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Oscar Jr P Alicarte
University of Mindanao - Professional School Davao Del Sur, Matina, Davao City, Philippines

Maria Rina T. Quliestino
University of Mindanao - Professional School Davao Del Sur, Matina, Davao City, Philippines

Competencies, individual workplace performance, and turnover intention of hoteliers: A mediation analysis

Oscar Jr P Alicarte and Maria Rina T Quliestino

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Abstract
The study was designed to investigate the mediating effect of turnover intention on the relationship between hotel competency and individual workplace performance within the hotel industry. Modified adapted survey questionnaires were distributed to hotel professionals in Region XII, resulting in high validity and reliability (Cronbach's Alpha of .921). A total of 300 hoteliers participated in the survey, with data analyzed using mean, Pearson r, and Sobel Z tests. The study utilized descriptive-correlational and mediation analysis to reveal that communication skills (m = 4.77) and leadership skills (m = 4.63) had the highest and lowest mean levels of hotel competencies, respectively. In terms of workplace performance, the work environment (m = 4.78) and employee compensation (m = 4.59) represented the highest and lowest mean levels, reflecting their impact on motivating hotel employees and enhancing satisfaction. Hoteliers seeking jobs better suited to their needs scored highest (m = 2.10), while those who felt it wouldn't take much to leave their jobs reported lower scores (m = 1.76), indicating reduced turnover intentions. The study found a significant relationship between hotel competencies and workplace performance, with higher competencies being associated to lower turnover intentions. It also noted a strong correlation between turnover intentions and workplace performance. Finally, turnover intention did not significantly mediate the relationship between hotel competencies and individual workplace performance. The findings highlight the importance of competency development and a positive work environment for reducing turnover and enhancing service quality, ultimately supporting sustainable growth.

Keywords: Hotel and restaurant management, hotel competency, workplace performance, turnover intention, mediation, Philippines

Introduction

The hospitality industry significantly boosts the local economy and has growth potential, as discussed by Bengzon (2023) [13]. However, Deri (2022) [23] there has been a recent increase in turnover intention among hotel employees seeking better job security, improved working conditions, and opportunities. Prabuddha (2025) [20] highlights that work performance issues in the hospitality industry are complex and impact both employees and service quality. High turnover rates can signal employee dissatisfaction, hazardous work environments, or insufficient chances for career growth. Han (2022) [31] notes that when employees are unsure about their future, they tend to put less effort into their jobs, which can lead to a decrease in service quality and overall performance. According to Chaichi *et al.*, (2024) [42], unfavorable working conditions such as extended hours, lack of adequate breaks, and poor facilities contribute to employee dissatisfaction and negatively influence their physical and mental well-being, ultimately causing burnout and a decline in productivity. Insufficient opportunities for career growth and the lack of proper training hinder employees from enhancing their skills and advancing in their careers, which can lead to decreased motivation. If these issues remain unaddressed, they may result in high turnover rates, increasing recruitment and training costs, a loss of experienced personnel, and lower employee morale. Consequently, this could negatively impact team dynamics, and employee engagement, and ultimately affect customer satisfaction and the hotel's reputation.

The frequent change of staff poses a risk to a company's edge and long-term viability. (Taye, 2020) [86]. It negatively affects how things run and takes away important people from the organization. (Hamochi, 2021). Additionally, Brozillo and Hasman (2022) pointed out that it increases operational costs through hiring and other operations. Over the past two years, the hospitality industry has undeniably faced significant challenges due to the global pandemic crisis. In a recent study by O'Connell and Kung (2021), it was highlighted that the high cost

Corresponding Author:
Oscar Jr P Alicarte
University of Mindanao - Professional School Davao Del Sur, Matina, Davao City, Philippines

of continually hiring new workers can hinder goal attainment. Measures can be implemented to ensure employee contentment and productivity.

Tackling work performance challenges in the hotel industry is vital for upholding exceptional service standards and promoting employee well-being. According to Giousmpasoglou (2024) [32], unfair pay structures and greater work demands negatively influence employee well-being, resulting in difficulties with retaining and attracting talent. In the same regard, Grigoryan (2024) [33] also conveys that a poor work-life balance and concern about job security lead to high turnover and low work satisfaction.

Wang and Jiang (2024) [91] state that a solid work system has the potential to increase service quality by enabling people to feel supported and helping them feel more assured in their career decisions. Therefore, to improve employee satisfaction, lower employee turnover, and provide high levels of service in the hotel sector, it is crucial to improve the work environment, clarify career advancements, and create a friendly work environment. Hotels also need to work on performance issues for excellent service, employee satisfaction, and continuing successful business. Lagman (2024) [46] explains that training and development could have a positive effect on employee performance, but job stress can reduce the benefits of training and development. Faozen (2023) [28] mentions that job performance is a function of work experience and employee morale, with higher morale resulting in higher engagement and efficiency. Faozen (2023) [28] also states that job performance is comprised of fair pay, promotional potential, and workplace relationships. According to Hussien et al. (2022), job performance is largely dependent on motivation, leadership, and a positive work environment; efficient and productive leadership increases output. According to Huynh (2020), employee support programs and stress management are essential because job burnout impairs performance. Finally, Harjanti and Charistianty (2024) claimed that improved management techniques, support networks, and equitable regulations can increase employee happiness and foster sustained success in the hospitality sector.

Employee turnover in organizations has been a major focus of study over the past decade, with a primary emphasis on understanding its causes. Taye (2020) [86] expresses that employee turnover and the adverse effect it has on performance is one of the most infuriating issues an organization faces. Also, Cronin (2018) [19] explains that employee turnover can seriously harm an organization. High employee turnover makes it hard for companies to meet their performance goals. This ongoing issue impacts overall performance significantly.

Employee turnover has been a long-standing challenge for organizations globally. While some have ignored the issue, a few have tried to understand why employees leave, and only a handful have invested in solving this problem. Employee turnover can significantly impact organizational performance. Reduction in turnover relies on the overall work environment for employees and is usually a top priority for management in organizations that achieve the greatest reductions (De Winne et al., 2018). The retention of workers in the 21st century is perceived as a challenge, due to workers regularly changing occupations and are uncertain about their future (Dwesini, 2019; De Winne et al., 2018) [26].

The connection between hotel competency and workplace performance is greatly affected by employees' intentions to leave. According to Homans' Social Exchange Theory (1974), workers who recognize a high level of competency in their roles tend to enjoy greater job satisfaction and engagement due to positive interactions with their organization. Strong communication skills foster better teamwork and cooperation, which enhances overall job satisfaction. Employees who possess strong skills in analysis, interpersonal communication, hospitality, leadership, and communication are better equipped to meet job demands successfully. They see that their investment in developing these skills is rewarded by the organization through a supportive work atmosphere, equitable pay, and chances for involvement and inspiration. This ultimately leads to greater job satisfaction (Park et al., 2018) [67].

Victor Vroom's Expectancy Theory (1964) proposed that employees' motivation depends on their expectations of obtaining wanted results from their work. In hotels, leadership skills can have a great effect on employee motivation through effective goals and required help. When workers feel sure that their efforts will result in significant rewards, like good wages or a happy workplace, they are more likely to be motivated. But if they see limited opportunities for career growth and lower wages than they feel they deserve, their chances of wanting to quit may rise, and it will impact the performance of the workplace negatively (Alnehabi & Al-Mekhlafi, 2025) [7]. Self-Determination Theory by Deci and Ryan (1985) underlines the necessity of employees feeling highly motivated from within to perform at their optimum. When hotels promote things like independence, skills, and good relationships, it can boost this inner motivation, resulting in happier and more engaged employees, (Sahin et al., 2025) [55]. However, high turnover intention can undermine these positive effects by creating a sense of instability and insecurity among employees, reducing their overall motivation and performance (Hu et al., 2022) [37]. The Theory of Organization Equilibrium by March and Simon (1958) pointed out that organizations need to find a balance between what they offer employees and what they expect in return to keep them around. In the hotel industry, having good hospitality skills helps workers feel appreciated, which can lower the chances of them leaving and improve job satisfaction and overall performance at work., Wang and Jiang (2024) [91].

The hospitality industry is important for local economies, but it still has problems like high staff turnover and performance issues at work. (Abdou et al., 2022) [2, 78]. Even though a lot of research has been done on different parts of hotel management, we still don't fully understand how hotel skills, individual job performance, and the desire to quit a job are connected. This study aims to bridge that gap by analyzing how specific competencies such as analytical, interpersonal, hospitality, leadership, and communication skills, impact workplace performance indicators, including job satisfaction, employee engagement, motivation, compensation, and work environment. Furthermore, it will examine the role of turnover intention in mediating these connections. This study offers helpful information for hotel managers in the Philippines and other places. By identifying areas that need more research and looking at how turnover intention affects employees, hotel managers can create targeted plans to improve employee skills, increase

workplace performance, and reduce turnover rates. Consequently, this approach can foster a more stable and efficient workforce, which in turn will benefit the hospitality sector and the local economy.

The primary goal of this study is to investigate how turnover intention affects the relationship between hotel competencies and individual workplace performance among hoteliers. Understanding this dynamic is crucial as it emphasizes the significance of employee retention in sustaining the organization's performance.

Specifically, this study addresses the following objectives. First, to describe the level of hotel competencies among hotel professionals in terms of: Analytical Skills, Interpersonal Skills, Hospitality Skills, Leadership Skills, and Communication Skills; Secondly, to determine the level of workplace performance of hoteliers in terms of: Job Satisfaction, Employee Engagement, Employee Motivation, Employee Compensation, Work Environment; Third, to determine the turnover intentions of the respondents; Fourth, to establish the significance of the relationship between: Hotel competencies and workplace performance, hotel competencies and turnover intention, and turnover intention and workplace performance; Lastly, to determine the significance of the mediating effect of turnover intention on the relationship between hotel competencies and individual workplace performance of hoteliers. The study seeks to foster enduring economic development, provide quality job opportunities, and guarantee that hotel employees work in safe and secure environments. This initiative aligns with the United Nations Sustainable Development Goals Indicator No. 8, which advocates for continuous, inclusive, and sustainable economic growth, along with full and productive employment and decent work for everyone.

In today's competitive business world, having skilled employees is crucial for companies to stay ahead. One major problem is the lack of proper training, which can cause employee dissatisfaction when they are given tasks without the needed knowledge and skills (Dwesini, 2019) [26]. To address this, organizations must create and implement effective training programs (Yassen, 2020). Employees who receive good training and support tend to have higher job satisfaction and engagement (Fegade & Sharma, 2023). Also, workplace innovation influences organizational performance in the hotel industry according to Stoffers et al (2021) [84]. In the hospitality industry, how likely employees are to leave their jobs can affect how well they perform at work. This includes things like their job satisfaction, engagement, motivation, pay, and the overall work atmosphere, in both good and bad ways. (Gudmundsdottir & Kammerland, 2020). The correlation between a hotel's strengths and its employees' success is significant to study, especially in the Philippines, where many workers leave their jobs (Philippine Statistics Authority [PSA], 2021). Krishnan and Rathakrishnan (2025) explained that things like being happy at work and how stressed employees feel can affect their desire to leave their jobs, which in turn impacts their performance. Hence, it is also essential to consider how exactly these hotel strengths contribute directly to the individual performance of workers. Tubay (2020) [89] reports that the willingness of an employee to leave a job is contingent on his or her mindset, but this doesn't necessarily reflect his or her actual intention to quit.

Current research indicates that an organization's abilities and skills significantly impact the performance of individual workers. It showcases how different things come together to create a winning and market-efficient team. (Otoo, 2019) [65]. Research indicates that strong training, employing emerging technology, and supporting leadership enable workers to perform better and contribute to the hotel's overall performance. (Phan et al., 2023). These skills not only equip employees with the knowledge and skills they require but also foster a good working environment that encourages them to excel in their work.

Research has shown that a firm's capabilities are inextricably linked to the quality of its employees performing their tasks. This highlights the significance of a workplace that fosters learning and development. (Phan et al., 2023). Hotels that invest in service quality training and implement new technology have observed significant boosts in customer satisfaction and employee efficiency. Furthermore, research has also pointed out how crucial leadership abilities are for keeping employees engaged and enhancing their performance (Manoharan & Singal, 2019) [49]. Rabiul et al (2021) [72] stated that successful managers with coaching and communication skills can improve employee engagement, hence improving performance from the individuals. In addition, Otoo (2019) [65] investigated human resource skills and discovered that the retention of the best employees and their development results in greater worker productivity and improved service. This is evidence that investing in workers truly contributes to the organization.

In the works of Patiar and Wang (2019) [69], was pointed out that losing employees greatly affects how competitive and profitable hotels are. One major issue for hotel leaders is figuring out how different skills, job performance, and intentions to leave the job are connected. Recent research emphasizes the importance of addressing this issue to mitigate the negative consequences of high turnover rates. Several studies shed light on factors influencing turnover intention in the hotel industry. Basnyat and Lao (2019) [11] explained that research shows that HR departments must address employees' needs, particularly by resolving complaints and enhancing interactions between coworkers. They should also create chances for employees' family members to join in on company activities and use facilities. Afonso et al. (2021) [25] are certain that having effective organizational commitment can help decrease the chances of employees wanting to leave, reduce absenteeism, and cut down staff turnover. Nguyen et al (2021) [58] found that good ethical leaders and effective team leaders play a key role in how satisfied employees feel with their jobs and their chances of wanting to leave.

High employee turnover might indicate that workers are unhappy, disengaged, distracted, or not performing well (Sigauke, 2021) [88]. Consequently, elevated turnover rates can harm an organization's reputation as well as its levels of customer satisfaction (Taye, 2020) [86]. Employee turnover causes a huge challenge for various business organizations, industries, and sectors (Ghani et al., 2022) [31]. As a result, leaders are increasingly observing and addressing the issue of employee turnover (Temizkhan & Yabanci, 2020) [87]. Leaders are becoming more worried because studies are showing how bad employee turnover can be for companies. Studies on turnover in the hospitality industry and the factors behind this crisis are essential (Marneros et al.,

2021). The effects of positive and social change could mean a clearer understanding of why employees leave and greater awareness within organizations about the common factors that might lead to high employee turnover rates. Figuring out why many employees leave their jobs can help company leaders create plans to change this trend. These plans might involve family-friendly policies and other approaches to help employees feel more connected and happier at work. (Han, 2020) [35].

Employee turnover in the hospitality sector is a big problem, and it's important to know what causes it (Marneros *et al.*, 2021). To tackle high turnover rates, organizations need to be aware of the issue and take proactive steps. Good support from employers can empower workers, enhance job satisfaction, and possibly lower stress levels (Afonso *et al.*, 2021) [25].

Skills and abilities also influence hotel performance (Ogaji, 2019). The costs related to turnover include lowered team spirit, loss of expertise, and unhappy customers. To stay competitive, companies should emphasize employee involvement and leadership-driven methods to cut down on turnover costs (Otoo, 2019) [65]. The industry's competitiveness and efficiency mainly rely on the skill levels and professionalism of its workforce.

The connection between hotel skills and personal job performance is closely linked to pay strategies, job satisfaction, and management styles. Han (2020) [35] pointed out that compensation, viewed from the employee's angle, demonstrates the overall value of their contributions, which affects motivation and retention. In the hospitality industry, where good service depends on how involved the staff is, having clear and organized reward systems is crucial for improving performance outcomes.

According to research, low pay, inadequate training, and unfavorable working conditions are the main causes of high turnover rates (Younies & Al-Tawil, 2020) [99]. These problems show organizational competency gaps, which directly affect job performance and employee retention. According to Shammout (2022) [81], organizational loyalty, pay, and job security are all related and crucial for commitment and performance on an individual basis. In the hotel industry, Mohsin *et al.* (2020) discovered that challenging jobs and active management behavior are important characteristics that have a complex impact on turnover intentions. This demonstrates that emotional involvement and satisfying work experiences are important factors in performance in addition to core competencies.

The influence of financial incentives was emphasized by Chen *et al.* (2023) [94] and Marneros *et al.* (2020) [50]. Performance-based manager compensation can assist in achieving goals. Zhou *et al.* (2023), however, cautioned that if workers believe these incentives are unjust, it may damage their rapport with supervisors and have a detrimental effect on output. According to Heimerl (2020) [36], effective HR procedures that produce courteous and capable leaders are essential for fostering employee loyalty and satisfaction.

Employee performance is significantly impacted by equitable compensation and management comprehension. They affect employee retention, job satisfaction, and the culture of the workplace. To increase productivity and lower turnover in the hospitality sector, a comprehensive approach that incorporates interpersonal and organizational skills is necessary.

Reducing turnover requires maintaining employee commitment and engagement. (Yu and others, 2020). Berber (2022) [14] discovered a direct correlation between increased employee turnover and low engagement. Employees become more motivated and put forth more effort when they observe effective teamwork, which strengthens their sense of loyalty (Afonso *et al.*, 2021) [25]. Bhattarai and Budhathoki (2023) argue that employee connections enhance loyalty and happiness through their organizational support and help employees fit into their hotel. Park and Min (2020) [68] indicate that turnover intention, which is an employee's intention to leave their employment, is a critical element in influencing actual turnover rates; factors such as organizational support and job satisfaction typically affect turnover intention (Zumrah *et al.*, 2022) [74]. As a result, ensuring employee well-being and a positive working environment is essential for hotel success and increases productivity for individuals (Yu *et al.*, 2020) [100].

The correlation between individual performance to hotel success has become more apparent in recent research. In a hotel that values employee management and works to create a nurturing work environment, employees are more engaged and committed (Afonso *et al.*, 2021) [25], which provides higher customer satisfaction and better service (Padlee *et al.*, 2019) [66]. Equally, it has been established that training programs can improve service quality, which can increase customer satisfaction, customer return (Abdelhamied, 2019) [1], and employee intentions to persist.

Employee turnover intention is a direct correlation to the hotel's expertise and an employee's performance. The decision to remain employed or quit has far-reaching implications for overall performance and workforce stability, as Berber *et al.* (2022) [14] pointed out. Supervisory behavior plays a pivotal role in determining employee job satisfaction and their subsequent intention to quit, according to Ekhsan (2019) [27]. Superior and supportive supervision can create a positive working environment that enhances employee loyalty to the organization, employee job satisfaction, and a decrease in employee turnover. When employees lack adequate supervision and encounter work-related stress, they are likely to experience low job satisfaction and high reluctance towards quitting. This strategy may lead to diminished hotel service skills with an associated decrease in the performance of the individual. Overall, the association between hotel skills, individual job performance, and intent to leave is a very nuanced understanding. Two important elements are supervisor behavior and job satisfaction. When workers think about leaving, it indicates that they are likely to do so (Park & Min, 2020) [68]. One of the main causes of employee departure is poor leadership (Nguyen *et al.*, 2021) [58].

Recent research points to the relationship between job quality and organizational commitment, and turnover. Good leadership, a clear delegation of tasks, and effective team leadership will increase job satisfaction and decrease turnover rates (Nguyen *et al.*, 2021) [58]. Support from supervisors will create a positive work environment that enhances job satisfaction and increases motivation to stay on the job. Poor supervision will create barriers to the use of strong hotel skills to create improved performance and decrease job satisfaction and desire to leave the job. Accordingly, maintaining talent and improving performance in the hotel sector depends heavily on creating a positive

work environment, encouraging moral leadership, and providing opportunities for learning and growth (Liao *et al.*, 2025).

Establishment factors such as coworker relationships, empowerment, workplace support, and quality of communication are often the reasons for turnover intention in the hospitality industry. Strong emotional support from managers and co-workers reduces the intention to quit (Shmmout, 2022). Salama *et al.* (2022) [78] and Heimerl (2020) [36] noted that hotel employees show a greater level of commitment to their work and exhibit more enhanced job performance when they have organizational and supervisory support. Essential competencies in the hotel industry, including leadership, teamwork skills, and communication skills, are imperative to advance individual performance. Teamwork and communication skills will enhance service quality in addition to assisting staff with client complaint management and career advancement (Nguyen *et al.*, 2022). Increased job involvement and motivation are tied to improved job satisfaction, which is linked to decreased turnover intent. Empowerment or employee recognition will add to this effect, with Xiang *et al.* (2021) [96] noting employee commitment can grow when their employer provides them with independence and autonomy, promotes innovative thinking, and upholds proper communication. Engaged employees are productive employees that can use their innate tendencies to engage guests, and are less likely to leave the organization. The job embeddedness theory explored by Unguren *et al.* (2024) notes that the relationships of the employees, their perceived costs of quitting, and their ties to the organization and work all play a role in reducing intentions to quit.

Moreover, effective hotel skills enhance work engagement, which mediates the relationship between intention to leave and job satisfaction (Afsar *et al.*, 2018). By developing employee problem-solving, leadership, and people skills, staff members become more emotionally invested in their work and likely minimize the chance of quitting voluntarily. A study by Ali *et al.* (2022) [5, 74] showed that the continuous development of skills helped individuals to perform better in their roles and reduced employee turnover in hospitality. The intention to leave relates to how well hotel staff can evolve as people and complete their work roles. By establishing positive relationships between management and staff, allowing greater responsibility, and providing training in leadership, teamwork, and communication, hospitality businesses can retain their staff for a longer period of time. This comprehensive strategy guarantees a steady and driven

workforce that can provide reliable, high-quality service, increasing the competitiveness of hospitality businesses. Employees who believe in their abilities and have a strong sense of belonging at work are more likely to stay and perform better, claim Yu *et al.* (2020) [100].

This study is supported by several theories. One is Homans's (1974) Social Exchange Theory, which explains how exchange processes influence social behavior. According to Homans, people look for rewards in their relationships with other people in order to feel satisfied. According to Herzberg's 1968 research, some job attributes are associated with job satisfaction, while others are associated with job discontent.

Victor Vroom's Expectancy Theory (1964) is another important theory. According to Vroom, people are inspired to accomplish their objectives when they think their hard work will pay off. Employees are more motivated when they perceive that their efforts will be acknowledged and rewarded. These rewards are in line with their objectives, which inspires them. Employees are more likely to remain loyal to the company when they can see the connection between their performance, efforts, and valuable rewards.

The Self-Determination Theory by Deci and Ryan (1985) also applies here. This theory suggests that individuals seek personal growth and improvement, highlighting that self-determination is key to understanding what motivates them. Lastly, March and Simon's Organizational Equilibrium Theory (1958) highlights the importance of various groups within an organization, such as managers, employees, customers, and suppliers. If one group changes or leaves, the organization needs to find a new way to function. This might involve adjusting rewards to keep others involved. Overall satisfaction with the organization, a sense of belonging among members, and non-financial benefits help maintain a healthy balance of contributions and rewards.

This study aims to explore the relationship between hotel competency and workplace performance, using turnover intention as a key factor. The hospitality industry has faced high employee turnover, leading to increased costs, lower service quality, and less organizational stability. Addressing turnover intention is essential for keeping a skilled and efficient workforce, which is crucial for long-term success in the hotel sector.

Figure 1 represents the conceptual framework of the study, explaining the interrelationships among variables in accordance with the study's objectives and overarching theories.
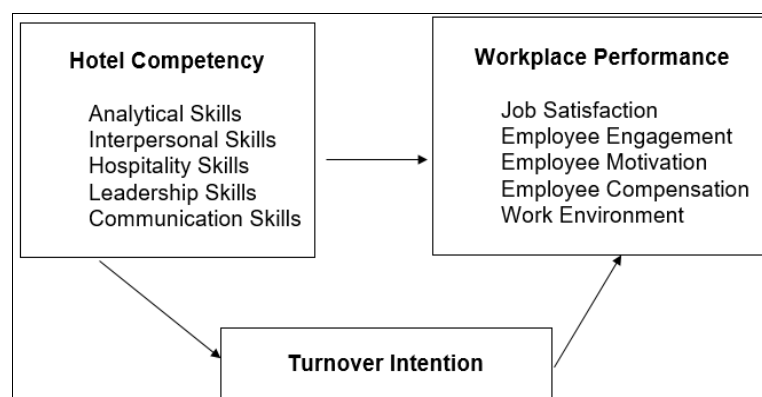

Fig 1: Conceptual Framework of the Study

The study explains a range of hotel competencies, categorized as independent variables, which include analytical skills, interpersonal skills, hospitality skills, leadership skills, and communication skills. The dependent variable is centered on individual workplace performance, encompassing aspects such as job satisfaction, employee engagement, motivation, compensation, and the overall work environment. Furthermore, the study introduces turnover intention as a mediating variable among the respondents.

There exists a direct relationship between the independent variable, hotel competencies, and the dependent variable, workplace performance, indicating that the competencies possessed by hoteliers have a significant impact on their overall performance. Additionally, the mediating variable of turnover intention is essential in influencing the dynamics between the independent and dependent variables within the context of the study.

This research aims to investigate and evaluate the following hypotheses, concerning the mediating influence of turnover intention on hotel competencies and individual workplace performance. Given these, this study has set the following hypotheses at a 0.05 level of significance.

- H_{01} there is no significant relationship between hotel competencies and individual workplace performance; hotel competency and turnover intention; and turnover intention and individual workplace performance.
- H_{02} Turnover intention has no mediation effect on the relationship between hotel competency and individual workplace performance.

Moreover, this study covers and limits the turnover intention on hotel competencies and individual workplace performance of hoteliers. The study would contribute to the hospitality and tourism industry, especially in Region XII. The study is limited, however, to the hotels, hotels and resorts, business inns, and accommodations in Region XII, which comprises 4 provinces and a major city: South Cotabato, Cotabato, Sarangani, Sultan Kudarat, and General Santos City.

The significance of this study lies in its potential to yield substantial benefits across various sectors. Therefore, the study aimed to find meaningful results that would positively impact the factors influencing turnover intention. First, the findings of the study can be useful to hoteliers by tackling the problems or improving ways of doing things with the ultimate aim of benefiting the industry or society.

This study on employee turnover in the hospitality sector has important implications globally, as the findings can assist organizations everywhere in tackling the issues associated with high turnover, such as diminished productivity and elevated operational expenses. This study aims to lessen employee turnover by identifying and addressing the root causes of the turnover. The goal is to help develop a more stable and productive workforce in many different types of working environments. Mengmeng *et al.* (2025) [51] identified some important points for designing effective employee retention programs, including understanding such things as job satisfaction, leadership styles, and demographics. This study measures the relationships between hotel employees' equation of skills, work performance, and intent to leave the SOCCSKSARGEN Regions of the Philippines in order to address key issues for Region XII tourism stakeholders and

provide indications that improve productivity and safety in hospitality.

Regional XII tourism relies on the hospitality sector of the economy to provide local jobs and foreign exchange, and understanding the underlying motives that affect employees' skills, work performance, and turnover intentions is important for the viable growth plan of the sector (Baňez *et al.*, 2023). Turnover rates are increasing both in the hospitality and service sectors, and these costs can degrade service quality, increase operating costs, and threaten the sustainability of the business. The SOCCSKSARGEN region is becoming a well-liked travel destination with a lot of room to grow. Effective hotel staff management is crucial to boosting tourism in SOCCSKSARGEN, according to the Department of Tourism. As the region expands its tourism offerings, it's critical to learn how to train and retain qualified hotel employees; this is necessary for the industry to grow sustainably. The result of this research can benefit several groups, including (a) Provincial Tourism Offices of SOCCSKSARGEN, which can use the results to guide their workforce training efforts. (b) Hotel Associations and Independent Properties can apply these findings to create better strategies for hiring, training, and retaining staff. (c) Cultural Groups and Local Communities, as this study indirectly helps by ensuring that tourists receive good service, enhancing their overall experience.

This study can be a helpful resource for students and researchers, boosting their interest and abilities in research. It offers advice for anyone looking to investigate turnover intentions, which could inspire new academic studies in this field. The findings may serve as a significant resource for future researchers looking to conduct similar investigations, thereby fostering greater awareness within the field. Moreover, these findings could help increase our understanding and inspire further research. They set the stage for a better grasp of how intentions to leave a job affect hotel skills and influence individual performance among hotel workers.

Method

This study applies a clear approach to examine the competencies, workplace performance, and turnover intention of hoteliers. The research method is arranged into three sub-sections: Research Respondents, Materials and Instruments, and Design and Procedure.

Research Respondents

The study had a total sample of 300 participants, made up of all hoteliers who are managers and supervisors of all relevant departments in the hospitality industry in Region XII. The sample size was appropriate for the quantitative part of the research because it balanced resource efficiency with sufficient statistical reliability. This technique supports researchers as it helps them identify the significance of the effect/ difference with better and more definitive measures of error and confidence. According to Andrade's (2020) research, providing just the appropriate amount of information to enable informed decision-making, also known as "no more and no less", is a fundamental ethical principle.

The area consists of 4 provinces and 1 highly urbanized city, i.e., South Cotabato, Cotabato, Sultan Kudarat, Sarangani, and General Santos. Stratified random sampling is an effective technique in this research because it confirms that

various subgroups of hoteliers are represented proportionately, thus increasing the accuracy and applicability of the results. This approach allows for a clearer look at skills, job performance, and reasons for leaving among different groups of hospitality staff. Additionally, using stratified sampling makes mediation analysis more reliable by decreasing differences between groups. This helps us understand how skills impact job performance and the intention to leave. Bisht (2024) points out that stratified random sampling cuts down on bias and leads to more accurate conclusions. The survey includes managers, supervisors, and team leaders from various departments. This list consciously excludes rank-and-file employees, staff personnel, and any other lower-level personnel not directly a part of the leadership positions in question.

Material and Instrument

This study utilized survey questionnaires adapted and modified from previous studies of Temizkhan (2020) [87] for questions under hotel competency, Marneros (2020) [50] for questions under hotel competency, and individual workplace performance, and Malek (2018) [48] for questions under turnover intention. The questionnaire was tested for validity and reliability by five internal and external validators, who are experts in the fields of business, tourism, and hospitality. Following the validation, pre-testing was conducted on selected business inns and accommodations in South Cotabato, Sultan Kudarat, Cotabato, General Santos City, and Sarangani, totaling 30 respondents. The Cronbach's Alpha must be 0.70 and above. This research achieved high validity and reliability results, evidenced by a Cronbach's Alpha of .921. On the other hand, the expert validation score, with an average of 4.20, indicates a very good rating.

The survey questionnaires comprise three parts: Part I (Hotel Competencies), Part II (Work Performance), and Part III (Turnover Intention). Responses were made using a 5 Likert Scale. The data collected were analyzed and interpreted using the scale as presented. The numerical scale outlined offers a distinct structure for understanding how often or to what degree a specific measure is seen or experienced. It ranges from 1 to 5, with each level corresponding to a descriptive interpretation that indicates the frequency with which the behavior or characteristic takes place. A score of 5, labeled as Very High, indicates that the measure is almost always manifested and/or observed. A score of 4, or High, indicates that the measure is often manifested and/or observed. A score of 3 or Average indicates that the measure is sometimes manifested and/ or observed, a score of 2 or Low indicates that the measure is seldom manifested and/or observed, and a score of 1 or Very Low indicates that the measure is rarely manifested and/or observed.

Design and Procedure

This study utilized a non-experimental, descriptive-correlational research design employing mediation analysis. Non-experimental research is used when the researcher cannot control the independent variables because they have already occurred. In other words, non-experimental research is necessary when the researcher cannot change or assign the variables of interest through manipulation or grouping (Roberts, 2020) [77]. Similarly, non-experimental quantitative research designs explore social behaviors

without directly altering the conditions experienced by the subjects (Salmons, 2023).

This study also employed descriptive - correlational design. Descriptive research, according to Robert (2020) [77], uses quantitative methods to describe what is, describing, recording, analyzing, and interpreting conditions that exist. It involves some type of comparison or contrast and attempts to discover relationships between existing non-manipulated variables. It is primarily concerned with the present, although it often considers past events and influences as they relate to current conditions. This study is descriptive as it analyzes current situations and considers how past events may influence them. This research aims to understand factors affecting hotel turnover intentions and the performance of hotel staff. Meanwhile, Chang et al (2020) correlational research is a form of non-experimental investigation wherein the researcher measures two variables and examines the statistical relationship between them without seeking to manipulate or control external factors due to feasibility, practicality, or ethical constraints.

Likewise, this study also used a mediating study approach. The strength and form of a relation between two variables may depend on the value of a mediating variable. A mediator is a variable that modifies the form or strength of the relation between an independent and a dependent variable. A mediating variable may be a factor in a randomized manipulation, representing random assignment to levels of the factor. Schuler (2024) [80]. Mediation analysis is a method that shows how an intervention affects an outcome by examining the processes in between (Aguinis, 2004; Aiken & West, 1991).

The survey was conducted from April to June 2024. The researcher took measures to ensure that the participants' completion of the survey instrument did not unduly disrupt their available time for responding. This study was rigorously conducted by sending the approved letter to the establishment through hard and soft copies until the data was accurately reported and examined. Survey questionnaires were distributed both face-to-face and online for easy and smooth access to the collection of data. All information from the participating respondents was kept confidential from the non-participating personnel. In this study, the data gathered was analyzed using appropriate statistical tools.

The utilization of descriptive statistics, specifically frequency and percentage, enabled the simplification and analysis of the data to characterize the variables. McCarthy et al (2022) explained that descriptive statistics serve as a method for presenting data in a manner that facilitates understanding and identifies any essential preparations for subsequent analysis.

Additionally, Multiple Regression Analysis was utilized within the present study. Regression analysis is a method that is utilized to establish the relationship between a single dependent interval - or ratio-scaled variable and one or several independent interval - or ratio-scaled variables (Iwasaki, 2020). This analysis demonstrates the relationship between the dependent variable, which represents the effect, and each independent variable, representing the causative factors, through regression coefficients (Nayabe, 2020).

To study how turnover intention affects the link between hotel skills and individual workplace performance, we highlighted the Sobel test. This test is a statistical method used in mediation analysis to measure how mediating

factors impact the connection between independent and dependent variables.

This research followed ethical standards set by the University of Mindanao Ethics Review Committee (UMERC) with certificate number UMERC-2024-205. We ensured the privacy and safety of all participants by keeping their identities confidential and using unique codes for privacy. Participation was voluntary, with informed consent obtained after explaining the study's purpose, methods, benefits, and risks, respecting participants' freedom to choose. The researcher followed ethical standards and received the necessary permissions to conduct the study responsibly, prioritizing participant welfare and minimizing psychological or emotional risks. Academic honesty was upheld through proper citations to avoid plagiarism, trustworthy sources to prevent fabrication, and accurate data presentation per APA 7th edition guidelines to avoid falsification. The study followed authorship qualifications and ethical standards through collaboration between the researcher and advisor throughout the research process.

Results and Discussion

This section presents the results of the analyses and interpretation using statistical tools on the data acquired from the survey. The order of presentation follows that of the study objectives.

Hotel Competency

As presented in Table 1, hoteliers have a very high level of hotel competency, with communication skills having the highest mean level (m = 4.77) and leadership skills having the lowest mean level (m = 4.63). Based on the results, it is evident that Communication and Interpersonal Skills are the top competencies of hoteliers to establish effective management operations and build strong teams to enhance guests' satisfaction.

Table 1: Level of Hotel Competencies among Hoteliers

Hotel Competencies	Mean	SD	Descriptive Level
Analytical Skill	4.68	0.32	Very High
Interpersonal Skill	4.73	0.31	Very High
Hospitality Skill	4.72	0.36	Very High
Leadership Skill	4.63	0.41	Very High
Communication Skill	4.77	0.34	Very High
OVERALL	4.71	0.27	Very High

The result agrees with the findings of Mistry *et al.* (2021) [52] that communication skills and interpersonal skills are essential competencies of hoteliers not only in their interaction with customers but to their subordinates. This suggests that as hoteliers continuously improve these skills, they can enhance performance and foster loyalty in the industry, which is crucial for the success and longevity of the company.

Workplace Performance

Table 2 illustrates that the work environment obtained the highest rating (m = 4.78) while compensation garnered the lowest rating (m = 4.59), which suggests that compensation needs to be strengthened in order to motivate hoteliers to work efficiently.

Table 2: Level of Workplace Performance of Hoteliers

Workplace Performance	Mean	SD	Descriptive Level
Job Satisfaction	4.73	0.34	Very High
Employee Engagement	4.72	0.30	Very High
Employee Motivation	4.71	0.38	Very High
Employee Compensation	4.59	0.47	Very High
Work Environment	4.78	0.36	Very High
Overall	4.70	0.28	Very High

Hoteliers are likely to invest in a company where they feel secure and valued (Frye *et al.*, 2019). This helps to foster higher levels of satisfaction in the workplace, ultimately retaining and attracting satisfied employees and translating to better performance. Additionally, it is evident that employee compensation, such as benefits and wages, should be taken seriously to sustain employees.

The results align with the findings of Ghani et al (2022) [31], which emphasize that compensation should be considered a significant factor in employee retention from the outset.

Turnover Intention

As depicted in Table 3, the mean scores for each specific item, as well as the overall turnover intentions, are described as low. Nevertheless, the analysis further reveals that getting another job to match personal needs obtained the highest mean score of 2.10, while feeling of not having much time to leave the hotel industry garnered the lowest mean score of 1.96. It is worth noting that lower mean scores are indicative of reduced turnover intentions.

Table 3: Turnover Intention of the Respondents

Turnover Intention	Mean	SD	Descriptive Level
Plan to quit my current job.	1.96	0.79	Low
Often dream about getting another job that will better suit my personal needs.	2.10	0.83	Low
Often feel that my current job does not satisfy my personal needs.	1.95	0.82	Low
Do not feel emotionally involved in my job.	1.94	0.84	Low
Often feel it would not take much to make me leave this hotel.	1.76	0.72	Low
Overall	1.94	0.55	Low

The results provided valuable insights into employees' propensity to leave. Understanding the factors that contribute to reduced turnover intentions can pave the way for creating and executing effective retention strategies, ultimately ensuring a stable and committed workforce. As demonstrated by Malek *et al.* (2018) [48], the impact of employee relationships and turnover intention is significantly influenced by management style and governance.

Correlation between Variables: Table 4.1 reveals the significant relationship between hotel competencies and workplace performance. Each competency exhibits a robust association with job satisfaction, employee engagement, motivation, compensation, and work environment. Moreover, by defining the competencies required by the industry, employees have clear guidelines for skill development and advancement Nguyen, 2020) that are essential to the industry's activities.

Table 4.1: Significant Relationship between Hotel Competency and Workplace Performance

Hotel Competencies	Job Satisfaction	Employee Engagement	Employee Motivation	Employee Compensation	Work Environment	Overall
Analytical Skill	.344**	.427**	.429**	.260**	.326**	.467**
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Interpersonal Skills	.415**	.407**	.473**	.305**	.411**	.530**
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Hospitality Skills	.586**	.376**	.612**	.314**	.371**	.596**
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Leadership Skills	.566**	.516**	.665**	.370**	.409**	.665**
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Communication Skills	.672**	.556**	.626**	.361**	.644**	.747**
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Overall	.661**	.581**	.719**	.411**	.547**	.766**
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)

In addition, based on the results, all variables showed statistical significance with their paired variable, with communication and employee motivation obtaining the overall highest beta coefficient of E .719 at the .05 level of significance. This data underscores the significance of hotel competencies in driving workplace performance. Employees in the hotel industry who possess strong analytical skills, interpersonal skills, hospitality skills, leadership skills, and communication skills are more likely to experience higher levels of job satisfaction, engagement, and motivation, and perform better in terms of compensation and work environment.

This aligns with the conclusions of Nguyen (2020) [57] that in order to ensure the company's competitiveness and maintain a high success rate, it is essential to concentrate more on the employees, especially on their welfare and satisfaction.

Similarly, Ramirez (2021) [75] discusses the pivotal role of personnel within an organization as the core and lifeblood of its operations in an article featured on Forbes.com. The author emphasizes the organization's commitment to attracting and retaining talented individuals who have surmounted diverse personal and professional challenges. Mistry *et al.*, (2018) added that employees inclined to work together and share ideas to reach common objectives are the things that sustain a business. This correlation provides useful insights for management and career advancement, enabling evidence-based practices that can improve employee performance as influenced by hotel competency.

As shown in Table 4.2, the results indicate a meaningful association between hotel competencies and turnover intention. Each competency is negatively correlated with turnover intention, suggesting that higher levels of these competencies are linked to lower turnover intention.

Table 4.2: Significance of the Relationship between Hotel Competencies and Turnover Intention

Hotel Competencies	Correlational Coefficient	p-value	Decision on H_0
Analytical Skill	-.138	0.017	Reject
Interpersonal Skill	-.171	0.003	Reject
Hospitality Skill	-.304	0	Reject
Leadership Skill	-.327	0	Reject
Communication Skill	-0.033	0.567	Accept
Overall	-.255	0	Reject

The data demonstrates a negative correlation between employees' analytical skills and their intention to leave their jobs, with a correlation coefficient of -0.138. This suggests that employees with stronger analytical skills are less likely to consider leaving. Similarly, a negative correlation of -0.171 between interpersonal skills and turnover intention indicates that employees with stronger interpersonal skills are also less likely to contemplate leaving their current position. The correlation between communication skills and turnover intention is -0.033, with a p-value of 0.567. Since the p-value is higher than 0.05, it indicates that there is no significant link between communication skills and the desire to leave a job. In other words, there isn't enough evidence to say that communication skills significantly affect turnover intention. Communication skills show a weak link, meaning it might not be an important reason for hotel employees considering leaving their jobs in this dataset. According to the research by Chaichi *et al.* (2024) [42], communication skills play a vital role in operational proficiency. However, these skills may not significantly influence an employee's decision to leave a hotel. Instead, factors like anxiety,

burnout, and the overall organizational setting may be more pivotal in determining turnover, as suggested by Han (2020) [35].

The results parallel the work of Yassen (2020) states that employees with high emotional intelligence are less likely to quit their jobs. He also emphasized that allowing the employees to perform their jobs promptly increases task effectiveness. Additionally. Temizkan (2020) [87] emphasized that hoteliers must possess critical competencies to achieve service quality and success. Comprehending and leveraging this correlation can help hospitality organizations implement strategies to retain skilled employees.

Table 4.3 reveals several significant relationships between workplace performance and turnover intention. Notably, job satisfaction is negatively correlated with turnover intention, with a correlation coefficient of -.221. This implies that employees who are more content with their jobs are less inclined to leave. The correlation coefficient of 0.042 for the work environment shows a very weak positive link to turnover intention. This means that how employees feel

about their work environment doesn't relate to their desire to leave the job. The p-value is 0.473, which is much higher than the 0.05 threshold used to determine significance. This indicates that there isn't enough statistical evidence to suggest there is a strong relationship between the work environment and the intention to leave. Work environment, as measured in this study, does not reliably affect employees' intentions to quit. The research conducted by Yin *et al.* (2022) supports the idea that the work environment influences how employees perceive and feel about their job security. Codling *et al.* (2022) [18] emphasized that aspects like employee engagement and compensation are vital factors that contribute to turnover intention in hotel environments, frequently interacting with the conditions of the work environment.

Additionally, employee motivation is negatively correlated with a correlation coefficient of -.172, signifying that higher levels of employee motivation are associated with lower turnover intention. In general, these factors related to work performance are strongly related to a lower intention to quit (r = -0.197, p = 0.001). This indicates that boosting job satisfaction, motivation, and pay are important ways to decrease employee turnover and improve how well the organization functions. Westover (2024) noted in the article Human Capital Leadership Innovations that getting turnover intention and job performance provides useful information for HR management to create specific retention strategies and enhance stability.

Table 4.3: Significance of the Relationship between Turnover Intention and Workplace Performance

Workplace Performance	Correlational Coefficient	p-value	Decision on H_0
Job Satisfaction	-.221	0	Reject
Employee Engagement	-0.062	0.283	Reject
Employee Motivation	-.172	0.003	Reject
Employee Compensation	-.274	0	Reject
Work Environment	0.042	0.473	Accept
overall	-.197	0.001	Reject

The strong correlation between workplace performance and turnover intention holds significant importance in organizational practice (Al-Suraihi, 2021) [85]. This correlation provides valuable insights into the determinants of turnover intentions, facilitates the formulation of effective retention strategies, improves organizational efficacy, and enriches the comprehensive comprehension of human resource management (Wenyan *et al.*, 2024) [98].

Based on the presented data, there is no significant correlation between employee engagement, work environment, and turnover intention. This suggests that although these elements may contribute to overall employee satisfaction and well-being, they may not directly influence an employee's intention to depart from the organization. This agrees with the idea of Taye (2021) that employees who are appreciated and valued and who establish a good reward system reduce the chance of intention to leave the industry. Nindhita *et al.* (2022) focus on tackling pay gaps and improving job satisfaction to maintain a stable workforce. A study by Trang To and Wu (2025) discovered that creating a healthy work-life balance in companies, while paying attention to employees' commitment and job satisfaction, can help lower the rate of employees leaving the organization.

Moreover, employees who perceive adequate compensation for their work are less inclined to entertain thoughts of leaving their positions. In a similar thought, Han (2020) [35] stressed that there are past studies indicating that salary is not an issue in leaving the company, instead it strengthens the idea of building a career.
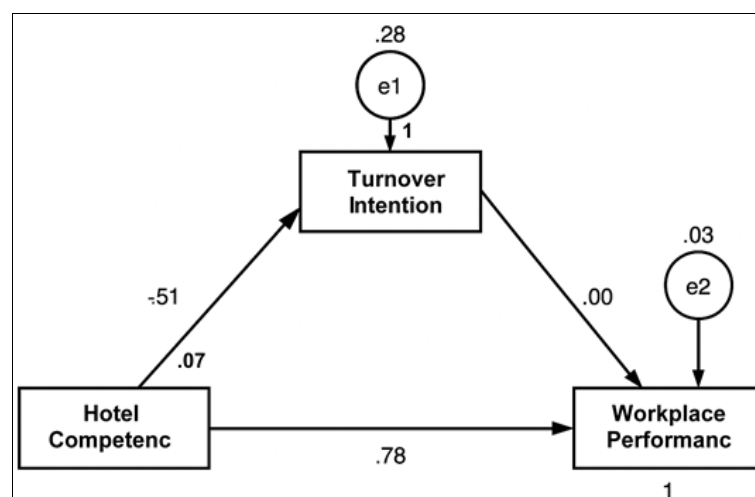

Fig 2: Mediation Analysis

As shown in Figure 2 the results suggest that turnover intention does not act as a mediator in the relationship between hotel competency and workplace performance, as evidenced by the zero (0) mediation observed. The research shows that having good skills and knowledge in the hotel industry helps reduce the likelihood of hoteliers wanting to leave their jobs, with a strong path of -0.51. This means that hotel employees who are more skilled and knowledgeable are less likely to quit. Alsawy *et al.* (2024) [64] emphasize

that training is crucial for boosting self-confidence and decreasing turnover.

In addition, there's a strong positive correlation between hotel competency and job performance, with a coefficient of 0.78. This would mean that competent hoteliers are likely to do better, whether they are contemplating quitting their positions or not. This would support Fedyk and Hodson (2023), who state that giving in to employees gives rise to more commitment and performance.

Interestingly, the study further notes that turnover intentions do not have an immediate impact on job performance. This implies that the desire to quit a job does not necessarily influence how well hoteliers will perform. Alsawy *et al.* (2024) [64] noted that the influence of desiring to leave is usually moderated by other factors, such as organizational trust, instead of simply decreasing productivity. Finally, Alyzadat *et al.* (2024) highlight that possessing good competency in hotels is required for turnover reduction and job performance improvement, but the impact of intending to leave on performance is indirect.

Table 5: Test of Mediation of Turnover Intention between Hotel Competencies and Individual Workplace Performance

Table 5 (zero mediation)						
			Estimate	S.E.	C.R.	P
Turnover Intention overall	<---	Hotel Competencies overall	-0.513	0.112	-4.569	***
Workplace Performance overall	<---	Hotel Competencies overall	0.778	0.039	19.944	***
Workplace Performance overall	<---	Turnover Intention overall	0.000	0.019	-0.022	0.982

The -0.513 estimate, with a C.R of -4.569, suggests a strong negative association between hotel competencies and turnover intention. This means that greater levels of hotel competencies are associated with lower turnover intentions by hoteliers. Additionally, the estimated coefficient of 0 and a confidence interval of -0.022 indicate that there is no significant association between workplace performance and turnover intention. This means that turnover intention itself does not directly impact on the individual workplace performance of the hotel employees in this study. The Zobel Test, which appraises the weight of the mediation effect, indicates a test statistic of 0 and a p-value of 1, meaning no significant mediation effect is evident. In addition to the study of Yin *et al.* (2022), it underscored that building competencies and offering training not only increases job performance but also maintains employees by raising their engagement and happiness.

Additionally, there is no evident negative relationship between the desire to quit a job and performance. Research indicates that workers who plan to leave may still perform effectively, experience motivation by such aspects as career development, or seek to uphold their professional image. Bui *et al.* (2024) [16] concur that such findings underscore the significance of employee skill investment to reduce turnover and enhance overall performance, while also acknowledging the complex nexus between employees' intention to leave and actual work behavior in the hospitality industry.

Conclusions and Recommendations

This study indicates that hoteliers develop high competencies in different domains, such as analytical, interpersonal, hospitality, leadership, and communication skills. These competences correlate with higher job satisfaction, higher employee engagement, motivation, pay, and positive attitudes toward the workplace. These results highlight their competence in critical domains and encourage effective performance in the sector. Consequently, hoteliers show high commitment and motivation to their work to deliver exceptional performance. Hotel and human resource management should foster a healthy work environment and an organizational climate that sets up equity and effective communication. This can improve employee well-being and willingness to stay. Ensuring that work conditions are safe, comfortable, and conducive to high performance is also crucial. By giving regular feedback to track why employees might want to leave, hotel and human resource managers can spot early signs and understand why turnover is happening. Taking steps like conducting exit and stay interviews can help tackle the main issues and improve employee retention strategies.

The research also revealed that hotel employees have a low inclination to leave their jobs, which is positive for the industry's retention prospects. Although the intention to leave did not directly affect the relationship between hotel competencies and individual performance, reducing turnover can still indirectly improve performance. Keeping employee turnover low allows hotels to retain experienced staff, which preserves organizational knowledge, continuity, and sustained productivity. This study suggests that the organization should emphasize developing the skills of the hoteliers through supporting training and development initiatives and providing them with a reward system. Through these actions, the organization moderates the turnover intention of leaving. It is recommended that human resource management introduce non-monetary rewards, recognition programs, and performance-based incentives to boost morale and encourage hotel staff to perform better. These incentives might be tied to both individual and team accomplishments, such as guest satisfaction ratings, revenue goals, and improved customer loyalty.

The study found that hoteliers with better skills, like thinking critically, communicating well, leading, and being friendly, did their jobs better. These workers were happier, more motivated, and more involved in their jobs, and they had a better opinion of their pay and workplace. Communication skills were the most important for keeping employees motivated. Also, workers with more skills were less likely to want to quit their jobs. On the other hand, those wanting to leave were less happy, less motivated, and less satisfied with their pay, but this didn't affect how engaged they felt or their views on the work environment. The recommendation is to improve employees' core skills, particularly communication, leadership, and hospitality, through targeted training and career development. Have performance systems that award and reward good skills to promote continuous improvement. Turnover intention is not directly linked to the relationship between skills and performance, but low turnover is still desirable to keep competent staff. Periodic evaluation of employees' skills and

feedback can assist in determining growth areas and customizing training programs.

The results indicate that turnover intention does not act as a mediator between hotel skills and the job performance of an individual. Research indicated that good hotel skills contribute to good job performance, and those skills also decrease the tendency to want to leave the job. Yet turnover intention did not have a significant impact on job performance independently. Sobel's test validated that turnover intention does not mediate this relationship significantly. It is advised that although the finding did not discover that employee performance is affected by turnover intention, hotel management should continue to exert efforts to prevent their employees from leaving. Improving job satisfaction, compensation, and work environment are some of the ways to retain high-quality hotel employees. Later studies need to examine other variables that could affect the relationship between hotel skills and employee job performance, including organizational commitment, job crafting, or supervisory support. Knowledge about these variables can enhance hotel hiring practices.

In conclusion, the results of this study have significant implications for the hospitality industry. Hotels should first focus on developing their employees' skills through training programs. This allows employees to enhance their performance at work and reduces the likelihood of wanting to leave the organization. Secondly, hotels must create pay and incentive programs that reward employees for developing their skills, and assign them to positions that reflect their skill development. In order to help manage employee turnover, it is also important to provide a positive and uplifting work environment. This study concluded that hotels should train employees in skill development to improve productivity and reduce turnover, to prevent employees leave the organization. Hotels can develop a dedicated and devoted pool of workers with a focus on developing their skills, positivity in the work environment, and increased employee engagement and job satisfaction. This not only helps retain staff but will also help hotels position themselves successfully in this highly competitive hospitality environment.

Given these results, the study suggests identifying steps human resources and hotels can take to continuously train and develop individuals. That can enhance critical thinking, communication, hospitality, leadership, and relationship skills for hoteliers. Human resources and hotels must develop a strategy that addresses the employees' development and success with an array of technical and soft skills in different ways. There will be more success in the hotel and less turnover of employees if they can do this. The hotel, with a strategy, can recommend ways to help employees keep and manage their family commitments, but strategically enhance employee capabilities and support their costs to help them do it permanently.

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