



## Managing Interpersonal Service Competencies in Hospitality: A Cross-Cultural Study of New Zealand and Vietnam

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### ABSTRACT

**Purpose of the study:** This study aims to compare how hospitality organizations in New Zealand and Vietnam manage employee interpersonal service competencies through formal and informal control mechanisms. The study also examines how cultural differences, labor market conditions, organizational values, and hospitality management systems influence employee interpersonal behavior and service quality.

**Methodology:** This study employed a qualitative comparative case study approach involving four-star hotels in New Zealand and Vietnam. Data were collected through semi-structured interviews with hotel managers and supervisors from Human Resource, Front Office, and Food and Beverage departments. The study also utilized document analysis and field observations to strengthen data validity.

**Main Findings:** The findings indicate that hotels in New Zealand rely more heavily on informal control systems, organizational culture, employee autonomy, and self-regulation to manage interpersonal service competencies. In contrast, Vietnamese hotels emphasize formal control systems, hierarchical supervision, standardized procedures, and direct managerial monitoring. New Zealand hotels prioritize authenticity, emotional intelligence, and guest personalization, whereas Vietnamese hotels focus strongly on discipline, politeness, professionalism, and service consistency.

**Novelty/Originality:** This study advances hospitality management research by developing a cross-cultural perspective explaining how organizational culture and management control systems shape employee interpersonal service competencies. Unlike previous studies focusing mainly on individual employee characteristics or service training, this study demonstrates how national and organizational contexts influence interpersonal competency development in hospitality organizations.

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## 1. INTRODUCTION

The hospitality industry is one of the most interaction-intensive service sectors in the world because the quality of services delivered depends heavily on direct human interaction between employees and guests [1]-[3]. Unlike manufacturing industries that rely on automation and standardized production systems to ensure consistency, hospitality organizations depend largely on employees' interpersonal abilities during service encounters [4]-[6]. Guests evaluate not only technical aspects such as room cleanliness, reservation efficiency, food quality, and hotel facilities, but also interpersonal dimensions including friendliness, empathy, responsiveness, communication style, emotional sensitivity, and professionalism [7]-[9]. As a result, interpersonal competence has become one of the most critical determinants of customer satisfaction, customer loyalty, service quality, and hotel brand reputation.

In today's highly competitive hospitality environment, hotels are expected to provide personalized, memorable, and emotionally satisfying guest experiences. Modern customers increasingly seek authentic human interaction rather than merely functional services [10]-[12]. Consequently, hospitality employees are no longer viewed solely as operational workers responsible for completing technical tasks, but also as representatives of organizational identity and hotel brand personality [13]-[15]. Through daily interactions with guests, employees communicate organizational values, shape customer perceptions, and influence the emotional experiences of visitors. Therefore, hospitality organizations require employees who possess not only technical competencies, but also emotional intelligence, communication skills, adaptability, self-regulation, cultural awareness, and strong customer-oriented attitudes [16]-[18].

Despite its importance, managing interpersonal competence within hospitality organizations remains highly complex. Hospitality services involve unpredictable social interactions that require employees to adapt continuously to different customer expectations, personalities, emotional conditions, and cultural backgrounds [19]-[21]. Employees are expected to maintain consistent service standards while simultaneously behaving naturally, flexibly, and authentically in front of guests [22]-[24]. This situation creates a managerial paradox in which hotels seek operational consistency through standard procedures and organizational regulations, while at the same time expecting employees to demonstrate spontaneous emotional responsiveness and personalized interaction styles during service delivery.

To manage these complexities, hospitality organizations implement both formal and informal control mechanisms. Formal control mechanisms include recruitment systems, standard operating procedures (SOPs), performance evaluations, supervision, employee training programs, service standards, and disciplinary systems. These mechanisms aim to maintain operational consistency and organizational control over employee behavior [25]-[27]. Meanwhile, informal control mechanisms include organizational culture, teamwork, peer influence, emotional attachment to the organization, social norms, and employee self-control [28]-[30]. Informal mechanisms are particularly important in hospitality settings because interpersonal service interactions often involve emotional labor and situations that cannot be fully regulated through rigid procedures alone. The effectiveness and balance of these formal and informal control systems vary significantly across countries depending on organizational culture, leadership style, labor market conditions, and national cultural values [31]-[33].

This study focuses on a comparative analysis between New Zealand and Vietnam because both countries represent contrasting hospitality environments with different organizational and cultural characteristics. The hospitality industry in New Zealand is strongly influenced by Western organizational values emphasizing autonomy, employee empowerment, flexibility, authenticity, and egalitarian workplace relationships. Employees are generally encouraged to interact naturally with guests and exercise greater personal initiative during service encounters. In contrast, Vietnam's hospitality industry reflects collectivist Asian cultural values characterized by hierarchy, discipline, respect for authority, social harmony, and formalized service interactions. Vietnamese hotels tend to emphasize professionalism, politeness, structured supervision, and compliance with organizational procedures in maintaining service quality.

The comparison between these two countries is important because both have experienced rapid tourism growth and increasing competition in the hospitality industry, yet they operate within very different social, managerial, and cultural contexts. New Zealand hotels commonly prioritize relaxed and personalized guest interactions, whereas Vietnamese hotels tend to focus on respectful communication, hospitality etiquette, and standardized professionalism. These contextual differences influence how hospitality organizations recruit employees, communicate service expectations, develop interpersonal competencies, implement management control systems, and evaluate employee performance.

Although previous hospitality studies have discussed interpersonal competence, service quality, organizational culture, and management control systems, most studies have examined these variables separately. Research specifically comparing how formal and informal control mechanisms interact in shaping employee interpersonal behavior across different national and cultural contexts remains limited. Existing studies also tend to focus primarily on technical service quality or customer satisfaction rather than exploring the relationship between employee personality, organizational culture, employee-brand congruence, and interpersonal competency management within comparative international hospitality settings.

Another important research gap is the limited comparative evidence regarding how hospitality organizations in Western and Asian environments manage interpersonal competencies differently according to their cultural and managerial systems. Most hospitality studies focus on single-country contexts, making it difficult to understand how cultural differences influence organizational control systems and employee interpersonal behavior. Furthermore, there remains limited discussion regarding the balance between formal organizational control and informal social control in maintaining service quality within culturally diverse hospitality industries.

The urgency of this study has become increasingly significant due to rapid changes occurring within the global hospitality industry. Increasing international tourism competition, rising customer expectations, labor shortages, employee turnover, and post-pandemic service challenges have intensified the need for highly competent hospitality employees capable of delivering emotionally satisfying customer experiences. Hotels can no longer rely solely on physical facilities and technical services to maintain competitiveness. Instead, interpersonal interaction quality has become one of the most important strategic differentiators in hospitality competition. Understanding how different countries manage employee interpersonal competence through formal and informal organizational systems is therefore essential for improving hospitality management effectiveness and service quality sustainability.

This study also offers novelty by integrating interpersonal competency management, organizational culture, management control systems, and employee-brand congruence into a comparative cross-country hospitality framework. Unlike previous studies that generally examine these concepts separately, this research provides a more comprehensive understanding of how formal and informal control mechanisms operate simultaneously within different cultural environments to shape employee interpersonal behavior. In addition, the comparison between New Zealand and Vietnam contributes new insights into how Western and Asian hospitality organizations construct service standards, organizational values, and employee interaction styles differently according to their sociocultural contexts.

Therefore, this study aims to: (1) identify the interpersonal competencies required in hospitality organizations in New Zealand and Vietnam; (2) compare formal and informal control mechanisms implemented in both countries; (3) analyze the role of organizational culture in shaping employee interpersonal behavior; (4) examine differences in employee-brand congruence between the two hospitality environments; and (5) identify implications for hospitality management practices and hospitality education development in multicultural service industries.

## **2. RESEARCH METHOD**

### **2.1 Type of Research**

This study employed a qualitative comparative case study design. The qualitative approach was selected because interpersonal competency management involves subjective experiences, organizational culture, emotional labor, and social interactions that cannot be fully understood through quantitative measurement alone [34]-[36]. The comparative case study approach allowed the researcher to explore differences and similarities between hospitality organizations in New Zealand and Vietnam within their real organizational contexts. The study adopted a constructivist-interpretive perspective, which emphasizes understanding social reality through participants' experiences and interpretations [37]-[39]. From this perspective, interpersonal competence is viewed as a socially constructed behavior influenced by organizational expectations, leadership practices, cultural values, and customer interactions.

### **2.2 Population and Sample**

The population consisted of hospitality managers and supervisors directly involved in customer service management and employee supervision. Participants included Human Resource Managers, Front Office Managers, Food and Beverage Managers, and Department Supervisors from four-star hotels in New Zealand and Vietnam. Purposive sampling was used to select participants who possessed relevant experience in managing employee interpersonal interactions and service quality. The study involved hotel managers from both countries with work experience ranging from three to fifteen years.

### **2.3 Data Collection Technique**

Data were collected through semi-structured interviews, document analysis, and field observations. Interviews focused on interpersonal competencies, recruitment systems, employee training, organizational culture, control mechanisms, and service interaction challenges [40]-[42]. Document analysis included employee handbooks, training materials, codes of conduct, recruitment advertisements, performance evaluation forms, and customer service guidelines. Field observations were conducted to observe employee interactions, organizational atmosphere, and guest service behavior directly.

### **2.4 Data Analysis Technique**

The data were analyzed using thematic analysis. Interview transcripts, observation notes, and organizational documents were coded systematically to identify recurring themes related to interpersonal competencies, management control systems, organizational culture, and employee-brand congruence. The analysis combined deductive and inductive approaches. Deductively, the study utilized management control theory distinguishing formal and informal control systems. Inductively, new themes emerging from participant experiences were incorporated into the analysis.

### 3. RESULTS AND DISCUSSION

#### 3.1 Hospitality Environment in New Zealand and Vietnam

The findings of this study demonstrate that the hospitality industries in New Zealand and Vietnam operate within significantly different labor market conditions, organizational cultures, and managerial environments. These differences strongly influence how hotels recruit employees, communicate service standards, manage interpersonal competencies, and maintain service quality. Although both countries continue to experience rapid tourism development and increasing competition within the hospitality sector, the organizational approaches used to manage employees differ considerably due to contrasting economic, social, and cultural contexts.

Table 1. Comparison of Hospitality Environment Between New Zealand and Vietnam

Aspect		New Zealand	Vietnam
Labor Market Condition		Experiencing labor shortages and high employee turnover	Larger labor supply with strong competition among hotels
Employee Recruitment Focus		Personality, authenticity, emotional intelligence, communication skills	Professionalism, discipline, politeness, organizational compliance
Organizational Culture		Egalitarian, flexible, employee empowerment	Hierarchical, collectivist, authority-oriented
Communication Style		Informal, natural, conversational	Formal, respectful, structured
Employee Interaction Style		Personalized and emotionally authentic	Professional and standardized
Leadership Approach		Participative and empowerment-based	Directive and supervisory
Main Service Orientation		Guest personalization and emotional connection	Service consistency and organizational image
Workplace Relationship		Informal relationship between managers and employees	Formal hierarchical relationship
Customer Expectations		Relaxed and authentic interaction	Polite and professional hospitality etiquette
Main Organizational Challenge		Difficulty attracting and retaining skilled workers	Maintaining international service standards amid rapid tourism growth

The table above demonstrates that hospitality organizations in New Zealand and Vietnam operate within contrasting organizational and cultural environments. New Zealand hotels prioritize flexibility, emotional authenticity, and personalized service interaction, while Vietnamese hotels emphasize discipline, professionalism, and service consistency. These differences strongly influence recruitment systems, leadership approaches, employee behavior, and organizational control mechanisms within hospitality operations.

Table 2. Comparison of Formal and Informal Control Mechanisms in Hospitality Organizations

Control Dimension		New Zealand	Vietnam
Formal Control Orientation		Limited formal supervision and flexible procedures	Strong formal supervision and standardized procedures
Recruitment System		Personality-based recruitment emphasizing interpersonal traits	Recruitment emphasizing discipline, professionalism, and compliance

Control Dimension	New Zealand	Vietnam
Training System	Focus on communication flexibility and guest personalization	Focus on SOP implementation and hospitality etiquette
Performance Evaluation	Coaching-oriented and guest-feedback-based	Hierarchical evaluation and managerial monitoring
Standard Operating Procedures (SOPs)	Used as flexible service guidelines	Strictly implemented to maintain consistency
Informal Organizational Culture	Strong emphasis on teamwork, trust, and empowerment	Strong emphasis on harmony, respect, and organizational loyalty
Social Control	Peer influence and collaborative teamwork	Senior-junior hierarchy and organizational conformity
Employee Autonomy	High autonomy during guest interactions	Limited autonomy due to formal supervision
Emotional Regulation	Emotional authenticity and natural interaction	Professional composure and emotional discipline
Main Source of Behavioral Control	Informal culture and self-regulation	Formal organizational systems and managerial authority

The findings presented in Table 2 indicate that New Zealand hospitality organizations rely more heavily on informal control mechanisms to shape employee interpersonal behavior, whereas Vietnamese hotels depend more strongly on formal organizational systems and hierarchical supervision. These contrasting approaches reflect broader cultural differences between Western and Asian hospitality environments. Nevertheless, both countries recognize that effective interpersonal competency management is essential for maintaining customer satisfaction, organizational reputation, and hospitality service quality.

In New Zealand, the hospitality industry faces serious workforce challenges, particularly related to labor shortages, employee turnover, and declining interest among younger generations in pursuing long-term hospitality careers. Managers consistently reported difficulties in recruiting and retaining employees who possess both technical hospitality skills and strong interpersonal competencies. Hospitality work in New Zealand is frequently perceived as physically demanding, emotionally exhausting, and financially less attractive compared to employment opportunities in other industries. Irregular working hours, shift-based schedules, emotional labor demands, and relatively limited career stability contribute to the high turnover experienced by many hotels.

Because of these labor shortages, hospitality organizations in New Zealand are often forced to compete aggressively for qualified workers. Managers explained that finding employees with authentic interpersonal abilities has become increasingly difficult, particularly after the pandemic period, which accelerated labor migration into industries offering higher salaries and more stable working conditions. As a result, many hotels prioritize personality-based recruitment strategies in which interpersonal attitude, friendliness, emotional intelligence, and communication style are considered more important than technical competence during the initial hiring process.

Managers in New Zealand strongly believed that authentic hospitality behavior cannot easily be developed through formal training alone. According to participants, technical skills such as reservation systems, food service procedures, or operational tasks can be taught relatively quickly, whereas interpersonal warmth, empathy, emotional sensitivity, and natural friendliness are often viewed as personality-based characteristics. Therefore, recruitment processes in New Zealand hotels tend to focus heavily on identifying candidates who naturally demonstrate positive interpersonal behavior, confidence, adaptability, and customer-oriented attitudes.

Another important characteristic of the New Zealand hospitality environment is the relatively egalitarian organizational culture within hotel workplaces. Relationships between managers and employees are generally more informal and less hierarchical compared to many Asian hospitality contexts. Employees are often encouraged to express individuality, communicate openly with supervisors, and use personal judgment during guest interactions. Hotel managers commonly described ideal employees as “friendly,” “people-oriented,” “easy-going,” “relaxed,” and “authentic.” Employees are expected to create emotional connections with guests through genuine conversation and natural interaction rather than relying solely on scripted hospitality procedures.

This emphasis on authenticity reflects broader Western organizational values present within New Zealand society. Hospitality organizations often prioritize employee empowerment, flexibility, initiative, and emotional authenticity as central components of customer service. Employees are expected to adapt service delivery according to guest personalities and situational needs rather than rigidly following standardized communication

scripts. Managers explained that guests in New Zealand frequently prefer relaxed and personalized interactions because such interactions create feelings of comfort, trust, and emotional connection during hotel stays.

The findings also revealed that New Zealand hotels place strong emphasis on emotional labor management. Employees are expected to remain calm, patient, and emotionally stable even when facing stressful situations, difficult customers, or operational pressure. However, unlike highly formalized hospitality systems, New Zealand organizations generally encourage employees to maintain professionalism without appearing overly rigid or artificial. Employees are expected to demonstrate emotional sincerity while still adhering to organizational service standards.

In contrast, the hospitality industry in Vietnam operates within a substantially different organizational and cultural environment. Rapid tourism growth, expansion of international hotel chains, and increasing foreign investment have transformed Vietnam into one of the fastest-growing hospitality markets in Southeast Asia. This rapid development has intensified competition among hotels and increased organizational pressure to maintain high standards of professionalism and service consistency.

Compared to New Zealand, Vietnam benefits from a larger labor supply and stronger workforce availability within the hospitality sector. Many young workers actively pursue hospitality careers due to expanding tourism opportunities and increasing demand for service employees. Nevertheless, competition among hotels remains extremely intense, particularly in urban tourism destinations and international hospitality markets. As a result, Vietnamese hotels place strong emphasis on discipline, professionalism, organizational loyalty, and compliance with service standards in order to maintain competitive advantage.

Vietnamese hospitality organizations are also strongly influenced by collectivist cultural values emphasizing hierarchy, respect for authority, social harmony, and group responsibility. These cultural characteristics shape managerial practices and employee behavior within hotel environments. Relationships between supervisors and employees are generally more formal and hierarchical compared to the relatively egalitarian relationships observed in New Zealand hotels. Employees are expected to demonstrate obedience, respect toward management, and adherence to organizational rules and procedures.

Managers in Vietnam frequently described ideal hospitality employees using terms such as “professional,” “disciplined,” “respectful,” “polite,” and “well-groomed.” Employee appearance, communication style, body language, and etiquette are considered highly important because employees are viewed as representatives of organizational prestige and hotel reputation. Maintaining professional image and service consistency is therefore considered a critical organizational priority.

The findings further indicate that Vietnamese hotels rely more heavily on structured organizational systems and formal supervision compared to New Zealand hotels. Service quality is often maintained through standardized operating procedures, managerial monitoring, performance evaluations, and hierarchical reporting systems. Employees are expected to follow established service protocols carefully in order to ensure consistency across departments and guest interactions. Standardization is viewed as essential for protecting hotel reputation and meeting international hospitality expectations.

Another significant characteristic of the Vietnamese hospitality environment is the strong emphasis on collective harmony within organizational relationships. Employees are encouraged to prioritize teamwork, avoid open conflict, and maintain harmonious workplace interactions. Social behavior within the organization is strongly influenced by cultural expectations regarding respect, politeness, and group cohesion. Consequently, interpersonal competence in Vietnam is often associated not only with customer interaction ability but also with employees’ capacity to maintain harmonious relationships with supervisors and colleagues.

The comparison between New Zealand and Vietnam demonstrates how national culture significantly influences hospitality management practices and employee interpersonal behavior. In New Zealand, interpersonal competence is strongly associated with emotional authenticity, individuality, flexibility, and natural communication. Hospitality employees are encouraged to behave in ways that appear sincere and emotionally genuine during guest interactions. Meanwhile, in Vietnam, interpersonal competence is more closely connected to professionalism, respectfulness, discipline, and organizational conformity. Employees are expected to present themselves in a manner that reflects institutional prestige and service excellence.

These differences also affect how hotels define customer satisfaction and service quality. New Zealand hotels often focus on creating emotionally personalized guest experiences characterized by warmth, openness, and conversational interaction. Guests are encouraged to feel relaxed and socially connected with employees. In contrast, Vietnamese hotels tend to prioritize professionalism, efficiency, politeness, and highly structured hospitality etiquette as indicators of excellent service quality.

Despite these contextual differences, both countries recognize that interpersonal competence is one of the most strategic factors influencing guest satisfaction, customer loyalty, and hotel competitiveness. Managers in both hospitality environments agreed that technical competence alone is insufficient to ensure service excellence. Instead, employees’ ability to communicate effectively, regulate emotions, demonstrate empathy, and create positive emotional experiences for guests remains central to successful hospitality operations.

The findings therefore suggest that hospitality organizations must adapt interpersonal competency management strategies according to their specific cultural and organizational environments. Management systems that function effectively in Western hospitality contexts may not necessarily produce similar outcomes within Asian hospitality environments, and vice versa. Understanding these contextual differences is essential for developing effective recruitment systems, employee training programs, organizational cultures, and service management strategies within increasingly globalized hospitality industries.

### **3.2 Interpersonal Competencies Required in Hospitality Organizations**

The study found that both New Zealand and Vietnam consider interpersonal competence as a fundamental requirement for hospitality employees. However, the competencies emphasized in each country differ according to organizational culture and service expectations. In New Zealand, hotels prioritize interpersonal competencies related to emotional authenticity, friendliness, communication flexibility, empathy, self-confidence, and adaptability. Employees are expected to create warm emotional relationships with guests through natural and genuine interaction styles. Managers believe that authentic personality and emotional intelligence are more important than rigid procedural compliance.

Meanwhile, Vietnamese hotels prioritize professionalism, politeness, discipline, respectfulness, and service consistency. Employees are expected to demonstrate professional appearance, respectful communication, and compliance with hospitality etiquette standards. Interpersonal competence in Vietnam is closely associated with maintaining organizational reputation and service professionalism.

### **3.3 Comparison of Formal and Informal Control Mechanisms**

The findings indicate significant differences in the implementation of formal and informal control systems between New Zealand and Vietnam. Hotels in New Zealand rely more heavily on informal control mechanisms such as organizational culture, employee empowerment, peer influence, teamwork, and self-regulation. Employees are given greater autonomy during guest interactions, and organizational culture functions as the primary mechanism guiding interpersonal behavior.

In contrast, Vietnamese hotels place stronger emphasis on formal control mechanisms including standard operating procedures, hierarchical supervision, structured performance evaluation, disciplinary systems, and managerial monitoring. Formal organizational structures are used to maintain consistency, discipline, and professionalism within service delivery.

### **3.4 Role of Organizational Culture in Shaping Employee Behavior**

Organizational culture was found to significantly influence employee interpersonal behavior in both countries. New Zealand hospitality culture reflects egalitarian and flexible workplace relationships. Employees are encouraged to express individuality, communicate openly, and interact naturally with guests. Organizational culture emphasizes emotional authenticity, initiative, and personalized customer service.

Meanwhile, Vietnamese hospitality culture reflects collectivist values emphasizing hierarchy, social harmony, respect for authority, and group responsibility. Employees are expected to maintain politeness, organizational loyalty, and harmonious workplace relationships while adhering closely to organizational expectations.

### **3.5 Employee-Brand Congruence in Hospitality Organizations**

The findings also reveal that employee-brand congruence is highly important in both hospitality environments. Hotels seek employees whose personalities and interpersonal styles align with organizational identity and brand image. New Zealand hotels prefer employees who reflect warmth, openness, flexibility, and relaxed professionalism because these characteristics align with guest expectations regarding authentic hospitality experiences. Conversely, Vietnamese hotels prioritize employees who demonstrate professionalism, discipline, elegance, and respectful behavior to support the hotel's prestige and formal service image.

Managers in both countries agreed that employees function as "living representations" of hotel brands, making interpersonal behavior highly important for maintaining customer perception and organizational reputation.

### **3.6 Implications for Hospitality Management and Education**

The findings suggest that hospitality organizations should develop interpersonal competency management strategies according to cultural and organizational context rather than applying universal management systems. For hospitality management, the study highlights the importance of balancing formal and informal control systems in order to maintain both service consistency and emotional authenticity. Hotels should also improve recruitment systems, employee development programs, emotional intelligence training, and organizational socialization processes. For hospitality education institutions, the findings indicate the need to strengthen interpersonal competency development, communication skills, emotional intelligence, cross-cultural

understanding, and customer interaction simulation within hospitality curricula. Technical training alone is insufficient for preparing future hospitality employees to meet increasingly complex service expectations in global hospitality industries.

#### 4. CONCLUSION

Based on the findings of this study, it can be concluded that the hospitality industries in New Zealand and Vietnam demonstrate significant differences in managing employee interpersonal service competencies due to variations in organizational culture, labor market conditions, leadership styles, and national cultural values. Hotels in New Zealand tend to emphasize informal control mechanisms such as employee empowerment, emotional authenticity, flexibility, teamwork, and self-regulation in shaping employee behavior during guest interactions. In contrast, Vietnamese hotels rely more heavily on formal control systems including hierarchical supervision, standardized operating procedures, discipline, and structured performance evaluation to maintain professionalism and service consistency. Despite these differences, both countries recognize that interpersonal competence is a strategic factor influencing guest satisfaction, customer loyalty, and hotel brand reputation. The study also confirms that employee-brand congruence plays an important role in ensuring effective hospitality service delivery because employees function as direct representations of organizational identity and values. Furthermore, the findings highlight that successful hospitality management requires a balanced integration of technical competence, emotional intelligence, organizational culture, and culturally appropriate management control systems. Therefore, hospitality organizations and educational institutions must develop more comprehensive interpersonal competency development strategies that are adaptive to different cultural and organizational contexts in order to improve service quality and organizational competitiveness in the global hospitality industry.

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#### AUTHOR CONTRIBUTIONS

Conceptualization, W.G., P.M.C., and T.T.H.T.; Methodology, W.G. and P.M.C.; Validation, P.M.C. and T.T.H.T.; Formal Analysis, W.G. and P.M.C.; Investigation, W.G., P.M.C., and T.T.H.T.; Resources, W.G., P.M.C., and T.T.H.T.; Data Curation, W.G.; Writing – Original Draft Preparation, W.G.; Writing – Review & Editing, P.M.C. and T.T.H.T.; Visualization, W.G. and P.M.C.; Supervision, P.M.C. and T.T.H.T.; Project Administration, W.G.

#### CONFLICTS OF INTEREST

The authors declare no conflict of interest.

#### USE OF ARTIFICIAL INTELLIGENCE (AI)-ASSISTED TECHNOLOGY

Not applicable.

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