

Competency Determinants of Hotel Manager Effectiveness in a Wildlife Tourism Context: Insights from Jim Corbett National Park

Mahendra Singh Negi¹, Dr. Ashok Kumar²

¹Research Scholar, Department of Tourism and Hospitality, Kumaun University Nainital, Uttarakhand ,
Email i.d: mahendras1985@gmail.com

Associate Professor, Department of Tourism and Hospitality, Kumaun University Nainital, 2Uttarakhand
, Email i.d: ashok.tourism@gmail.com

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ABSTRACT

Efficient hotel administration in wildlife tourism locales necessitates skills that cater to both operational requirements and ecological awareness. This study analyses the managerial competences of hotel managers in star-rated establishments situated in Jim Corbett National Park, Uttarakhand. Utilising the hospitality competence framework established by Bharwani and Talib (2017) and augmented with Environmental Behaviour skills (Carlisle et al., 2022), the study assesses five domains: Cognitive, Functional, Social, Meta, and Environmental Behaviour skills. Data were gathered by a standardised questionnaire distributed to 190 managers from 14 hotels and examined utilising descriptive statistics and Cronbach's Alpha reliability assessment. Research reveals that Meta Competencies—particularly self-awareness, self-efficacy, and achievement orientation—are the most prominent traits exhibited by managers. Cognitive competencies pertaining to decision-making, analytical reasoning, and problem-solving also receive elevated scores. Functional and social competencies are somewhat robust, especially in resource utilisation, communication, conflict resolution, and team collaboration. Environmental Behaviour Competencies demonstrate adequate engagement; still, enhancements are necessary in energy and water efficiency measures. The study finds Meta Competencies as the primary competency domain among managers in the context of wildlife tourism.

A competency model designed for managers in protected tourism locations is offered, highlighting the amalgamation of ecological responsibility with conventional managing skills. The research provides insights for training, human resource development, and sustainable hospitality management in ecologically sensitive regions.

Keywords: *wildlife tourism, competence, managers, Meta Competencies, ecologically,*

INTRODUCTION

The rapid growth of the worldwide hospitality industry has heightened the demand for hospitality personnel, particularly in hotel operations. This sector generated chances for frontline staff and supervisors possessing competence in hotel operations and management. Human capital is vital for hotel operations, providing the appropriate combination of talents and personalities to meet the diverse needs and preferences of guests and tourists. This is the initial step towards upholding exemplary service standards. Incentivising hotel staff to uphold superior work performance leads to guest satisfaction and the potential for repeat patronage in the hospitality sector. The hotel sector is saturated with novel management principles, while outdated ones have become obsolete and are often supplanted by new terminology. Policies, processes, and training programs are designed to enhance the managerial competencies required by global competition, consumer expectations, and the necessity for swift adaptation to environmental changes. Effective management in the hotel industry is intrinsically connected to financial performance and the whole visitor experience, underscoring the necessity of evaluating abilities to maintain a competitive edge.. Tourism significantly contributes to economic growth, particularly in regions endowed with natural beauty, such as Jim Corbett National Park in Uttarakhand, India. With the increase in tourist numbers, the demand for proficient hotel managers also escalates. This indicates that we must evaluate their managerial competencies. Research indicates that hotel managers in Uttarakhand employ various methods to assess performance; nevertheless, they possess limited knowledge of formal frameworks such as the Balanced Scorecard (BSC) that could enhance their operations (Kala D et al., 2015). This study seeks to identify the critical competences necessary for hotel managers in environmentally sensitive regions and to examine the impact of these competencies on

service delivery and business sustainability (Kala D et al., 2014). The hospitality sector, particularly hotel businesses, is unquestionably crucial for economic advancement as a significant provider of jobs. The hotel sector necessitates a substantial workforce and diverse skill sets to deliver exceptional service and ensure client satisfaction. To attain their objectives, hospitality enterprises, such as hotels, must possess specific competencies to deliver excellent service and ensure client satisfaction. Parry (1998) and Lowry and Flohr (2005) define job competency as a collection of activities, knowledge, attitudes, and abilities associated with performance, measurable against standards, and subject to enhancement through educational programs. Lucia and Lepsinger (1999) characterised a competency model as a descriptive instrument that delineates the knowledge, skills, abilities, and behaviours requisite for effective organisational performance.

Economic fluctuations have significantly altered managerial positions during the past few decades. The operating environment has become increasingly complex since the onset of the twenty-first century, compelling organisations to adapt more rapidly than ever. Globalisation is rapidly expanding, presenting both benefits and difficulties that influence managerial practices.

STUDY AREA

Jim Corbett National Park, which was once called Hailey National Park in 1936, is an important part of India's efforts to safeguard wildlife. Located in the Nainital District of Uttarakhand, in Ramnagar. It is the first national park in India and the first to be part of the Project Tiger endeavour. The park is a great example of successful protection. It was named after Jim Corbett, a hunter-turned-naturalist who helped start it in 1956. There are 617 plant species, 50 mammal species, 580 bird species, and 25 reptile species in the park. It is famous for having the most tigers per square mile in the world. It is a well-known ecotourism destination that attracts nature lovers from all over the world and from many different parts of the country. There are a lot of hotels in each of the eight tourism zones: Jhirna, Dhela, Bijrani, Dhikala, Durgadevi, Sonanadi, Garjia, and Pakhro. The Dhikala zone is especially well-known. People come to Jim Corbett National Park to relax and spend time with family and friends while taking in the park's rich biodiversity, animals, and beautiful scenery. So, the hotels they need are different from those that business tourists need in the city centre. Hotel managers need a particular set of skills to meet the needs of tourists in Jim Corbett National Park. Also, because of the rules for national parks and the activities and conservation of wildlife, hotel managers need to be very good at their jobs so that they may not only acquire the services they need but also make more money for the hotel. The hotel industry here is a big business because it is the biggest part of the tourism industry. So, hotel managers need to have good management skills in order to meet the needs of all their guests while also keeping in mind the need for sustainable development and the ecological imbalance. Numerous scholars have examined this issue in urban and metropolitan areas globally; however, none have investigated it in nature-based wildlife tourism destinations. This study examines if hotel managers possess the requisite abilities to fulfil their managerial responsibilities and whether these competences are improving the organization's customer service performance or not.

OBJECTIVE OF THE STUDY

To give exceptional service, keep customers happy, be good for the environment, and make money, you need to have good management abilities. Managers at wildlife tourism locations like Jim Corbett National Park need to know how to do general management tasks as well as tasks that are special to the circumstance, such as being responsible for the environment, handling crises, getting involved with the community, and running a business in a way that is good for the environment. So, the present study has two major objectives and one minor objectives, which are as follows:

Major Objective 1: To ascertain the competencies demonstrated by hotel managers in Jim Corbett National Park

Major Objective 2: To identify the competencies predominantly demonstrated by hotel managers in Jim Corbett National Park

Minor Objective 1 - To propose a competency model for hotel managers operating in wildlife tourist destinations. Further, this study can serve as a basis for future research in wildlife tourism destinations around the country and globe.

REVIEW OF LITERATURE

The idea of managerial competency has undergone considerable evolution, mirroring the increasing intricacy of organisational frameworks and leadership demands.

Katz (1955) was the first to come up with a competency model, and Sandwith (1959) was the second. Katz's three skills model (1955) breaks down abilities into technical, conceptual, and human categories. Sandwith's (1959) approach, on the other hand, divides competencies into five areas: conceptual, leadership, interpersonal, administrative, and technical. Because managerial skills are different for each company, various researchers changed and rebuilt these skills. Huttunen (2018) says that managers should make their companies more open, honest, and trustworthy, where everyone leads and works together. Mikkola and Valo (2020) say that a manager can avoid bad things happening by being available to employees and encouraging them to talk about problems at work. The management should look into what really caused the problems at work. Müller-Stevens (2019) believes that managers may bring together and organise many areas of the broader strategy process, like the culture, planning, and ways of doing things. Managers get clients and employees more involved. Prince and Mihalicz (2019) noted that employee engagement enhances client satisfaction. The study looked at how managers might get employees to be more engaged. and demonstrated that managerial efficiency enhances employee engagement and that managerial skills and training are essential. When you motivate other people, the team will feel more confident, get fresh chances, and be recognised. The management also needs to teach workers how to reach their goals and learn new skills. Clifton and Harter (2019) say that a manager's ability to think critically and analyse well is an important characteristic for a leader. The manager may set up accountability, which is very important for a new manager. Sangeeta, Rekha, and Subburaj (2020) say that managers have an impact on, motivate, and oversee their workers and mentioned that both employers and employees might be happier at work if they have communicate properly. Campos and Croz (2021) discovered that every occupation necessitates a unique array of talents. Bharwani and Talib (2017) characterise competency as a set of actions tailored to unique situations that enable an individual to excel and progress. Every firm needs good management abilities to do well. Hospital administrators need to be good at strategic planning, have good cognitive and interpersonal abilities, have professional experience, and have certain personal qualities. Hospital managers also have to deal with problems including quick changes in rules, not enough money, and having different academic and professional goals.

Vander Velden and Bijlsma (2019) in their study mentioned that skill proficiency and skill utilisation altogether makes an effective skills. Whereas Zawar et al. (2019) in Tabriz used the Katz's Three Skill approach to assess skill development needs in Tabriz, where he identified that technical skill is of utmost importance for the managers. Baradaran et al. (2020) developed a qualitative model of managerial competencies that included both organisational and personal abilities for the development of human capital. Whereas Asad et al. (2020) delineated the dimensions and components of management.

Organisational success is contingent upon proficient management, attainable just by professional managers; thus, managerial abilities are essential for effective and efficient governance. For a long time, it has been hard to find people with the right talents for the hotel sector, and it still is (Millar et al., 2010). Employers should know what skills and abilities are needed for a given job before hiring new people (Siu, 1998). The development of managerial skills has received considerable attention in recent years, rendering it a crucial human resources management tool and a significant strategic asset in the company landscape. This is because firms require well-trained managers to handle constant changes and meet the needs of clients that are always growing. Developing skills is also important for the success of both employees and organisations. Bombiak (2018).

The success of the hotel industry hinges on how well management can handle their businesses. In all previous studies, researchers concentrated on managers possessing the appropriate competencies. To make the firm flourish, managers need to have some basic abilities and managerial skills. Every business needs good management. Bulog, Jukić, and Kruzic (2016) say that managers need to know how to plan, delegate, and motivate others. Management competencies are of interest to researchers. There are a lot of historical studies and skills that have been set up, but they differ from one organisation to another and from one place to another. Hotel managers in national parks may need different abilities than hotel managers in downtown or transit hotels. This is because of things like the number of employees, the type of tourists, the location of the hotel, government rules, and more.

Bharwani, S. and Talib, P. (2017) proposed a competency model for the hospitality industry, delineating 43 features for hotel managers categorised into Cognitive, Functional, Social, and Meta competencies. Table 1 showed all the different competencies that were talked about in the different competency models.

Table 1. Competencies listed in various competency models

S. No.	Author(s) & Year	Research Focus	Competencies Identified
1	McClelland (1973)	Proposed competence as predictor of job performance instead of intelligence.	Job-relevant characteristics; achievement motivation.
2	Boyatzis (1982)	Defined competencies as underlying personal characteristics linked to superior performance.	Goal/action management, leadership, HR management, directing subordinates.
3	Spencer & Spencer (1993)	Iceberg model categorising visible vs hidden competencies.	Knowledge, skills, self-concept, traits, motives.
4	Woodruffe (1993)	Competencies as observable behaviours in organisational settings.	Behavioural demonstration of knowledge/skills.
5	Bartram (2005)	Developed “Great Eight” universal competency taxonomy.	Leading/deciding, supporting/cooperating, interacting/presenting, analysing/interpreting, creating/conceptualising, organising/executing, adapting/coping, enterprising/performing.
6	Chung-Herrera, Enz, & Lankau (2003)	Leadership competencies for future hospitality leaders.	Adaptability, service orientation, relationship-building, organisational leadership.
7	Jauhari (2006)	Competency model for Indian hospitality managers.	Customer orientation, intercultural sensitivity, leadership, functional expertise, business acumen, interpersonal skills.
8	Hofstede (2001)	Cultural dimensions shaping competency salience.	Respect for hierarchy, relationship-building, cultural sensitivity.
9	Chong (2008, 2013)	Critiqued universal competency models for lack of contextual sensitivity.	Interpersonal sensitivity, emotional regulation.
10	Cheetham & Chivers (2005)	Introduced concept of meta-competencies.	Adaptability, systems thinking, learning agility.
11	Bharwani & Talib (2017)	Hospitality-specific competency framework.	Cognitive, functional, social, meta-competencies (e.g., adaptability, resilience, learning agility).
12	Tas (1988)	Competencies required for hospitality graduates.	Communication skills, leadership, problem-solving, technical operations.
13	Kay & Russette (2000)	Practitioner perspectives on hotel manager competencies.	Interpersonal skills, ethical judgment, adaptability.

14	Enz & Siguaw (2000)	Strategic/business competencies in hotel management.	Revenue management, marketing, financial literacy.
15	Tsaur & Lin (2004, 2014)	Service recovery and cultural intelligence in hotels.	Emotional intelligence, cross-cultural skills.
16	Karatepe & Karadas (2015)	Emotional intelligence and job performance.	Empathy, emotional regulation, adaptability.
17	Karatepe & Olugbade (2017)	EI and employee engagement in hotels.	Emotional intelligence, relational leadership.
18	Giousmpasoglou, Brown, & Cooper (2019)	Relational leadership in hotels.	Empathy, conflict resolution, motivation.
19	Mattila (1999, 2006)	Cultural differences in service quality and retention.	Cross-cultural adaptability, service customisation.
20	Ang et al. (2007)	Developed Cultural Intelligence (CQ) framework.	Cognitive, metacognitive, motivational, behavioural CQ.
21	Chen, Liu, & Portnoy (2012); Huff et al. (2014)	Cultural intelligence in hospitality service.	CQ dimensions; intercultural adaptability.
22	Gannon, Roper, & Doherty (2015)	Cross-cultural leadership in hospitality.	Inclusiveness, intercultural sensitivity.
23	Tsaur, Yen, & Yeh (2016)	Cross-cultural adaptability and customer trust.	Cultural empathy, adaptive service behaviours.
24	Wong & Law (2002)	Emotional Intelligence Scale (WLEIS) for hospitality.	EI: self-emotion appraisal, others' emotion appraisal, regulation, use of emotions.
25	Kim, Y. H., & Agrusa (2012, 2020)	EI and customer loyalty.	Emotional connection, empathy, service orientation.
26	Chung & Wong (2017)	EI in guest-employee interactions.	Emotional regulation, empathy.
27	Han & Hyun (2015)	Emotional engagement in retention.	Emotional bonding, empathy, service consistency.
28	Clemes, Gan, & Ren (2011)	Service quality and customer loyalty.	Reliability, responsiveness, empathy, assurance, tangibles.
29	Rahman & Singh (2022)	Digital and sustainability competencies in hospitality.	Digital literacy, sustainability consciousness.
30	Kumar et al. (2023)	Emerging digital competencies in hotels.	Data analytics, social media management, online engagement.
31	Chan & Hsu (2016)	Sustainability competencies for hotels.	Environmental stewardship, ethical leadership.
32	Baum (2006, 2018)	Workforce and sustainability in hospitality.	Stakeholder engagement, green skills, adaptability.
33	Marinakou & Giousmpasoglou (2019)	Digitalisation and EI in hospitality.	Online reputation management, digital literacy, EI in digital service.
34	Reichheld & Sasser (1990); Zeithaml, Berry, & Parasuraman (1996)	Customer retention and profitability.	Customer loyalty, relationship-building.
35	Kandampully & Suhartanto (2000)	Distinction between satisfaction and retention.	Trust, loyalty, emotional bonding.

36	Morgan & Hunt (1994)	Commitment-trust theory in hospitality.	Trust, relational commitment.
37	Litvin, Goldsmith, & Pan (2008)	Digital reviews and customer retention.	Digital communication, online service adaptability.
38	Jiang & Wen (2020)	COVID-19 impact on hospitality service/retention.	Empathy, flexibility, reassurance, safety protocols.
39	Baum & Hai (2020)	Crisis competencies in hospitality.	Resilience, adaptive leadership, crisis management.
40	Emmanuel, Mensah, & Amoako (2023)	Post-COVID competencies in hotels.	Resilience, empathy, digital proficiency.

Note . Source; Framed by the author

RESEARCH METHODOLOGY

The objective of this study is to identify the managerial competencies of hotel managers at Jim Corbett National Park, Ramnagar. This study is exploratory, as numerous investigations have been undertaken in urban cities and downtown hotels worldwide; however, no research has been identified in nature-based wildlife tourist destinations. The study employed both quantitative and qualitative methodologies. Comprehensive insights have been obtained through the utilization of both primary and secondary data sources within the research strategy. The survey research methodology has been utilized as the principal way of data collection. A questionnaire, based on prior research studies, was modified to evaluate and analyze several phenomena pertinent to the research aims.

FORMULATION OF RESEARCH QUESTIONS

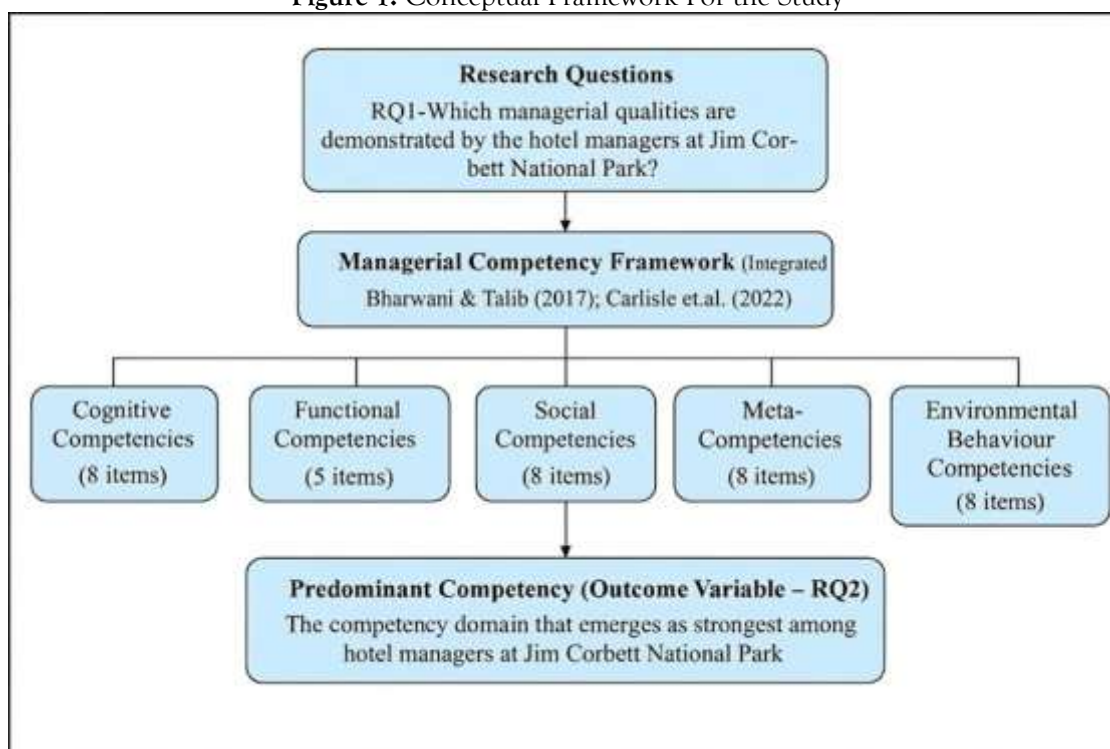
The present study is exploratory, and it is being carried out to determine the managerial competencies required by hotel managers in Jim Corbett National Park, Ramanagar, a wild life tourist destination. Following research questions are framed to support the study.

RQ1 – Which managerial qualities are demonstrated by the hotel managers at Jim Corbett National Park?

RQ2 – What is the predominant competency exhibited by hotel managers at Jim Corbett National Park?

CONCEPTUAL FRAMEWORK FOR THE STUDY

This study utilises the Bharwani and Talib (2017) Competency Framework Model as the primary framework for analysing management competencies among hotel managers in Jim Corbett National Park, Uttarakhand. This model was made particularly for the hotel sector. It lists 43 competency traits that fall into four main groups: Cognitive, Functional, Social, and Meta Competencies. In service-oriented settings like hotels, where interpersonal skills, adaptability, and strategic thinking are important for performance and guest happiness, each category represents an important aspect of managerial effectiveness. Further an additional competency Environmental Behaviour competencies is also being added after going through the various literatures, as it is of prime importance for the hotel managers working in sensitive tourism destination such as as wild life tourism destination to possess the environmental behaviour competencies. The six dimensions of the Environmental Behaviour competency are derived from the research conducted by Carlisle, Sheena; Ivanov, Stanislav; Dijkmans, Corné; and Marco-Lajara, Bartolome (2022), see Figure 1.

Figure 1. Conceptual Framework For the Study

Note. Developed by the author

Target Population and Sampling

According to Martínez-Mesa et al. (2016), a population in research is a collection of people who share characteristics within a given institutional or geographic setting. Researchers can improve their sample and research goals by getting it aligned with the study's objectives, if they predetermined their target group. This distinction is crucial to research methodology because it enables researchers to tailor their methods and approaches to the characteristics and needs of the community under study, increasing the findings' applicability and relevance. The Jim Corbett National Park is the site of the current study. The study is being carried out on the managers working in the hotels located in the six tourist zones which are Jhirna, Dhela, Bijrani, Dhikala, Durgadevi and Garjia. Table 2 depicts the zones of Jim Corbett National Park. A total of 106 hotels and guesthouses are registered inside the eight tourism zones of Jim Corbett National Park, Ramnagar (Source: Uttarakhand Tourism Development Board). Among them, only 14 hotels are rated four stars or above, which are employed for this study. A total of 300 managers are employed at these 14-star rated hotels. The requisite sample size for a margin of error of 0.5 and a confidence level of 95% is established at 169, as per Krejcie and Morgan's sample size table (1970). Keeping in mind the rejection of the survey, 20% of the sample size is increased therefore 202 samples were circulated for the survey out of which only 190 samples were found suitable appropriate for the study while the others are categorised as unsuitable. The purposive sampling method is used as the study was conducted on the managers only including the general managers. The feedback response rate was 94.05%, considered adequate for the study as per Meng-Jia et al. (2022). Prior to administering the survey, authorisation was obtained from the general manager of the hotels, contingent upon the stipulation that the hotel's identity would remain confidential, the data gathered from participants would be utilised solely for this research, and the findings would be communicated to the hotel's general manager. Table 3 illustrates the quantity of surveys distributed to each hotel. The researcher meticulously verified the data inputted in Microsoft Excel 2016 to prevent any inaccuracies. The questionnaire consisted of two sections: General Information, which included basic employee data such as age, gender, work experience, and educational qualifications, and Hotel Managerial Skills/Competencies, which enumerated four managerial competency domain as suggested by Bharwani and Talib (2017): a. Cognitive skills (8 items) b. Functional Skills (9 items). c. Social Skills (4 things) d. Meta Competency (5 elements). Employees were requested to respond to the questions using a Likert 5-point scale, ranging from strongly disagree to strongly agree, to assess whether the hotel managers at their firm exhibited these managerial competencies and their significance.

Table 2. Zones of Jim Corbett National park

S.no	Zones	Entry Gate
1	Jhirna	Dhela
2	Dhela	Dhela
3	Bijrani	Amdanda
4	Dhikala	Dhangari
5	Durgadevi	Durgadevi
6	Garjiya	Garjiya

Note. Source: Corbett Tiger Reserve Office , Ramnagar

Table 3. Total number of a survey circulated to the individual hotels

Hotel	No. of a survey circulated	Hotel	No. of a survey circulated
Hotel 1	17	Hotel 8	16
Hotel 2	15	Hotel 9	15
Hotel 3	11	Hotel 10	13
Hotel 4	14	Hotel 11	16
Hotel 5	12	Hotel 12	12
Hotel 6	15	Hotel 13	16
Hotel 7	16	Hotel 14	14

The researcher conducted a pilot study to identify and rectify potential faults. The aim of the pilot study was to assess the appropriateness of the employed research questionnaire and scales. The efficacy of the questionnaire was evaluated using data collected from a pilot study, which entailed presenting a pre-structured questionnaire to 38 managers. For the pilot study to check validity and reliability of the questionnaire the reliability test was performed, for it the Cronbach's Alpha coefficient test was performed in statistical software SPSS version 31. Subsequent to the pilot research findings, certain items or criteria were eliminated, while others were modified. Consequently, the scales were refined, resulting in the completion of 35 items to evaluate the managerial competencies of hotel managers and their influence on organisational success. The questionnaire was rigorously designed to align with the study's variables. The completed questionnaire was subsequently disseminated to the respondents for feedback collection.

DATA ANALYSIS

Table 4 summarises the demographic profile of the respondents to the current study. 28.42 percentage of respondents are between the ages of 21-30, 44.21 percentage percent are between the ages of 31 - 40, 23.15percentage are between the ages of 41 - 50, and 4.21 percent are over 51. This demonstrates that the hotel staff in the star category hotels are predominantly young, with 72.63 percentage being under the age of 40. Additionally, the hotel industry in the region is dominated by men, with 75.26 percentage of males employed and only 24.73percentage of females employed. Concerning educational attainment 16.31 percentage of respondents have a one-year certification or certificate in hotel management, 37.89 percentage possessed a professional bachelor's degree in hotel management, 35.78 percentage possessed a graduate degree, and 10 percentage have a post-graduation degree. The result indicates that 16.81 percentage of respondents have less than five years of experience, 34.21percentage have between five-ten years of experience, 22.10 percentage have between eleven - fifteen years of experience, 17.89 percentage have between sixteen - twenty years of experience and only 9.47 percentage respondents have more than twenty years of experience indicated that staff working is well experienced as only 16.31 percentage staff have experienced less than 5 years

Table 4. Demographic Characteristics of Respondents

Demographic Profile		n	% age
Age in years	20-30	54	28.42
	31-40	84	44.21
	41-50	44	23.15
	51 and above	08	4.21

Gender	Male	143	75.26
	Female	47	24.73
	Others	00	00
Education	Graduate	68	35.78
	Hospitality Graduate	72	37.89
	Postgraduate	19	10
	1-Year	31	16.31
	Diploma/Certificate (HM)		
Experience	< 5 years	31	16.31
	5-10 years	65	34.21
	11-15 years	42	22.10
	16-20 years	34	17.89
	>20 years	18	9.47

Note. N = 190; n = respondents. Number of hotel surveyed is 14

FINDINGS AND DISCUSSION

In the present study 5.1 Likert scale has been used from strongly agree to strongly disagree to answer the questionnaire and to check the validity and reliability of Cronbach's Alpha coefficient have been performed as per Table number 5, and the findings of the Cronbach's Alpha is more than 0.7 signifying that reliability has been achieved and the scale is reliable according to the sample as per Pallant (2013). The results indicate that the majority of managers at Jim Corbett are aged between 31 and 40 years, suggesting a youthful management demographic, followed by those aged 41 to 50 years. Managing jobs are predominantly held by males, with 75.26% of managers being male compared to 24.73% female managers, indicating opportunity for increased female representation in managing roles. The majority of managers are hospitality graduates, indicating that organisations prioritise individuals with hospitality degrees for managerial positions, based on the assumption that these graduates possess the requisite skills to manage a hotel. The majority of managers possess 5-10 years of managing experience, with a subsequent group having 11-15 years, indicating that the managers at this establishment are equipped to oversee hotel operations.

Table 5. Cronbach Alpha Reliability Results

Variable	No of Items	Cronbach's Alpha Score	Level of Reliability
Cognitive Competencies	8	0.820	Very Reliable
Functional Competencies	5	0.801	Very Reliable
Meta Competencies	8	0.705	Reliable
Social Competencies	7	0.738	Reliable
Environmental Behaviour Competencies	7	0.735	Reliable

Note. Overall the instrument is reliable

RQ1 - Which managerial qualities are demonstrated by the hotel managers at Jim Corbett National Park?

The descriptive statistical analysis conducted to address RQ1 offers a thorough examination of the managerial attributes demonstrated by hotel managers in the Jim Corbett National Park area. Five primary competency domains—Cognitive, Functional, Meta, Social, and Environmental Behaviour Competencies—were evaluated. The average scores in these areas range from 3.67 to 4.03, which shows that managers are moderately to very good in a wide range of managerial skills. Table 6 illustrates that the range of mean scores and standard deviation of all the competencies as demonstrated by the hotel managers working in the Jim Corbett National Park.

Table 6. Range of mean scores and standard deviation of all the competencies

Factors	Item Coding	Statements	Min	Max	M	SD
Cognitive Competencies	CC1	You are able to find opportunities and problems in the work environment	1	5	3.82	0.927
	CC2	You are able to make prompt, efficient, and knowledgeable decisions	1	5	4.03	0.902
	CC3	You are able to think outside the box and come up with new ways to examine things	1	5	3.96	0.895
	CC4	You are able to plan and carry out new projects.	1	5	3.91	0.890
	CC5	You are able to find the business data and other useful information that are required to make decisions	1	5	3.88	0.894
	CC6	You are able to set targets, goals, and deadlines to make sure that certain goals are met	1	5	3.91	0.891
	CC7	You are able to reach logical conclusions and answers.	1	5	3.98	0.900
	CC8	You are able to take calculated risks to help the organisation reach its goals.	1	5	3.92	0.970
Functional Competencies	FC1	You are able to handle guest requests, complaints, and issues promptly	1	5	3.76	0.939
	FC2	You are able to implement the quality standards within the workplace	1	5	3.79	0.946
	FC3	You are able to ensure optimal resource utilization	1	5	3.92	0.889
	FC4	You are able to work on hotel property management systems	1	5	3.86	0.857
	FC5	You are able to examine financial data	1	5	3.98	0.893
Meta Competencies	MC1	You are able to stay calm and optimistic even when things go wrong	1	5	3.91	0.905
	MC2	You are able to demonstrate passion for work, motivated by factors apart from money or prestige, such as sincere hospitality towards guests.	1	5	3.90	0.940
	MC3	You are able to demonstrate a desire to achieve excellence in the workplace.	1	5	3.97	0.853
	MC4	You are able to recognize own strengths, limitations, experiences, successes, and failures to identify areas for improvement	1	5	4.00	0.878

	MC5	You are able to trust your own abilities to handle both easy and difficult situations in workplace	1	5	4.00	0.853
	MC6	You are able to balance the intellectual and emotional activities of the mind and think before reacting	1	5	2.95	1.148
	MC7	You are able to take the lead for any new task in the workplace	1	5	3.94	0.872
	MC8	You are able to tackle the difficult situation with people skilfully inside and outside the organisation	1	5	3.83	0.871
Social Competencies	SC1	You are able to establish an effective communication system and process within the workplace.	1	5	3.77	1.007
	SC2	You are able to bring together the team's goals and beliefs with the organisation's values.	1	5	3.80	0.963.9
	SC3	You are able to establish and maintain relationships, within and outside the organisation, using a customised strategy	1	5	3.99	0.975
	SC4	You are able to resolve conflicts by providing creative solutions.	1	5	3.86	0.968
	SC5	You are able to coordinate the work of team members and get things done so that the organisational goals can be met	1	5	3.85	0.936
	SC6	You are able to minimise discrimination by providing equal opportunities for individuals irrespective of race, gender, lifestyle, or disability.	1	5	3.90	0.986
	SC7	You are able to make the workplace a good place to work by motivating and pushing others to do productive things	1	5	3.90	0.900
	EBC1	You are able to maximize efficiency of water and energy use and minimize their consumption	1	5	3.67	1.005
	EBC2	You are able to handle waste management, sewage treatment, recycling, and composting	1	5	3.76	0.965
	EBC3	You are able to monitor and evaluate energy use through equipment and technology	1	5	3.81	0.962

Environmental Behaviour Competencies	EBC4	You are able to implement methods to minimise carbon emissions	1	5	3.72	0.908
	EBC5	You are able to promote environmentally friendly products and services among guest	1	5	3.88	0.961
	EBC6	You are able to conserve the resources of the national park	1	5	3.90	0.956
	EBC7	You are able to communicate the information required on proper environmental conservation behavior in the park	1	5	3.90	0.900

Note. N = 190; Min = Minimum; Max = Maximum; M = Mean; SD: Standard Deviation

Cognitive Competencies means how managers are at making decisions, solving problems, and thinking analytically. In this domain, the average scores are between 3.82 and 4.03, which shows that the person has high cognitive skills. The highest-rated skill is make prompt, efficient, and knowledgeable decisions (CC2, M = 4.03, SD = 0.902), followed closely by the ability to draw logical conclusions (CC7, M = 3.98). Coming up with examine things (CC3, M = 3.96), risk-taking (CC8, M = 3.92), and project planning (CC4, M = 3.91) also do well. These findings indicate that the managers at Jim Corbett National Park have a strong base of analytical intelligence, which allows them to find problems, weigh their options, and make well-informed judgements quickly. The standard deviations are not very high (0.89–0.97), which means that the cognitive competence of the respondents is fairly consistent. Functional Competencies, it includes the skills needed to run a hotel. The average scores for this area are between 3.76 and 3.98. The ability to examining financial data (FC5, M = 3.98, SD = 0.893) is the most important functional competence, which shows that financial data is an important skill for managers. Managers are also very good at using resources (FC3, M = 3.92) and running property management systems (FC4, M = 3.86).

These findings indicate that managers demonstrate excellent operational competence, notably in financial control and resource management—skills that are crucial for hotels operating within a protected wildlife setting where efficiency and accountability are critical.

Meta Competencies, which include self-regulation, resilience, motivation, and personal effectiveness, are one of the strongest areas. Most of the items get scores between 3.90 and 4.00, while two competencies get the highest mean score in the dataset:

Self-awareness (MC4, M = 4.00), Self-efficacy (MC5, M = 4.00)

These data show good self-management capacities among managers. The ambition for excellence (MC3, M = 3.97) and the willingness to take the lead (MC7, M = 3.94) are two other strengths. The only significant gap is emotional-intellectual balancing (MC6, M = 2.95, SD = 1.148), which has the lowest mean and the most variation of all the categories. This indicates that managers could find it challenging to regulate their emotions and maintain balance in high-pressure situations, which is a regular occurrence in the hospitality industry.

Social Skills show how well managers can interact with others, communicate, and solve problems. The mean results, which range from 3.77 to 3.99, show that people are generally very socially competent. The highest-rated item in this area is the ability to build and keep relationships both inside and outside the company (SC3, M = 3.99).

Some more strong places are promoting equality (SC6, M = 3.90), motivating employees (SC7, M = 3.90), conflict resolution (SC4, M = 3.86).

These results show that there are excellent relational and team-management skills, which are important for hospitality operations that involve guests and staff coordination.

Environmental Behaviour Competencies, which are very important for hotels in areas that are sensitive to the environment, have typical scores between 3.67 and 3.90, which means that they are moderately to strongly engaged with the environment. Competencies with high scores are conservation of park resources park (EBC6, M = 3.90), communication of environmental conservation behaviour (EBC7, M =

3.90), promotion of eco-friendly products/services (EBC5, $M = 3.88$). These represent managers' awareness and implementation of sustainability strategies associated with conservation aspirations within national park ecosystems. The lowest mean in this category is for how well people use water and energy (EBC1, Mean = 3.67). This means that performance is only moderate, and more training and resources may be helpful.

RQ2 – What is the predominant competency exhibited by hotel managers at Jim Corbett National Park? Analysing all five domains to find the answers of the research question 2, the analysis shows that Meta Competencies always have the highest mean values, with several items getting or coming close to a mean score of 4.00. Some of these are being conscious of yourself, having confidence in yourself, and wanting to do your best for its own sake.

Cognitive competence are likewise highly ranked, but meta competencies are higher than other areas in terms of both the size and stability of their mean values demonstrating that the meta competencies are the most common skills that hotel managers at Jim Corbett National Park.

CONCLUSION

The results of this study show that hotel managers at Jim Corbett National Park have a well-rounded and mostly solid set of skills, which include:

decisions making skill, reasoning analytically, and coming up with new ideas. Study also reveals that managers possess strong functional skill in managing finance and running a business efficiently. Meta skills, especially self-awareness, self-efficacy, motivation, and taking the lead in a group is one of the competencies which is strongly present among the managers along with strong social skills that help with communication, teamwork, and handling disagreements. Environmental behaviour skills that are moderate to strong and match the national park's ecological sensitivity. Among these domains, Meta Competencies stand out as the strongest and most consistently developed, forming the dominant strength of managers in the region. The main areas that need to be worked on are getting better at emotional balance (MC6) and making energy and water use more efficient (EBC1). Overall, the competency landscape reveals that managers are well-equipped to address the particular operational, interpersonal, and environmental needs associated with hospitality management in a protected wildlife tourism location. The study also propose a hierarchical-concentric competency model for the managers working in wild life tourism destination identifying Meta Competencies as the core competencies for hotel managers in wildlife tourism areas which makes the foundation for the other competencies, as these were the most significant competencies revealed in the study. Encircling this core are Cognitive Competencies, facilitating strategic thought and informed decision-making. The subsequent layer encompasses Functional and Social Competencies, which facilitate daily operations and interpersonal contact. The outermost layer comprises Environmental Behaviour Competencies, which denote the ecological obligations specific to hotel operations in protected wildlife regions.

Figure 2. Proposed Managerial Competency Framework for Hotel Managers in Wild Life Tourism Destination



Note. Developed by the researcher

Regarding the study's limitations, only four star-rated hotels were evaluated, and the researcher discovered that respondents were busy, as April to June is regarded to be the peak tourist season. Future researchers may use this study as a foundational study, and comparable studies may be undertaken in other wildlife tourism destination with the hotels located in urban cities to test the conclusions of this study.

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