents were between 18 and 34 years old (75.5%). Almost two-thirds of respondents were males (69.3%) and about one third were females (30.7%).

The majority had an undergraduate degree (44.1%) followed by those with a graduate degree (25.6%). A little less than two thirds (60.6%) of respondents studied hospitality management as a major. The majority had an average of three years of professional experience in the lodging industry (40.9%) and most had three years as an average for years employed in current position (83.9%). The majority worked in mid-sized properties that had an average of 150 rooms (41.7%). As for the number of employees per property, more than half 54.3% worked in hotels that employed an average of 150 employees while only 3.6% worked in large properties that employed an average of 450 or more.

Since only 4 and 5-star hotels were selected, respondents who worked for 5-star hotels were 57.1% compared to 42.9% working for 4-star hotels. The majority worked for chain hotels (61.8%) with the rest working for independents (38.2%). Finally, 78.7% of respondents classified hotels they work in as city hotels compared to 21.3% who worked for resort hotels.

Hypothesis 1

H1a. There is a significant positive relationship between perceived importance of Managerial Competencies and model the way practice.

Pearson *r* was used to determine the correlations between the perceived importance of Managerial Competencies (ten items) and all five practices of managers in the Lebanese lodging industry. For all five practices, results showed significant correlations with all ten Managerial Competencies. Results for H1a only are presented in Table 1. All others showed similar significant correlations.

Table 1: Pearson *r* Correlations Between Managerial Competencies and Model the Way Practice

Variables	Pearson <i>r</i>	<i>p</i>-Value
Conceptual/Creative	.362	.000
Interpersonal	.444	.000
Leadership	.522	.000
Admin: Accounting & Finance	.304	.000
Admin: HR	.413	.000
Admin: Mktg.	.318	.000
Admin: External Government Influence	.259	.000
Tech: FD	.258	.000
Tech: F&B	.370	.000
Tech: BFSR	.292	.000

Note. *p* < .05

Following Pearson *r* correlations, Managerial Competencies variables were entered into a hierarchical (forward) multiple regression models from the strongest Pearson *r* correlation to the weakest. Collinearity statistics were examined. For all H1a regressions, the (VIF) ranged from 1.000 to 4.291, while the tolerance ranged from .240 to 1.000. These results were well within the recommended guidelines, suggesting multicollinearity was not a problem (Field, 2009, p. 224). Finally, the standardised beta values (β) was used to indicate the degree of importance in the best model (Field, 2009, p. 239).

Leadership was the most important predictor in the best model. Leadership and Administrative: HR Managerial Competencies had positive relationships with model the way practice indicating that managers with higher perceptions of the importance of those Managerial Competencies used this practice more frequently. Conversely, Technical: FD, Administrative: Acc/Fin and Administrative: Ext/Gov Influence competencies had inverse relationships with model the way practice, indicating that managers with higher perceptions of the importance of those competencies used it less frequently. Thus, H1a was partially supported. The regression results for H1a are summarized in Table 2.

Table 2: Regression Analysis of Managerial Competencies and Model the Way Practice

Model the Way Practice					
R ² = .337	Adjusted R ² = .310	Standard Error = 6.252		F = 12.345	Sig.(p) = .000
Variable	B	SE	β	t	Sig.(p)
(Constant)	16.574	3.435		4.825	.000
Conceptual/ Creative	0.090	0.089	.076	1.020	.309
Interpersonal	0.067	0.091	.074	0.735	.463
Leadership	0.288	0.054	.578	5.339	.000
Admin: Acctg. & Finance	-.244	0.107	-.211	-2.284	.023
Admin: HR	0.439	0.174	.246	2.529	.012
Admin: Mktg.	-.026	0.089	.076	1.02	.309
Admin: Ext/Gov Influence	-.243	0.109	-.182	-2.223	.027
Tech: FD	-.204	0.081	-.221	-2.528	.012
Tech: FB	0.139	0.088	.162	1.574	.117
Tech: BFSR	-.037	0.066	-.045	-.561	.575

Note. *p* < .05

The same procedure was used for the remaining four sub-hypotheses H1b, H1c, H1d, and H1e. All results were well within the recommended guidelines; suggesting multicollinearity was not a problem for H1b, H1c, H1d, and H1e hypotheses.

H1b. There is a significant positive relationship between the perceived importance of managerial competencies and inspire a shared vision practice.

Leadership was the most important predictor in the model ($t = 3.683$, $p = .000$, $\beta = .415$). Leadership had a positive relationship with inspiring a shared vision practice indicating that managers with higher perceptions of the importance of Leadership used this practice more frequently. Conversely, Administrative: Ext/Gov Influence had an inverse relationship with inspire a shared vision practice indicating that managers with higher perceptions of the importance of those competencies used this practice less frequently. Thus, H1b was partially supported.

H1c. There is a significant positive relationship between the perceived importance of managerial competencies and challenge the process practice.

Leadership was the only significant predictor in the model ($t = 4.817$, $p = .000$, $\beta = .535$). Leadership had a positive relationship with the challenge the process practice indicating that managers with higher perceptions of the importance of this competency used this practice more frequently. Thus, H1c was partially supported.

H1d. There is a significant positive relationship between the perceived importance of managerial competencies and enable others to act practice.

Leadership was the most important predictor in the model ($t = 5.143$, $p = .000$, $\beta = .565$). Leadership had a positive relationship with enabling others to act practice indicating that managers with higher perceptions of the importance of Leadership used this practice more frequently. Conversely, Administrative: Acc/Fin had an inverse relationship with enabling others to act practice indicating that managers with higher perceptions of the importance of those competencies used this practice less frequently. Thus, H1d was partially supported.

H1e. There is a significant positive relationship between the perceived importance of Managerial Competencies and encourage heart practice.

Table 3: H1 Summary Results

	Hypotheses	Conceptual Creative	Interpersonal	Leadership	Admin: Acc/ Fin	Admin: HR	Admin: MKT	Admin: Gov. Influence	Tech: FD	Tech: FB	Tech: BFSR	Results
H1	There is a significant relationship between the perceived importance of Managerial Competencies and Exemplary Leadership practices of managers in the Lebanese Lodging Industry.											Partially Supported
H1a	Managerial Competencies → Model the Way			√	√ (-)	√		√ (-)	√ (-)			Partially Supported
H1b	Managerial Competencies → Inspire a Shared Vision			√				√ (-)				Partially Supported
H1c	Managerial Competencies → Challenge the Process			√								Partially Supported
H1d	Managerial Competencies → Enable Others to act			√	√ (-)							Partially Supported
H1e	Managerial Competencies → Encourage the Heart			√				√ (-)	√ (-)	√		Partially Supported

Leadership and Technical: F&B had positive relationships with encouraging the heart practice indicating that managers with higher perceptions of the importance of those competencies used this practice more frequently. Conversely, Technical: FD and Administrative: Ext/Gov Influence had inverse relationships with encouraging the heart practice indicating that managers with higher perceptions of the importance of those competencies used this practice less frequently. Thus, H1e was partially supported. For H1, all five sub-hypotheses were partially supported. Therefore, H1 was supported. Results are shown in Table 3.

Hypothesis 2

H2a. There is a significant relationship among managerial competencies, organizational profile, and model the way practice.

Eta correlation analyses were used to determine the correlation between the variables (Organizational Profile: the property you work in-affiliation and the property you work in-location) and the frequency with which managers in the Lebanese lodging industry used model the way practice. The property you work in-affiliation showed significant Eta correlations with frequency of use of model the way practice. Results are shown in Table 4.

Table 4: Eta Correlations of Categorical Variables in Organizational Profile, and Model the Way Practice

Categorical Variables	Eta (h)	Eta Squared (h²)	F	p
Organizational Profile				
The property you work in-Affiliation	.337	.114	32.348	.000
The property you work in-Location	.042	.002	.445	.505

Note. p < .05

Categorical variables that showed significant Eta correlations with model the way practice were then included in Pearson *r* correlations, and Managerial Competencies to determine the correlation between respondents' organizational profile and the frequency of use of model the way practice. Results are presented in Table 5.

Table 5: Pearson *r* Correlation Between, Organizational Profile; Managerial Competencies; and Model the Way Practice

Variables	Pearson <i>r</i>	<i>p</i> -value
Organizational Profile	.277	.000
Size of the Property	.233	.000
Number of employees in Property	.220	.000
Property as Rated by the Lebanese Government	-.337	.000
Property you work in-Affiliation	.362	.000
Managerial Competencies	.444	.000
Conceptual/Creative	.522	.000
Interpersonal	.304	.000
Leadership	.413	.000
Admin: Accounting & Finance (Acc/Fin)	.318	.000
Admin: Human Resource (HR)	.258	.000
Admin: Marketing (Mktg)	.370	.000
Admin: External Government Influence (Ext/Gov)	.292	.000
Tech: Front Desk (FD)		
Tech: Food & Beverage (F&B)		
Tech: Building, Facility, Sports, Recreation (BFSR)		

Note. *p* < .05

Following Pearson correlations, the independent variables were entered into a hierarchical (forward) multiple regression models from the strongest Pearson *r* correlation to the weakest. Collinearity statistics were examined. For H2a regressions, the (VIF) ranged from 1.000 to 4.397, while the tolerance ranged from .227 to 1.000. These results were well within the recommended guidelines, suggesting multicollinearity was not a problem. The (β) was used to indicate the degree of importance in the best model.

Leadership was the most important predictor in the model ($t = 4.785$, $p = .000$, $\beta = .506$). This indicated that managers with higher perceptions of the importance of Leadership used this practice more frequently. However, Technical: FD competencies had an inverse relationship indicating that managers with higher perceptions of the importance of this competency used this practice less frequently. Finally, the property you work in-affiliation had an inverse relationship with model the way practice indicating that managers

who worked in hotel chains (rather than independent) used this practice more frequently. Thus, H2a was partially supported. Results for H2a are summarized in Table 6.

Table 6: Regression Analysis of Organizational Profiles; Managerial Competencies; and Model the Way Practice

Model the Way Practice						
R ² = .381	Adjusted R ² = .355	Standard Error = 6.041		F = 14.950	Sig.(p) = .000	
Variable		B	SE	β	t	Sig.(p)
(Constant)		19.651	3.559		5.522	.000
Conceptual/Creative		.077	.086	.065	.904	.367
Interpersonal		.058	.087	.064	.671	.503
Leadership		.252	.053	.506	4.785	.000
Admin: Accounting & Finance (Acc/Fin)		-.150	.103	-.129	-1.447	.149
Admin: Human Resource (HR)		.219	.163	.123	1.338	.182
Admin: Marketing (Mktg)		-.070	.130	-.044	-.537	.592
Tech: FD		-.261	.077	-.282	-3.374	.001
Tech: FB		.091	.078	.107	1.167	.244
The property you work in-Affiliation		-3.288	.830	-.213	-3.963	.000

Note. $p < .05$

The same procedure was used for the remaining four sub-hypotheses H2b, H2c, H2d, and H2e. All results were well within the recommended guidelines, suggesting multicollinearity was not a problem.

H2b. There is a significant relationship among managerial competencies, organizational profile, and inspire a shared vision practice.

Leadership was the most important predictor in the model ($t = 3.153$, $p = .002$, $\beta = .349$). This indicated that managers with higher perceptions of the importance of Leadership used this practice more frequently. The size of the property you work in had a positive relationship with inspiring a shared vision practice indicating that managers who worked in larger properties used this practice more frequently. The property you work in rating had a positive

relationship with inspiring a shared vision practice indicating that managers who worked in higher-rated properties used this practice more frequently. On the other hand, Technical: FD had an inverse relationship indicating that managers with higher perceptions of the importance of those competencies used this practice less frequently. Finally, Administrative: Ext/Gov Influence had an inverse relationship indicating that managers with higher perceptions of this competency used this practice less frequently. Thus, H2b was partially supported.

H2c. There is a significant relationship among managerial competencies, organizational profile, and challenge the process practice.

Leadership was the most important predictor in the model ($t = 4.027$, $p = .000$, $\beta = .438$). Managers with higher perceptions of the importance of Leadership used to challenge the process practice more frequently. Similarly, the size of the property you work in had a positive relationship indicating that managers who worked in larger properties used to challenge the process practice more frequently. On the other hand, Technical: FD had an inverse relationship indicating that managers with higher perceptions of the importance of those competencies used to challenge the process practice less frequently. Finally, the property you work in-affiliation had an inverse relationship indicating that managers who worked in hotel properties affiliated with a chain used to challenge the process practice more frequently. Thus, H2c was partially supported.

H2d. There is a significant relationship among managerial competencies, organizational profile, and enable others to act practice.

Leadership was the most important predictor in the model ($t = 4.588$, $p = .000$, $\beta = .484$). Managers with higher perceptions of the importance of Leadership used to enable others to act practice more frequently. Technical: F&B competencies had a positive relationship with enabling others to act practice indicating that managers with higher perceptions of the importance of those Managerial Competencies used to enable others to act practice more frequently. The size of the property you work in had a positive relationship with enabling others to act practice indicating that managers who worked in larger properties used to enable others to act practice more frequently.

On the other hand, Technical: FD Desk had an inverse relationship indicating that managers with higher perceptions of the importance of those competencies used to enable others to act practice less frequently. Finally, the

property you work in-affiliation had an inverse relationship indicating that managers who worked in hotel properties affiliated with a chain used to enable others to act practice more frequently. Thus, H2d was partially supported.

H2e. There is a significant relationship among managerial competencies, organizational profile, and encourage the heart practice.

Leadership was the most important predictor in the model ($t = 4.539$, $p = .000$, $\beta = .484$). Managers with higher perceptions of the importance of Leadership used to encourage the heart practice more frequently. Technical: F&B competencies also had a positive relationship indicating that managers with higher perceptions of this competency used to encourage the heart practice more frequently. The size of the property you work in had a positive relationship indicating that managers who worked in larger properties used to encourage the heart practice more frequently. On the other hand, Technical: FD had an inverse relationship indicating that managers with higher perceptions of those competencies used to encourage the heart practice less frequently. Thus, H2e was partially supported.

For Hypothesis 2, all five sub-hypotheses were partially supported, indicating that there is a relationship among managerial competencies, organizational profile, and exemplary leadership practices. Results are shown in Table 7.

Discussion

Hypothesis 1

Leadership Managerial Competencies had positive relationships with all five practices indicating that managers with higher perceptions of the importance of Leadership Competencies used all five practices more frequently. Findings were supported by Tas et al., who stressed the importance of modelling the way and coaching in both training and education programs. Chathoth and Olsen (2002) results on Leadership reported that empowerment and enabling employees through education, training and skill development as well as rewarding and recognising employees (similar to encouraging the heart) are core values for excellent Leadership characteristics.

Table 7: H2 Summary Results

	Tech: BFSR					
	Tech: FB				✓	✓
	Tech: FD	✓ (-)	✓ (-)	✓ (-)	✓ (-)	✓ (-)
	Admin: External Gov. Influence		✓ (-)			
	Admin: MKT					
	Admin: HR					
	Admin: Acc. & Fin.					
	Leadership	✓	✓	✓	✓	✓
	Interpersonal					
	Conceptual/Creative					
	Property-Location					
	Property -Affiliation	✓ (-)		✓ (-)	✓ (-)	
	Rating by the Lebanese Government		✓			
	Number of Employees in Property					
	Size of the Property you work in		✓	✓	✓	✓
	Hypotheses	There is a significant relationship between the perceived importance of Organizational Profile, Managerial Competencies; and Exemplary Leadership practices of managers in the Lebanese Lodging Industry.				
H2		OP + MC → Model the Way				
H2a		OP + MC → Inspire a Shared Vision				
H2b		OP + MC → Challenge the Process				
H2c		OP + MC → Enable Others to Act				
H2d		OP + MC → Encourage the Heart				
H2e						

Furthermore, Chung-Herrera et al. (2003) study results indicated that fostering motivation (similar to encourage the heart), developing others (similar to enable others to act), and embracing change (similar to challenge the process) scored high under their Leadership factor. Kay and Russette (2000) study identified role modelling as essential competencies common to more than one functional area or level of management. Mwendia (2006) study results indicated that role modelling, having a clear shared vision, empowerment, and enabling others to act showed a moderate positive relationship between leadership and profitability on rooms (POR). Solnet, Kralji, Kay, and DeVeau (2008) reported that role modelling competencies topped the list of Leadership Domain. Finally, Cheung, Law, and He (2010) results identified leadership to be the most essential competency for graduate students.

Administrative: Acc/Fin competencies had inverse relationships with model the way and enable others to act practices, indicating that managers with higher perceptions of the importance of those competencies used to model the way and enable others to act less frequently. Chung-Herrera et al. (2003) results indicated that business and industry expertise (similar to Administrative: Acc/Fin competencies) scored high under their Industry Knowledge factor. A possible explanation might be the expectations of accounting managers of their subordinates to already have such administrative skills. Managers might not want to be role models for fear of their subordinates knowing more. Finally, there might be a fear of enabling subordinates to act without supervision to avoid costly mistakes.

Administrative: HR had a positive relationship with model the way practice indicating that managers with higher perceptions of the importance of Administrative: HR competencies used model the way practice more frequently. Tas et al. (1996) stressed the importance of modelling the way and coaching in both training and education programs and recommended that trainers in HR departments should act as coaches and provide problem-solving resources.

Administrative: Ext/Gov Influence had an inverse relationship with model the way, inspire a shared vision, and encourage the heart practices indicating that managers with higher perceptions of the importance of those competencies used these three practices less frequently. This may be explained by the perception of managers of the outdated hospitality Lebanese laws and therefore, their lessened desire to use these practices with their subordinates since they do not match their international counterparts required by chains or expected by guests.

Technical: FD had inverse relationships with model the way and encouraged the heart practices, indicating that managers with higher perceptions of the importance of Technical: FD competencies used these two practices less frequently. Chung-Herrera et al. (2003) study results indicated that business and industry expertise (similar to Technical: FD Competencies) scored high under their Industry Knowledge factor. Findings were puzzling in this area and could be explained by the perceptions of managers of their subordinates to already have the necessary FD competencies. Furthermore, fear of subordinates knowing more might demotivate managers to be good role models. Moreover, encourage the heart practice, especially through empowerment, makes FD employees more involved with guests while managers get less involved with daily interactions which eventually might affect tipping (a common practice at the FD). Thus, managers used to model the way and encourage the heartless frequently.

Technical: F&B had a positive relationship with encouraging the heart practice indicating that managers with higher perceptions of the importance of this competency used encourage the heart practice more frequently. Chung-Herrera et al. (2003) study results indicated that business and industry expertise (similar to Technical: F&B Managerial Competencies) scored high under their Industry Knowledge factor. This is expected since F&B employees depend on guest satisfaction to secure tips. Therefore, using encourage the heart practice is essential for solving any issues guests might face in the hotel F&B outlets. This supports findings in this study since Technical: F&B competencies require industry knowledge of F&B operations.

Hypothesis 2

Managers of the Lebanese lodging industry who were affiliated with a chain; who had higher perceptions of the importance of Leadership but lower perceptions of the importance of Technical: FD Managerial Competencies used model the way more frequently.

Managers of the Lebanese lodging industry who were worked for larger size properties and had a higher rating by the Lebanese government; who had higher perceptions of the importance of Leadership but lower perceptions of the importance of Administrative: Ext/Gov Influence and Technical: FD Managerial Competencies used inspire a shared vision more frequently.

Managers of the Lebanese lodging industry, who were worked for larger size properties and were affiliated with a chain; who had higher perceptions of the importance of Leadership but lower perceptions of the importance of

Technical: FD Managerial Competencies used challenge the process more frequently.

Managers of the Lebanese lodging industry who worked for larger size properties, and were affiliated with a chain; who had higher perceptions of the importance of Leadership and Technical: F&B Managerial Competencies but lower perceptions of the importance of Technical: FD Managerial Competencies used to enable others to act more frequently.

Finally, managers of the Lebanese lodging industry who worked for larger size properties, who had higher perceptions of the importance of Leadership and Technical: F&B Managerial Competencies but lower perceptions of the importance of Technical: FD Managerial Competencies used encourage the heart more frequently.

Conclusion

From the times of Katz three-skill approach in the 50's to Sandwith's five-skill expanded model in the 90's, the study of which skills or competencies are needed for good management will persist. This evolution will continue to occur as organizations become diverse, grow bigger, and cross borders. This study has met the research objectives it set out for.

Results showed that out of the five major domains of managerial competencies used in the survey, three had a significant presence: Leadership, Administrative, and Technical. When considering the mean value of each factor, Conceptual/Creative and Interpersonal competency domains scored low means compared to Leadership domain which scored the highest (4.18/5). Therefore, this study confirms that managers with good communications skills and conceptual thinking are great, but it is more important to be able to take the lead when critical issues are at stake (Cheung et al., 2010).

Administrative and Technical skills had multiple sub-domains embedded; therefore, careful consideration of the managerial competencies needed to consider in evaluation and training is essential by individual properties. For example, Admin: MKT and Tech: BFSR did not show any significant relationship while Admin: Acc/Fin and Tech: FB showed a significant relationship.

As for the organizational profile of managers, the most notable findings were those related to managers who worked for large properties that are

affiliated with chains since results revealed a significant relationship with most exemplary practices. This supports previous findings where studies showed the growing importance of HR departments in developing leadership skills (Kay & Russette, 2000) since they offer updated and standardised training programs not available to independents or smaller-sized counterparts.

The second objective examined the relationship among managerial competences, organizational profile, and Exemplary Leadership practices. This research revealed that the practice with the least significant relationship was model the way; while that with the most positive significant relationship was to enable others to act. Such findings are crucial for training purposes since they pinpoint the areas needing improvement.

Finally, the results of this study can give a better insight for Lebanese HR managers when designing training programs that aim at having better Exemplary Leadership practices specifically. Previous studies showed that technical skills are no longer enough to succeed for hospitality managers and that soft skills should be added to training programs and hospitality curricula (Chung-Herrera et al., 2003). This study confirms the need for combination methods that focus on developing required soft competencies in the classical work environment under supervision (Sisson & Adams, 2013).

Implications

The results of this study have implications for human resource managers when it comes to the training of current employees or recruitment of potential employees for managerial positions. Furthermore, it may have some implications for hospitality educators who are looking to develop educational programs based on hospitality industry needs. The current study confirms the relationship between managerial competencies, the organizational profile, and exemplary leadership practices of managers in the lodging industry of Lebanon.

Findings confirmed that managers who had high perceptions of Leadership skills used all five practices more frequently. Similarly, managers with high perceptions of Technical: Front desk competencies used all five practices (although less frequently). Managers with perceptions of Technical Food & Beverage as well as Administrative: External government influence demonstrated limited use of exemplary practices. This confirms previous findings that suggest a combination of soft and hard skills are needed for effective management since hard competencies alone are not key to success for hospitality managers (Sisson & Adams, 2013).

The important question involves the consideration of the other competency domains especially the two soft competencies (Conceptual/Creative and Interpersonal) since whether managers perceived them as high or low, both showed no significant relationship with any of the five practices. This is an area that needs to be further analysed as it may give better insight related to the training of managers and may lead to the better demonstration of exemplary practices.

For practical contribution, results can help HR managers in two ways. The first is by designing better recruitment efforts for vacant managerial positions and the second is by designing better training programs for incumbent managers. For the first, HR managers can improve selection by updating recruitment efforts to include detection of desired competencies. For example, when it comes to conceptual/creative skills, recruiters can ask about what new measures or achieved goals can be credited to them in their old jobs. Interpersonal competencies can be assessed by asking about difficult situations applicants were able to resolve to assess their communication skills.

As for the second way, HR managers can design better training programs based on competencies wanted. It is clear that for the current study, Leadership skills have the strongest relationship and therefore, should be emphasized in training programs (role-playing, case studies, seminars, etc.). HR could also enhance competencies that did not show any relationship with practices. For example, Technical: BFSR and Admin: MKT, HR and Acc/Fin did not show significant results with any of the five practices; therefore, the training given to managers in these fields should be revisited and redesigned so that managers with a high perception of these competencies use exemplary practices more frequently.

Similar to what Sisson and Adams (2013) suggests, it is critical that HR managers match each competency to a specific training program so that when assessments are made, competencies with insufficient scores can be easily linked to programs needing improvement. Finally, it is important for HR departments to train and assess their training professionals regularly; since previous studies indicate that having better training professionals has great benefits that include a reduction in employee turnover, higher retention of talent, and enhancement of organizational effectiveness (Wong & Lee, 2017).

Trainers should focus on how department managers may demonstrate better skills that can be emulated by subordinates. This can help model the way practice, which had no significance in larger sized properties that participated in this study.

Before managers inspire a shared vision, it is crucial to know if they themselves are inspired by a shared vision. HR trainers should assess if managers are aware of the company's vision and can easily articulate it to subordinates. A good communication system (weekly meetings, monthly reports) can realign the focus on the company's vision among a large number of employees in larger properties affiliated with chains. Challenging the process can be accomplished by encouraging employees to speak up not only for resolving issues with guests or administrative logistics but also for improving them. Knowledge of technical and administrative skills along with fostering good interpersonal skills may help this practice. Enabling others to act has to do with the term "empowerment" which is giving qualified employees the discretion to act immediately to resolve issues related to workflow. This practice must be supported by top management since only organization design enables empowerment. For example, the ability to take off an item from the bill of a disgruntled guest can go a long way for all parties involved leading to increased guest satisfaction; better employee morale and company profitability. Finally, HR activities such as celebrating success stories, having guest speakers, and designating leadership awards (tangible and intangible) can encourage the heart of employees and keep them motivated.

This study supported the importance of Leadership domain as a top managerial competence in hospitality; hence, HR managers should focus on fostering leadership skills in all training programs for all management levels. Simulations in training, temporary or rotational leadership among subordinates, acknowledgement of successful behaviours, and valued incentive programs can all be good HR practices based on each department. Furthermore, in addition to technical skills such as Food & Beverage and administrative skills such as accounting, this study supports reinforcement of soft competencies in all courses related to hospitality management programs through a combination of methods such as case studies, practical exercises, and industry speakers.

Limitations and Recommendations

This study had several limitations. Results represent practices of managers in the lodging industry within the country of Lebanon. The focus on Lebanon narrowed the scope of the sample and is interpreted as a convenience sampling plan since only 4 and 5-star hotels in Beirut were contacted. Consequently, results may not be generalizable to other populations or other industries. Moreover, the study does not take into consideration any unpredictable internal or external factors, such as financial difficulties, political difficulties, or war; nor macro-economic factors or indicators such as unemployment rate, Gross Domestic Product (GDP), or Consumer Price Index (CPI).

Results of this study suggest several recommendations. Lebanese hospitality managers should conduct continuous research to determine whether competencies perceived important have changed, or whether competencies need to be added or eliminated. If new recruitment tools are used, a comparative study might be useful for further improvements. Future studies could be reversed to include the input of subordinates to test how they observe the relationship between Managerial Competencies and Exemplary Leadership practices. Since the Ministry of Tourism is considering updating its standards, it would be interesting to duplicate this study under the new laws. Results could then be compared in both studies to observe if any differences occur, especially those related to Administrative: Ext/Gov Influence. The study could be conducted in other industries such as banking or education industry as well as other countries in the MENA (the Middle East and North Africa) region. Finally, a larger sample size would provide stronger reliability and validity measures.

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