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COMPETENCE MONITORING AND EMPLOYEE RESPONSIVENESS IN THE BAYELSA STATE HOSPITALITY SECTOR

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Abstract: This study examined the empirical relationship between Competence Monitoring and Employee Responsiveness in Bayelsa State Hospitality Sector, 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 significant and positive relationship between competence monitoring and innovativeness in the hospitality sector. Also, it revealed that there is a strong and positive relationship between competence monitoring and timeliness in the hospitality sector in Yenagoa. However, there is a weak but positive relationship between competence monitoring 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 monitoring is necessary to strengthen business strategy, culture, and vision.

Keywords: Competence Monitoring; Employee Resilience; Innovativeness; Time alertness; Timeliness.

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1. Introduction

owing to today's complicated world, quick expansion and evolution of technical knowledge and technology, and rising consumer market, firms with insufficient skilled people have little chance of survival. Thus, some organizations have come to realize that they must find creative ways to respond to today's rapidly changing environment. This awareness led to today organization, relying on ingenuity, skill, knowledge and access to information, leaning toward sensitivity and awareness in the business environment, and the use of knowledge (Shahaee, 2006). Neumann and Fink (2007) posit that competence of employees exert influence on his capacity to undertake roles relying on inherent knowledge and skills. Similarly, Tallon (2007) remarked that workers in any company need business knowledge and abilities in order to serve their companies successfully in today's complicated and

dynamic business world. Responsive firms will not rely just on a few key decision-makers at the top to become more agile. Rather, they will rely on the whole workforce's ability to adapt to change in a fluid and proactive manner (Dyer & Shafer, 2003). Thus, worker competence and the function mainly responsible for maintaining it will be critical in promoting employee readiness to perform effectively.
The concept of employee responsiveness has its roots in the heightened level of competition that have instigated the need for unique and definite action aimed at gaining competitive advantage with recourse to employee strategic actions. Contemporarily, the concept has gained theoretical momentum thereby leaving it with a wide definitional scope. Employee responsiveness is a set of deliberate and strategic actions aimed at providing prompt and timely response to volatile environmental changes (Albereen & Kayl, 2015). Considering the unpredictable character of business environment, responsiveness when conducted at micro levels of work, is a market- oriented behavior amongst work members that is primarily aimed at initiating and operationalizing actions that promote rapid and targeted response to market changes in order to be positioned for competitive advantage (Paloma, Craeger & Billow, 2014; Quaker and Granille, 2017). It largely present new work practices and modes for employees across all levels of work and further prepares them behaviorally for increased work commitment. It is the ability to predict emerging opportunities and react to them in a timely, efficient, and cost-effective manner.

The Nigerian hospitality sector has hugely operated with a workforce that is often viewed as 'non-corporate' therefore, does not require a sophisticated workforce (Alaka & Obed, 2013). This undoubtedly accounts for low level of training and development behavior and turnover rate in the sector (Guateng, 2011).

The study primary objective is to examine the empirical relationship between competence monitoring and employee responsiveness. The specific objectives aimed are to:
Find out the relationship between competence monitoring and innovativeness in the hospitality sector.
Find out the relationship between competence monitoring and timeliness in the hospitality sector.
Find out the relationship between competence monitoring and task alertness in the hospitality sector.

2. Literature Review

2.1 COMPETENCE MONITORING

Ascertaining and presenting information and making judgments on how well employees are performing based on their competence is the worker competence management function of competence monitoring. This includes topics such as performance evaluation, assessment and appraisal (Lasbry , 2017). Monitoring is a continual evaluation that attempts to provide the company with early comprehensive information on the progress or lag of continuing worker competency use or application in the organization. Monitoring is a sequential process that aims to assess how organizational competency is growing. Competence monitoring is necessary for businesses to become really informed as well as competent (McKenzie & Winkelen, 2004). In order to make informed choices regarding the present and future investments in organizational competence after defining and categorizing the organizational competence, the management approaches involved in its construction, including HRM tools, are important.

Competence monitoring is a check on the state of activity implementation. Its objective is to assess whether or not the employees' planned and determined competencies have been met, so that corrective action may be performed as soon as feasible. Good worker competency mapping, in conjunction with

good monitoring, may significantly improve the efficacy of worker competency development programmes and initiatives. Good planning allows the organization to concentrate on the outcomes that matter, while monitoring allows the organization to learn from previous achievements and obstacles and influence decision making so that current and future efforts may better enhance people's lives and increase their options. According to Zeb-Obipi (2017), information collecting and assessment, activity auditing, and feedback are all activities included in competence monitoring, which is also used in this research. Information gathering and evaluation is the competence monitoring task of collecting data on workers' performance to evaluate their competences and attempting to provide evaluative information through various assessment activities such as self-assessment, directed assessment, and shop-floor assessment (Peteraf, 2017). While shop-floor assessment refers to monitoring done while the worker is on the job, directed assessment refers to evaluation done by a supervisor alone, with the worker or a technical expert, qualified assessors, or a panel.

Furthermore, evaluation offers the opportunity to verify that the individual worker continues to demonstrate competence in the performance of tasks related to his or her scope of practice, by demonstrating safe performance of knowledge, skill, ability and attitude, using objective performance criteria. Even more so, Urban (2013) regards workers competency assessment as a means of motivating and guiding people. Continuous, regular, and based on agreed goals or standards; evaluator; subject; and tools are all ways he differentiates between evaluations (self-assessment, assessment by superior, customers, fellow workers). Formal evaluations are most often conducted via an assessment interview. An chance to assess both sides' work performance and its major topics should be outcomes, development, and relations (Jay & Templar, 2006). (Plaminek, 2009). Another approach for evaluation is Multi-Source Feedback (MSF), which is the evaluation from many sources (superior, subordinate, supplier, customer, self-assessment) (Hronik, 2006). In order to ascertain what is and is not being done, what is and is not being done, who is doing it and where they are doing it, and how much is being done, activity auditing is used (Armstrong, 2001). Such a study will disclose the abilities that have been displayed. To put it another way, the first step in activity auditing is a review of work activities, and this activity is also linked to the supply of possibilities for improvement (Zeb-Obipi, 2017). No activity can be considered full or appropriate if it does not allow for improvement recommendations. Activity auditing in employees' competence management also includes a documentation or evidence-gathering component.

When it comes to employees' competence management, feedback is the last step in the competence monitoring function, and it focuses on giving workers with clear and direct information about their performance (Fried, Bruton, and Hisrich, 1998). Workers' performance may be judged based on this information. To the extent that this activity is critical to many aspects of a job's design and even its communication process, it is a critical component of the control function in most management processes (Stoner, Freeman, and Gilbert, 1996). Gathering and disseminating performance data, as well as taking remedial action when warranted, are all part of the feedback process (Calebrett, 2017). Employees may understand how well they are doing their tasks, as well as whether their performance is increasing, declining, or staying the same, thanks to the feedback they get (Robbins, 1996). As stated by Shermon (2004), feedback is particularly significant since it incorporates information supplied in the present regarding previous behavior to impact future actions. In order to assist workers better grasp what they need to learn and what they already know, it is important to provide them tangible, explicit, and specific feedback at the correct times (not just once a year). Giving feedback is a talent that must be mastered by those who are assigned to do it. There are a number of ways to acquire a skill outside of a formal training programme, and the creation of the programme by workers and their

superiors will encourage them to take greater responsibility for their own self-improvement efforts (Prihadi, 2004).

2.2 EMPLOYEE RESPONSIVENESS

More specifically, responsiveness enables the company to adapt successfully to constant change. By constantly responding to changes in the environment, a company that has created responsiveness may function well in highly competitive circumstances. Furthermore, responsiveness denotes management's capacity to acquire and use effective information, allowing the firm to thrive and prosper in a changing and unpredictable business environment. In other words, responsiveness is not just the capacity to adapt to unexpected developments, but it is also intentional action based on information management (Dove, 1999). Employee responsiveness is defined as the use of knowledge and a virtual framework to capitalize on possibilities in a changing market environment (Naylor, Naim, and Berry, 1999). Employee responsiveness is defined as the capacity to react to unexpected developments in a timely and profitable manner (Erandena and Verma, 2008). Furthermore, Sharifi and Zhang (2001) advance the notion that responsiveness is the result of integrating responsiveness drivers such as environmental pressures and change that result in firm reactions, responsiveness capabilities such as strategic responsiveness, competence, quickness, flexibility, and responsiveness providers derived from areas of organization, technology, people, and innovation that express these capabilities.

The capacity of a company to adapt swiftly to changes in the business environment typically determines its success. Organizations that are responsive may notice market changes rapidly, adjust their processes to suit changing market needs, disseminate information across organizational units, maximize the use of information processing systems, and embrace new product and process technologies ahead of rivals (Hoyt, Huq, & Kreiser, 2007). The amount of uncertainty in organization operational environments supports the claim that responsiveness is a fundamental predictor of competitiveness. It is a necessary requirement for enterprises to gain a competitive edge. Employee response, reaction time, response speed, information integration, and procedural response are all components of organizational responsiveness. Employee response: service staff must be responsible, flexible, and eager to assist consumers. Employee service behavior, according to Parasuraman, Zeithaml, and Berry (1988), may improve and sustain service quality, which is vital in executing corporate service strategy. Response time is related to the organization's capacity to satisfy the demands of its consumers on time. Organizations establish defined guidelines for response time, give what the client wants, and address their requirements immediately. The capacity of an organization's systems to react to diverse customers' demands instantaneously and in real-time is referred to as response speed. According to Katz and Kahn (1978), companies must manage internal resources in order to react quickly to threats and external changes. The degree to which an organization provides great service information system to receive, analyze, and record improving organizational responsiveness is to develop an integrated marketing communication model from outside to inside (Duncan & Moriarty, 1998). Furthermore, procedural response denotes a consistent operating approach for connecting, delivering, and recording, as well as a distinct technique for dealing with various demands.

2.3 COMPETENCE MONITORING AND EMPLOYEE RESPONSIVENESS

Furthermore, globalization has been a key driver for the introduction of modifications in the organization in recent years (Battistellia, Montania, Odoardib, Vandenberghee & Picci, 2014). This is due to new innovation, restructuring, re-engineering, and improvements in overall quality management as firms strive for survival as well as a competitive advantage over other organizations. Given today's clear evidence that organization are constantly confronted with the need for change, a significant challenge for organizations is to develop both a culture or climate and leadership strategies that enable them to deal with challenges such as the introduction of new technology, global competition, downsizing, re-engineering, and flexibility. According to Piderit (2000), change in an organization may be taken favorably or adversely by workers, which may lead to employees supporting the stability of change or opposing change in the business. Individual judgments and preferences increase as a result of employee attitudes, according to Hettiararchchi and Jayarathna (2014). This has a knock-on impact on how well a company can meet the ever-changing demands of the external environment since it influences how employees make choices in their day-to-day job.

Kets (2015) regarded feedback as a tool to assist the employee get more insight into his or her subjective experience, which may lead to better regulation of emotions and reduce subjective distortion of events that can bring the capacity of a business to swiftly and effectively adapt to market changes. Diamante (2012) concurred, adding that improved self-awareness achieved via feedback assimilation is a strategy to maximize worker performance. Furthermore, Maurer (2011) discovered that positive feedback on previous performance contributed to improve future performance. It may also assist the business in achieving flexibility by identifying additional opportunities in the environment and taking advantage of those chances, allowing the firm to profit in circumstances where companies without devoted employees would not be able to flourish. The manager in the workplace may deliver feedback to the employee, solicit input from the employee, or oversee the process of receiving, assessing, and using feedback from internal and external workplace sources (Christensen, 2013). Because it plays a significant role in improving employees' capacity to respond effectively to the corporate environment. Berkhout, Hertin, and Gann (2006) conducted a research on learning to adapt: Organizational adaptation to climate change influences on the link between competence monitoring and organizational adaptability. The research was conducted in Amsterdam. They also advocated that adaptation to climate change should be analyzed using realistic models of adaptive behavior at the organizational and individual levels through competence management. The report presents fresh data from empirical research on adaptation in nine case-study enterprises, as well as a methodology for studying adaptation to the direct and indirect effects of climate change in corporate organization. According to the report, business organizations confront a variety of challenges in learning how to adapt to climate change consequences, namely the inadequacy and ambiguity of climate change signals and uncertainty regarding the advantages of adaptation actions. As a result, the article identified four adaptation techniques that pattern organizational adaptive behavior, including the development of core competencies, core business, organizational culture, and dynamic capacities.

Monitoring employee competency is critical since it allows the business to assess employee performance on the job. Such comprehension may be deduced when the extent of an employee's competence is examined in relation to recognizing the work standard execution or competency dimension of the intended functions. Furthermore, if companies are to remain relevant, they must adapt to change, but they must do so before change calls. Staying relevant entails properly evaluating and monitoring staff competency, staying linked externally with consumers and investors, and

internationally with developing trends and markets; anticipating new directions and anticipating the writing on the wall that needs innovation. Furthermore, a rising number of organizations build their organizations around their workers' expertise, seeing them as the organization's most valuable resource and a determinant of continuous development and innovation implementation. As a result, in order to effectively adapt in the market, organizations must recognize that a quick response to changes and transformation of the organization in such a way that it can meet the expectations of customers cannot occur without ascertaining and providing information on how employees are doing given their competencies. Louis (2002), who underlined the need of establishing a frame of reference during work transitions, also recognized the importance of developing a schema for organizational transformation. One of the primary responsibilities of adaptation defined by Ashford and Taylor is acquiring information to make sense of organizational change (1990). They went on to say that the process included identifying the need for adaptation, gathering and analyzing information regarding environmental circumstances, and seeking out and understanding feedback to decrease any mistakes produced throughout the process. Information-seeking and feedback-seeking are two crucial behaviors in collecting knowledge to make sense of organizational change (Wanberg & Kammeyer- Mueller, 2000).

Feedback-seeking is crucial since it informs one about how well one's schema for organizational transformation corresponds to what is really happening in the environment. Given the degree of uncertainty that exists during organizational change, acquiring knowledge within the context of a change schema is a critical component of adjusting to organizational change. Making sense of change enables one to get an understanding of how the change will affect one's job and the organization. As a result of an individual's endeavor to make sense of change, they may engage in behaviors such as accepting that adaptation is necessary, looking for knowledge about the change, understanding its source, assessing its effect and foreseeing its implications, and asking for feedback on how well their behavior matches up with the changing needs of the organization. Similarly, Asghari et al. (2018) investigated the association between competence monitoring and task alertness at Islamic Azad University of Tehran. The goal of this research was to offer a competence management paradigm for employee responsiveness at Islamic Azad University in Tehran, Iran. The study employed a survey research technique with a sample size of 352 obtained by a deliberate sampling procedure, and the research instruments were a questionnaire and an interview. The data was analyzed using descriptive and inferential statistics. The investigation revealed a favorable and substantial association between competence management and staff response.

Workers competency monitoring is critical for determining, presenting information, and making judgments about how well workers are doing given their competencies. It is the organization's enthusiasm that drives its development and gives it the capacity to process past knowledge and experiences, spot patterns in an environment, and analyze information in its business environment. Every company interacts with its surroundings in order to acquire, process, distribute, develop, and employ the resources required for value generation. Resources are used to develop core competencies, which are capabilities that are valuable and unique from the perspective of a customer, as well as inimitable and non-substitutable from the perspective of a competitor (Hitt, Ireland and Hoskisson, 2008). This can only be accomplished if employee competence is effectively monitored in the organization. According to Gong (2009), competency monitoring is especially important for organizational success because it allows the organization to be aware of what is going on around it and make effective use of the knowledge for the advantage of the company. Employee competency assessment is critical for receiving information from the environment in order to capitalize on

opportunities and handle hazards efficiently. If workers' competencies are not checked, environmental scanning, which is a process that systematically surveys and analyses relevant data to uncover external opportunities and dangers, may not be accomplished.

Organizations can respond to environmental opportunities and threats by implementing a variety of strategies, such as increasing organizational clock speed, developing diverse business models, establishing go-to-market flexibility, organizational design innovation, modular product design, and competence management (Nadler & Tushman, 1999). Competent people are precious, scarce, and one-of-a-kind resources for businesses (Grant, 1991). If business organizations want to stay responsive in today's highly competitive business world, they must determine and offer information on how employees are doing given their competencies. Thus, the capacity to monitor individuals' competencies helps the firm to adapt to business difficulties. While strong tactics and effective policies are important in developing responsiveness, additional structures are required to ensure responsiveness, adaptive capacity, and pro-activity: institutional structures connected to facilitating learning, feedback, and a long-term vision (Hogevorst et al., 2013).

3. Methodology

This study collected data from members of the hospitality industry in the Yenagoa Bayelsa, Nigeria using cross sectional survey design. The population consists of all hotels operating in the hospitality industry and registered with the Hoteliers Association of Nigeria, Yenagoa. From the hotelier's list schedule (2019), 57 hotels are listed and operating in the Yenagoa metropolis. Further, not all the hotels were considered for the study therefore, hotel's having not less than 15 functional rooms, with air conditioners, a functional restaurant, a conference hall and not less than 15-member workforce was the parameter used, 23 hotels were found within the category. However, since the level of analysis is micro, the actual population from all the hotels as obtained from their various administrative/ accounting units is five hundred and seventy-eight (578). The sample size for this study was determined using Krejcie and Morgan's (1970) sample size determination table. Our sample size was 234 two hundred and thirty four employees. In addition, the Bowley proportional sampling procedures were employed to generate the sample for each of the hotels. The instrument used for data collection was the questionnaire. However when we distributed our questionnaire, the completed and usable copies for the analysis was two hundred and two 202, representing 87.07% of respondents who genuinely participated in our study. Therefore the variables had construct validity. Cronbach Alpha was used to test for reliability in our study. According to researchers (Bryman and Bell 2003; Nunally 1978; and Dana 2001) an alpha coefficient of 0.80 is generally accepted as a good level of internal reliability of the instrument, though an alpha level of 0.7 is also considered to be efficient. For test of reliability the following Cronbach Alpha Coefficients were obtained for our scales: Competence Mapping (0.806), Innovativeness (0.715), Timeliness (0.906), Time Alertness (0.709). Hence all our variables had internal reliability.

Frequencies and percentages were used to classify our demographic data. Inferential statistics using Spearman Rank Order Correlation Coefficient was used to establish the association between Self-determination and Employee Innovative behavior.

3.1 Tables

Table 1: Response Rates and Descriptive Statistics for Competence Monitoring

Competence Monitoring	SA	A	MA	D	SD	Mean	Std.
1. Your hotel management usually seek information on performance level of their employees in relation to their work skills	31 16.6%	39 20.9%	73 39.0%	31 16.6%	13 7.0%	3.24	1.126
2. Your hotel management ensures they gather information on employee competence need area	41 21.9%	60 32.1%	73 39.0%	31 16.6%	13 7.0%	3.50	1.170
3. Your hotel management monitor their employee competencies in relation to assigned tasks/roles	29 15.5%	55 29.4%	53 28.3%	33 17.6%	17 9.1%	3.25	1.184
4. Your hotel management monitors their employees competencies for regular improvement	21 11.2%	60 32.1%	72 38.5	20 10.7%	14 7.5%	3.29	1.048

Source: field survey, 2021

From Table 1, item one sought to evaluate whether the respondents regularly seek information on performance level of their employees in relation to their work skills. The table showed that 31 (16.6%) of the respondents strongly agreed; 39 (20.9%) agreed; 73 (39.0%) moderately agreed; 31 (16.6%) disagreed while 13 (7.0%) strongly disagreed. This showed a high tendency towards agreement with a mean score of 3.24 and a standard deviation of 1.126. Similarly, the second item tried to evaluate whether the respondents ensure they gather information on employee competence need area. The results revealed that 41 (21.9%) strongly agreed; 60 (32.1%) agreed; 73 (39.0%), moderately agreed; 31 (16.6%) disagreed while 13 (7.0%) strongly disagreed. This accounted for a mean score of 3.50 and a standard deviation of 1.170 which depicted a high tendency towards agreement. The third item sought to assess whether they monitor their employee competencies in relation to assigned tasks/roles. Results showed that 29 (15.5%) strongly agreed; 55 (29.4%) agreed; 53 (28.3%) moderately agreed; 33 (17.6%) disagreed while 17 (9.1%) strongly disagreed. This result indicated a high tendency towards agreement as accounted for by the mean score of 3.25 and a standard deviation of 1.184. The last item sought to assess whether they monitor their employee competencies for regular improvement. The results showed that 21 (11.2%) respondents strongly agreed; 60 (32.1%) agreed; 72 (38.5%) of the respondents moderately agree; 20 (10.7%) respondents disagreed while 14 (7.5%) strongly disagreed. Based on the foregoing, the results indicated a high inclination towards agreement as confirmed by the mean score of 3.29 and a standard deviation of 1.048.

Table 2 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, 2021

Table 2 illustrates the descriptive statistics for measures of employee responsiveness which are innovativeness, timeliness and task alertness with mean scores of 3.39, 3.33 and 3.27respectively. The implication on this is that most of the responses fell within the agreement range of the scale which means that there is high employee responsiveness in the hospitality sector in Yenagoa.

Competence Monitoring and Measures of Employee Responsiveness

The results of the correlation matrix for competency monitoring and staff response are shown in Table 3. The statistical test of significance (p - value) is also included in the table, which allows us to answer our research question and generalize our results to the study population.

Table 3 Correlations Matrix for Competence Monitoring and Measures of Employee Responsiveness

			Competence Monitoring	Innovativeness	Timeliness	Task Alertness
Spearman's rho	Competence Monitoring	Correlation Coefficient	1.000	.610**	.777**	.190
		Sig. (2-tailed)	.	.040	.000	.089
		N	187	187	187	187
	Innovativeness	Correlation Coefficient	.610**	1.000	.827**	.005
		Sig. (2-tailed)	.040	.	.000	.948
		N	187	187	187	187
	Timeliness	Correlation Coefficient	.777**	.827**	1.000	.233**
		Sig. (2-tailed)	.000	.000	.	.001
		N	187	187	187	187
	Task Alertness	Correlation Coefficient	.190	.005	.233**	1.000
		Sig. (2-tailed)	.089	.948	.001	.
		N	187	187	187	187

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

**. Correlation is significant at the 0.05 level (2-tailed).

Source: field survey, 2021

Hypothesis One

There is no significant relationship between competence monitoring and innovativeness in the hospitality sector in Yenagoa.

The correlation coefficient (R) between competency monitoring and innovativeness is 0.610. This demonstrates a high correlation, suggesting a significant link. This suggests that in Yenagoa, there is a significant and positive association between competence monitoring and innovativeness in the hotel industry. As a result, this study gives an answer to research question seven, implying that in the hospitality industry, innovativeness is reliant on competence monitoring. The statistical test of significance (p - value) is also presented in the table, allowing us to generalize our results to the research population. The probability value obtained from the results is (0.040) (0.05) level of significance; hence, the research rejects the null hypothesis and indicates that there is a significant association between competence monitoring and innovativeness in the hospitality industry in Yenagoa.

Hypothesis Two

There is no significant relationship between competence monitoring and timeliness in the hospitality sector in Yenagoa.

The correlation between competence monitoring and timeliness was 0.720. This is a high correlation, indicating a strong association. Thus, in Yenagoa's hotel industry, there is a substantial and favorable association between competency monitoring and punctuality. This conclusion answers study question number eight, suggesting that timeliness in the hospitality industry is reliant on competency monitoring. The statistical test of significance is also shown in table 4.15. (p - value). The probability value is (0.000) (0.05) level of significance, thus the research accepts the null hypothesis and finds that there is no significant association between competence monitoring and timeliness in the hospitality industry in Yenagoa.

Hypothesis Three

There is no significant relationship between competence monitoring and task alertness in the hospitality sector in Yenagoa.

Furthermore, the correlation between competence monitoring and task attentiveness is R=0.190. This is an example of a very weak correlation demonstrating a very weak significant link. According to interpretation, there is a weak and positive association between competence monitoring and task alertness in the Yenagoa hospitality industry. This suggests that in the hospitality industry, task attention is somewhat reliant on competence monitoring. Also shown in table 3 is the statistical test of significance (p - value), and the result showed that the probability value is (0.089) > (0.05) level of significance; thus, the study rejects the null hypothesis and concludes that there is no significant relationship between competence monitoring and task alertness in the hospitality sector in Yenagoa.

3.2 DISCUSSIONS ON FINDINGS

Table 3 shows that there is a positive significant link between competence monitoring and staff responsiveness in the Yenagoa hospitality industry. This finding is consistent with the empirical study conducted by Asghari et al. (2018) at Islamic Azad University of Tehran on modelling competency

management for employee responsiveness, which discovered a positive and significant relationship between competency management and employee responsiveness. This is further confirmed by the study of Gong (2009), who noticed that competence monitoring is especially important for organizational performance since it allows the organization to be aware of what is going on around it and make good use of the information to the company's advantage. This study is further supported by the work of Constantin and Constantina (2016), who investigated the impact of competence and flexibility on job performance and discovered that competence is highly connected to flexibility, which improves organizational performance.

4. CONCLUSION

Competence Monitoring and Employee Responsiveness

The research objective was to ascertain the relationship between competence monitoring and employee responsiveness in the hospitality sector in Yenagoa. Competence monitoring is a continuous assessment plan geared towards providing timely information, and making judgment on the performance of the workforce. It comprises of information gathering, performance appraisal, evaluation or assessment, activity auditing, and feedback. Employee competency monitoring aided in skill development, knowledge transfer, and career advancement. Monitoring was shown to be strongly connected to skill improvement. It was also discovered that monitoring was linked to inventiveness, punctuality, and task attention. The finding led to the conclusion that competence monitoring significantly predicts employee responsiveness in the hospitality sector in Yenagoa.

4.1 RECOMMENDATION

Hospitality companies should invest more in monitoring and training employees to ensure high productivity and performance.
Ensure they gather adequate and timely information, endeavor to communicate such to the employees in order to enhance their performance which will translate to organizational performance.
Verify competent based on task performance in relation to expected outcome, get feedback and motivate employees to develop on a continues basis.

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