

Support of government and hotels toward workforce in the time of pandemic in the case of Batangas Province

Borbon, Noelah Mae D. ✉

Lyceum of the Philippines University Batangas, Philippines (nmdborbon@gmail.com)

Ricafort, Marivic V.

Lyceum of the Philippines University Batangas, Philippines

Ona, Mary Stephanie L.

Provincial Tourism and Cultural Affairs Office, Philippines



ISSN: 2243-7770
Online ISSN: 2243-7789

OPEN ACCESS

Received: 21 April 2023

Revised: 8 May 2023

Accepted: 16 May 2023

Available Online: 16 May 2023

DOI: 10.5861/ijrsm.2023.1016

Abstract

The COVID-19 pandemic has paralyzed global economies, forcing governments to enact severe economic and social restrictions which have impacted the hotel industry. This study aims to measure the support of the government and hotels toward the workforce in the time of the pandemic. Using descriptive research, the researcher surveyed 115 hotel employees who continue working despite the pandemic. The results revealed that the respondents agreed that there is support from the government. The hotel supports the workforce in terms of health and hygiene support, and staffing retention, however, needs improvement in staff training. It was found that those 35 – 44 years old, single respondents, and those who served for 10 years have higher assessment while college graduates and those contractual employees have a lesser assessment of Government Support toward Hotel as compared to other groups. There is a high positive correlation between the support of the government to the hotels' health and hygiene support, and staff training. From the results of the study, recommendations were drawn for the Department of Tourism, Local Government Units, and Regional/ Provincial Tourism Offices to conduct a training program, monitoring and evaluation, and collaboration with academic institutions. Hence, practical contributions were implied.

Keywords: health and hygiene support, hotel, government, staffing retention

Support of government and hotels toward workforce in the time of pandemic in the case of Batangas Province

1. Introduction

Governments around the globe hastily implemented emergency measures in response to the COVID-19 epidemic, including social isolation, public awareness campaigns, monitoring and quarantining regulations, and financial support programs. Government social distance policies have been announced, and while they have a direct negative impact on stock market returns because of how they affect economic activity. Government statements about public awareness campaigns, testing and quarantining procedures, and income support programs are typically well-received by the market (Ashraf, 2020). Global economies have been immobilized by the COVID-19 pandemic, prompting governments to impose tight economic and social restrictions.

According to Ocampo and Yamagishi's (2020), the rest of the country has recently been placed under a lenient "general community quarantine," whereas Metro Manila and the other major cities are still under a stringent ECQ after two months (GCQ). The Inter-Agency Task Force (IATF), established by the Philippine government to oversee and make recommendations on all government efforts involving the COVID-19 pandemic, has established the standards for these two conditions.

As such, in the hotel industry, the pandemic has greatly impacted the operations and has resulted in major changes since health inequalities, in addition to access to healthcare, are becoming more commonly understood as a result of social determinants of health, which are factors largely affected by the social policy (Braveman et al. 2011; Braveman & Gottlieb 2014). Social determinants of health (SDH) are described by the World Health Organization as "the conditions under which people are born, develop, live, function, and age," as well as "the fundamental drivers of these conditions." Social determinants of health typically apply to community amenities that affect health-related habits, such as parks, leisure areas, and access to nutritious food. However, Braveman and Gottlieb (2014) argue that socioeconomic factors such as income, wealth, employment status, and/or education may be the fundamental drivers of health outcomes, and they emphasize the need to further investigate their effects.

The Bayanihan 1 Act, is considered as the interagency task force in relation to COVID-19, for measures in quarantine, an community lockdown, as well as ensuring testing for of COVID-19 and quarantine facilities, and passage of this Act has a three-phase that focuses on the recovery plan are just a few of the measures the Philippine government has taken to combat COVID-19 (Magcale-Macandog et al, 2021; Barroga & Borbon, 2022). The impact of social influences on health outcomes may be reduced by government action. Government initiatives have the potential to diminish the quick impact of socioeconomic conditions on COVID-19 health outcomes. Government policies can primarily function through social distancing. In the absence of a vaccine, social isolation has proven to be the most effective defense against the extremely infectious COVID-19 virus (Anderson et al. 2020; Okell et al. 2020). Social distancing is the main mechanism through which government programs can work. Social isolation has been found to be the most effective barrier against the incredibly contagious COVID-19 virus in the absence of a vaccination (Anderson et al. 2020; Okell et al. 2020).

In this study, the researchers investigated the support of the government and hotels towards the workforce in the areas of health and hygiene support, staffing retention, and staff training. According to the developing literature, these techniques are being used in a trial-and-error manner and lack both controlled research that would attest to their efficacy and vast amounts of prior experience. The government and the hotel sector should both benefit from this study to close the support system gap, particularly during this difficult Pandemic period. As an output of the study, a series of recommendations and strategies were proposed for further improvement and to be a springboard for policy enhancement in the hotel industry.

Objectives of the Research - This study aims to measure the support of the government and hotels toward the workforce in the time of Pandemics. More specifically this study aims (1) to present the profile of the respondents; (2) to assess the government support towards the hotel, (3) to assess the hotel support toward the workforce in terms of health and hygiene support, staffing retention and staff training; (4) To test the significant difference on the response when grouped according to profile; and (5) to test the significant correlation between support of Government and Hotels toward Workforce.

2. Literature Review

2.1 Hotel Industry during COVID pandemic

Since its onset in China in early 2020, the COVID-19 pandemic has wreaked havoc around Europe and the United States, the COVID-19 is now rapidly spreading through less developed regions such as Latin America, South Asia, and the African continent. Governments have struggled to come up with emergency measures to control the epidemic while still protecting their economies. During the pandemic, the health consequences in terms of overall illnesses and deaths differ a lot from country to country (Fanelli & Piazza 2020; Okell et al., 2020). It has raised concerns about which government emergency initiatives are successful in managing the disease and which are not. Furthermore, what other factors, apart from government response, are leading to such disparities in health outcomes across countries (Ashraf, 2020).

People in low socioeconomic backgrounds, on the other hand, are less likely to notice social distancing. For example, Lou et al. (2020) and Wright et al. (2020) found that during the COVID-19 pandemic, compliance with stay-at-home orders differs dramatically with income, with lower-income groups being less likely to obey the orders due to work-related trips and being more likely to be infected. It was revealed by Ozdemir, et al (2021) that in the U.S. hotel industry, the daily room occupancy, average daily rate, and revenue per available room have severely decreased by approximately 74%, 47%, and 86% respectively. The researchers found that a total of more than \$30 billion was lost by the U.S. hotel industry. Milovanović (2021) suggested that despite the devastating impact of the pandemic, it will cause several improvements in the hotel industry. This includes refined safety protocols, upgrades in technology, and better human resource management.

Sun, et al (2022) confirmed that the fear brought by COVID-19 raised hotel employees' job insecurity, but also motivated them to do better in their jobs after getting vaccinated. With this, Hoang, et al (2021) found that due to the implemented measures against COVID-19 such as travel restrictions and social distancing, which impacted the tourism sector adversely, majority of hotels had to stop operations and close down. In a study by Gursoy and Chi (2020), it was mentioned that during the first year of the COVID-19 pandemic, more than 50% of customers were not inclined to travel and stay at hotels. Only around 30% were keen on doing so.

Support of Government toward Work Force - To stop the spread of viruses in a nation, subnational government institutions must react quickly. Through its Inter-Agency Task Force on Emerging Infectious Diseases, the national government of the Philippines outlined various quarantine measures with varying degrees of rigidity, from allowing all establishments to operate at a certain capacity to keeping only essential businesses open. (Talabis, et al., 2021). It was recommended by Ritchie and Jiang (2019), that there is a need for a greater understanding of the level of efficiency and effectiveness of the policies governed by government officials. The current study has centered on potential tourism preparedness to contribute to the correction of this information gap, which has also been described as a key subject in need of further analysis (Aliperti et al., 2019).

Hotel toward Work Force - The catastrophic economic impacts of the COVID-19 epidemic, which have put countless enterprises in the hotel industry on the verge of bankruptcy (Hang et al., 2020) and left the future of many members of society worrisomely dismal, have served to highlight the significance of such research. (Ritchie & Jiang, 2019). Therefore, to detect any discrepancies and address this ongoing difficulty, hotels should include staff retention as a part of their employee assistance program during times of crisis. As asserted

by Wright (2020), to mitigate the negative impact of COVID-19 on employment and the economy, the tourism sector needs government assistance and interventions. Hung et al. (2018) highlighted that in pandemic times, cooperation between governments and the hotel industry is essential to controlling the spread of infectious diseases through routine health and hygiene checks at hotels. Similarly, the collaboration between the health and tourism industries is needed before the start of anti-pandemic interventions (Maphanga & Henama, 2019).

In the recent study by Jamal and Budke (2020), During the COVID-19 pandemic, successful cooperation between public health authorities and the tourism and hospitality industry was critical, as the industry tried to establish a health plan that included, among other things, preventing virus transmission. Furthermore, local health authorities should oversee coronavirus detection, tracking, and care, as well as play a key role in the hospitality industry's efforts to avoid outbreaks in the workplace (WHO, 2020). In this context, the assistance of occupational safety and health officials with tasks such as setting guidelines is critical for hotels to protect their employees' safety and health (Rosemberg, 2020). The stakeholder hypothesis assumes that governments and organizations have a strong relationship (Friedman & Miles, 2002).

3. Method/s

This study used descriptive survey research to evaluate how well hotels and the government assist their staff. Survey research can offer a quantitative or numerical depiction of the trends, attitudes, or opinions within a group by looking at a sample of that population. To extrapolate results from a sample to the entire population, it involves cross-sectional and longitudinal studies that gather data using questionnaires or structured interviews (Connelly, 2016). The respondents of the study were the 115 hotel employee who continues working despite the pandemic. The research sought the assistance of the Department of Tourism and Provincial Tourism and Cultural Affairs office to determine the total number and the sample was computed using the Raosoft Sample size Calculator. A purposive sampling technique was used, where each hotel has an equal size of distribution since the scope of the study is province-wide covering the DOT Accredited hotels.

The instrument of the study is adapted from Salem, et al (2021). The COVID-19 pandemic: The mitigating role of government and hotel support of hotel employees in Egypt. This is subdivided into three parts. The first part is to present the profile, the second part is to assess the government support towards the workforce and the last part is to measure the hotel support to their workforce. A 4-point Likert Scale will be used, 4 as strongly agree, 3 as agree, 2 as disagree and 1 strongly disagree. Upon the approval of the proposal, the research sought the recommending endorsement of the Provincial Tourism and Cultural Affairs office to administer the online survey form to various operational hotel establishments in Batangas Province. With the use of google Forms, the researchers reach out via email to the hotel and have seek permission to conduct the study among their employees. The survey was conducted last August 2021 until January 2022, hence was completed within 6 months.

The research tallied, encoded, and analyzed the gathered data using the SPSS software with the assistance of the statistician. Frequency count and percentage were used to present the profile while weighted mean and ranking were used to analyze the government and hotel support to the workforce. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Mann-Whitney U test for two groups and Kruskal Wallis test for more than two groups were used as part of the non-parametric tests to the significant difference in the responses to the support of government and hotels toward the workforce when grouped according to the profiles. Likewise, Spearman rho was used to test the significant relationship between the support of the government and hotels toward the workforce. All analyzes were performed using SPSS version 26. For the Data Privacy Act of 2012 and ethical considerations, the research ensured full confidentiality of all the data gathered and made use of consent to assure that all respondents are freely volunteering to take part in this study. Moreover, no personal information was gathered and all data to be gathered were used solely for academic purposes only.

4. Results and Discussion

Table 1 presents the profile, where most of the respondents are female, 35 to 44 years old, who are married, college graduates, on a permanent status on a managerial and supervisory level, and employed for 6 to 9 years. With regards to sex, there is almost equal distribution of male and female among the respondents were in 61 or 53 percent are female while 54 or 47 percent are male. This reveals that there is an equal distribution of male and female employees This is supported by the study of Shende, et al. (2021) regarding gender equality in the hotel industry, they have found that due to the shift in policies and practices in commonly male-dominated workspaces, women now occupy positions at all levels in hotels. In fact, some hotel departments are even dominated by women.

Table 1

Distribution of Respondents' Profile

Profile Variables	Frequency	Percentage
Sex		
Female	61	53.0
Male	54	47.0
Age		
24 years old and below	20	17.4
25 - 34 years old	23	20.0
35 - 44 years old	40	34.8
45 years old and above	32	27.8
Civil Status		
Single	42	36.5
Married	70	60.9
Widowed/Separated	3	2.6
Level of education		
Secondary education	11	9.6
College Graduate	69	60.0
Post Graduate	35	30.4
Type of Contract		
Permanent	75	65.2
Contractual	9	7.8
Seasonal/On-call	31	27.0
Professional Category		
Manager/Supervisory	57	49.6
Front of the house	40	34.8
Back of the house	18	15.7
Seniority in the hotel		
10 years and above	14	12.2
6 -9 years	62	53.9
2 - 5 years	30	26.1
1 year and below	9	7.8

In terms of the age of the respondents, most are 35 to 44 years old with 40 respondents or 34.8 percent. There are only 20 respondents or 17.4 percent are 24 years old. This reveals that there is an equal distribution among all ages of the employees as supported by the study of Manoharan, et al. (2021) state that having a culturally diverse workforce in hotels presents significantly more advantages than disadvantages. Most of the respondents are married with 70 or 60.9 percent while 42 or 36.5 percent are single the rest are widowed or separated with 2.6 percent. Referring to the level of educational attainment, mostly are college graduate with 69 or 60 percent while 35 respondents have post graduate degree and only 11 respondents or 9.6 percent have secondary education. This reveals that majority of the hotel employee respondents are married and college graduate.

Majority of the respondents are on a permanent status with 75 or 65.2 percent followed by seasonal or on-call status with 31 or 27 percent while only 9 respondents or 7.8 percent are contractual. Meanwhile, on the

professional category, mostly are managers and supervisors with 57 or 49.6 percent while 40 respondents are staff on front of the house while 18 respondents are staff on the back of the house. Lastly, 62 respondents or 53.9 percent are employed for 6 to 9 years followed by 26.1 percent, or 30 respondents being employed for 2 to 5 years and 14 respondents, or 12.2 percent are employed for 10 years and above. Only 9 respondents or 7.8 percent are employed for 1 year and below. This reveals the majority of the hotel employee respondents are on permanent status and working for 6 to 9 years which denotes their commitment and loyalty to their organization.

Table 2

Government Support towards Hotel

Indicators	WM	VI	Rank
Provides grants, subsidies or financial assistance to hotel businesses	3.13	Agree	3.5
Reduces certain fees and charges (water, electricity, sewage)	2.84	Agree	10.5
Offers interest-free loans, no-collateral loans and/or expand loan programs to micro, small and medium enterprises	2.98	Agree	9
Offers tax cuts and rebates (on income, businesses and consumption, value-added tax), grace periods on tax payments or expand tax allowances	3.07	Agree	6
Provides financial assistance or cash for work programs for displaced and affected employees of the hotel/resort.	3.10	Agree	5
Provides venues for management workshops, staff training or skills development at decreased or no cost	3.15	Agree	2
Provides funds for retaining and hiring staff	3.00	Agree	8
Full medical Coronavirus screening and testing for all hotel workers (Coronavirus surveillance and investigation).	3.35	Agree	1
Provides medical information, guidance and protection methods for hotels and their employees	3.05	Agree	7
Provides access and gives priority to hotel frontliners for COVID19 vaccination	3.13	Agree	3.5
The government is supporting us currently for a short period (less than six months)	2.83	Agree	12
I can see the government has readiness to support us for a long period (greater than six months)	2.84	Agree	10.5
Composite Mean	3.04	Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 2 presents the assessment of the respondents on the government support toward the hotel in Batangas province. The respondents agreed that there is support from the government as depicted by a composite mean of 3.04. Among the indicators, top on the rank refers to a full medical coronavirus screening and testing for all hotel workers (3.35) followed by providing venues for management workshops, staff training, or skills development at decreased or no cost (3.15) and tied on the third rank is that hotel provides grants, subsidies or financial assistance to hotel businesses and provides access and gives priority to hotel front liners for COVID19 vaccination (3.13) verbally interpreted as agree. Meanwhile, tied on the least rank are indicators stating that the government has the readiness to support us for a long period (greater than six months) and reduces certain fees (2.84). This was followed by the item on the 9th rank which offers interest-free loans, no-collateral loans, and/or expand loan programs to micro, small and medium enterprises (2.98) and provides funds for retaining and hiring staff (3.00) interpreted as agree.

Government made every effort to meet the requirements of the community, especially those workers who are seen as frontliners, such as those employed in the tourism and hospitality sectors, as COVID-19 instances increased in the Philippines. It was a great initiative from the government to mandate free COVID testing for employees in the hospitality and tourism sectors, and manufacturing companies, including frontline and economic priority employees, are required to undergo routine RT-PCR tests to prevent the spread of COVID-19 in workplaces. In the rigorous fight to defeat COVID-19 and ensure the productivity of Filipino workers, careful adherence to these health protocols will make a significant difference.

It has been established that the tourist and hospitality business is very susceptible to global crises like COVID-19 and that effective communication and government support are crucial for the survival of the sector. To aid with the recovery of the tourist and hospitality industries, numerous governments and their agencies have implemented strategies like outreach to the sector, subsidies, and increased healthcare oversight. For instance, the government of Batangas enacted a range of regionally specific policy initiatives to boost the tourism industry. Through the National Action Plan (NAP) on COVID-19, the government seeks to reduce the socioeconomic

effects of the disease's spread. The government provided COVID vaccines and antigen test kits to Batangas evacuation centers. The National Disaster Risk Reduction and Management Council (NDRRMC) has provided "more than enough" evacuation test kits. This is supported by the study of Wright (2020), who stated that local governments are crucial to mitigate the damage incurred by the pandemic, which heavily impacted the tourism sector, jobs, and the economy. In accordance with this, Salem, et al. (2021) have found that government support has a positive impact on hotels' support towards their employees, which consequently benefits the employees in terms of job satisfaction, organizational commitment, health, and hygiene support.

Former Tourism Secretary Bernadette Romulo-Puyat stated that since the early stages of the Covid-19 outbreak, the government has put in place initial programs to assist tourism-related businesses. For the year 2020, this includes a moratorium on the collection of accreditation fees from new and renewing applicants from Tourism Enterprises (TEs) and Tourism-Related Enterprises (TREs). Among other things, the DOT and the Tourism Promotions Board waived participation fees in international fairs and exhibitions until the end of 2021 and launched 20 sweeper flights to assist stranded foreign clients in the travel industry. It was determined by Nunes, et al (2018) that "government policies", "factor conditions", "related and supporting industries" and "cooperation and innovation" were among the factors which determine the hotel sector's competitiveness. (2018) claim that cooperation and coordination between the hotel sector and the government are extremely important to properly prepare and respond during times of pandemic. A study by Le and Phi (2021) suggests that government regulations and government support are among the factors that play a major role in determining the hotel sector's response to crises.

Table 3

Hotel support toward the Workforce in terms of Health and Hygiene Support

Indicators	WM	VI	Rank
Cuts in healthcare costs	3.05	Agree	11.5
Improves the functionality of the sickness insurance system	3.21	Agree	8.5
Supports to social security schemes	3.21	Agree	8.5
Provides free necessary tools to protect from the virus (protection masks, face covers or shields, protective gloves, etc.)	3.23	Agree	6.5
Provides sterilizers, antiseptics, and alcohols necessary to sterilize and counter the virus	3.32	Agree	2
Provides COVID19 testing (rapid antibody, rapid antigen or RT-PCR) for free or decreased cost	3.10	Agree	10
Provides care and support to infected and affected employees.	3.23	Agree	6.5
Ensures effective occupational safety and health measures	3.24	Agree	4.5
Disseminates information about health and wellness among staff	3.24	Agree	4.5
Provides access to free COVID19 vaccination	3.42	Agree	1
The hotel is supporting workforce medically for a short period (less than six months)	3.25	Agree	3
The hotel can support workforce medically for a long period (greater than six months)	3.05	Agree	11.5
Composite Mean	3.21	Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 3 presents the assessment of the respondents on the Hotel support toward the Workforce in terms of health and hygiene support among the hotels in Batangas province. The respondents agreed that there is hotel support toward the Workforce in terms of health and hygiene support as depicted by the composite mean of 3.21. Among the indicators, top on the rank refers to the hotel's support on free vaccination (3.42) followed by providing sterilizers, antiseptics, and alcohols necessary to sterilize and counter the virus (3.32) and third rank is that the hotel is supporting the workforce medically for a short period (3.25) verbally interpreted as agree. Meanwhile, tied on the least rank are indicators stating that the hotel cuts healthcare costs and the hotel can support the workforce medically for a long period (greater than six months) (3.05). This was followed by the item on the 10th rank which the hotel provides COVID-19 testing (rapid antibody, rapid antigen or RT-PCR) for the free or decreased cost (3.10), and tied on the 8th rank is for the hotel improves the functionality of the sickness insurance system and supports to social security schemes (3.21). All items were interpreted as agree.

The Department of Tourism (DOT) included the tourism frontline service personnel in the Priority Group of the country's coronavirus vaccination program. The vaccine and health care support systems will primarily boost

their immune system while also fortifying their mental and emotional core to continue working under stressful COVID conditions. Atan, et al. (2021) affirmed that employees tend to be happier and more motivated when their needs and demands are properly addressed. Hence in this time of the pandemic, the need of the employees is first and foremost to be vaccinated.

Businesses in the tourism and hospitality industries must enforce strict standards at work and conduct regular health, safety, and hygiene inspections. Both employee and consumer safety, as well as adherence to health and safety rules and standards, must be ensured. To stop the spread of COVID-19, the industry worked with local health authorities to develop a situation-specific plan, which was subsequently put into practice by local government directives. The team should continue assisting the health authority with effective case management, contact tracing, and minimizing adverse effects on customers and staff. An article that was first released by the University of the Philippines Resilience Institute (UPRI) gives a summary of a neighborhood governance forum that was held recently to examine how Batangas city's neighborhoods dealt with the COVID-19 outbreak. The Talakalayaan series was developed to serve as a forum for problem-solving and to promote communication among stakeholders. The COVID-19 epidemic was further examined in this episode of the series, which also included first-hand accounts from barangays in the City of Batangas. The event provided a more comprehensive view of local governance and focused on the rising role of barangays—neighborhoods—as active participants during the pandemic.

Some barangays even established a Barangay Monitoring Team (BMT), which was enforced by routine patrols of the barangay grounds. Along with this, the barangay urged residents to use social media to promote local businesses. Most modes of transportation were prohibited during the period of community quarantine. Due to the stoppage of dock activity, many people's livelihoods were negatively impacted. In return, some of the barangay's residents were given rice, fish, bread, and other supplies. Additionally, the barangay dispersed safety equipment like alcohol, face masks, face shields, and soaps. Aggressive Mass Testing in collaboration with Red Cross and other NGO projects is one of the Batangas government's objectives. The group also established the COVID-19 Batangas City hotlines for inquiries and medical concerns. The enforcement of LGU policies was done so with the aid of the barangays. They were able to respond to the needs of their community by working with volunteers and projects from the public and private sectors.

Hotels, restaurants, cafes, and catering establishments are required to enforce rigorous rules at work and carry out routine health, safety, and hygiene inspections. The safety of both employees and customers must be guaranteed, as well as compliance with health and safety laws and standards. In collaboration with local health authorities, the hotel, restaurant, catering, and tourism administration, as well as industry associations, the management team created a situation-specific plan, which was then implemented by local government recommendations to stop the spread of COVID-19. The group should keep helping the health authority with efficient case management, contact tracing, and reducing the negative effects on clients and employees. In light of the pandemic, a study by Pandey and Kulshrestha (2021) saw a rise in contactless service in customer service encounters and the service delivery process within hotels. Teng, et al. (2020) suggested that mental health assistance programs and additional training regarding hygiene and information on COVID-19 must immediately be provided to employees working in hotels serving as quarantine facilities.

Table 4 presents the assessment of the respondents on the Hotel support toward the Workforce in terms of staffing retention among the hotels in Batangas province. The respondents agreed that there is hotel support toward the Workforce in terms of staffing retention as depicted by the composite mean of 3.10. Among the indicators, top on the rank refers to the hotel's support by having no intention to freeze wages and salaries (3.35) followed by communicates clearly, candidly, and inclusively with employees (3.27) and third rank is that the hotel implements practices that foster the morale and welfare of (survivors) employees (3.23) verbally interpreted as agree. Meanwhile, the last rank is the indicator that states that the hotel uses flexible working hours/part-time working/3-day week/ teleworking (3.01) followed by the hotel can support the workforce financially for a long period (greater than six months) (3.02) and tied on the 9th rank is for the hotel to retail all contractual staff and

provide paid vacations (3.15). All items were interpreted as agree.

Table 4

Hotel support toward the Workforce in terms of staffing retention

Indicators	WM	VI	Rank
Retains all Permanent staff	3.16	Agree	4
Retains all contractual staff	3.03	Agree	9.5
Redeploys staff to new positions or lines within the business	3.15	Agree	5
Provides paid vacations	3.03	Agree	9.5
Provides unpaid vacations instead of laying-off.	2.79	Agree	13
Uses of flexible working hours/part-time working/3-day week/ teleworking	3.01	Agree	12
Retains core staff. //Retention strategy for key staff	3.05	Agree	8
Implements practices that foster the morale and welfare of (survivors) employees.	3.23	Agree	3
Communicates clearly, candidly, and inclusively with employees	3.27	Agree	2
No intention to Froze wages and salaries	3.35	Agree	1
The hotel is supporting workforce financially for a short period (less than six months)	3.10	Agree	7
The hotel can support workforce financially for a long period (greater than six months)	3.02	Agree	11
Reducing/cutting employees' pay and benefits instead of laying-off.	3.13	Agree	6
Composite Mean	3.10	Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Many employers are looking for ways to better manage the crisis, manage their businesses, and help their employees with a more focused work and reward strategy after a challenging year for both employers and employees — dealing with lockdowns, employee safety issues, working from home, and declining revenues. In the recent year, business closures and quarantine protocols forced companies in hard-hit industries to cut wages and lay off workers. This is supported by the study of Rai, et al. (2022) identified four factors that directly affect an individual’s motivation to become a hotelier, these are senior positions salary job complications and, career growth. Since according to Immaneni, et al. (2021) concluded that low salaries, as a result of employing low-skilled staff, are among the major factors which lead to high employee turnover in hotels.

With its diverse range of employment functions and 24-hour culture, the hotel industry is leading the way in introducing flexible working methods. Since employees nearly frequently switch shifts, the conventional shift pattern is crucial to how the hospitality sector runs. But fresh patterns are appearing. Requests for paternity leave have surged recently, and the number is projected to expand further if the government implements plans allowing new dads to take up to six months of paid paternity leave. Career breaks, secondments, and sabbaticals are other popular options. Women are still more likely than men to ask for flexible work hours. After maternity leave, women who want to work around childcare arrangements are more likely to ask for flexible hours. The trend toward adopting flexible working is being driven by the possibility of measurable savings in business recruitment costs when employee retention and motivation are coupled. In a qualitative study by Connatser (2021), it was discovered that the training and professional development opportunities provided to hotel employers. It was revealed by Davern (2021) that positive employer branding and proper talent management have a significant positive effect on increasing hotel staff retention.

Table 5 presents the assessment of the respondents on the hotel support toward the workforce in terms of staff training among the hotels in Batangas province. The respondents agreed that there is hotel support toward the Workforce in terms of staff training (3.02). Among the indicators, top on the rank refers to the hotel support by requiring all employees to undergo Safety and Health related training (3.15) followed by Training for all staff on how to communicate effectively in the time of different disasters (3.13), and third rank is that the hotel carrying out training and education courses for employees on pandemics prevention (3.02) verbally interpreted as agree. Meanwhile, the least rank is the indicator that states that changing from using external consultants to the greater use of internal experts to deliver training activity (2.83) followed by cross-training/re-training to fill new roles/for flexibility/to cover more than one role (2.98). All items were interpreted as agree.

Employees may concentrate on their work without being distracted by concerns for their safety thanks to health and safety training. As a result of this improved concentration, more work will be produced and

higher-quality goods will be produced, ultimately increasing productivity and profits. Local governments take the security and safety of their particular communities into consideration before investing excessive funds in promoting a resort. A venue should invest in promoting hygiene and cleanliness in addition to safety and security because this will appeal to visitors more than expensive marketing initiatives. This result is supported by Ypapanti and Constantoglou (2021) stated that in light of the COVID-19 pandemic which caused devastating losses to the tourism and hospitality industry, the hotel staff must receive training to address the need to uphold health safety protocols. In addition, a study by Sharma and Kaushik (2021) confirms that housekeepers in hotels recognize and uphold the new standard operating procedures. The hotel employees also agreed that is now the standard to keep the premises “clinically clean,” avoiding cross-contamination to protect the health of customers and employees.

Table 5

Hotel support toward the Workforce in terms of staff training

Indicators	WM	VI	Rank
Cross training /re-training to fill new roles/for flexibility/to cover more than one role.	2.98	Agree	4
Changing from using external consultants to the greater use of internal experts to deliver training activity.	2.83	Agree	5
Training for all staff of how to communicate effectively in the time of different disasters.	3.13	Agree	2
Carrying out training and education courses for employees on pandemics prevention.	3.02	Agree	3
Requires all employees to undergo Safety and Health related training	3.15	Agree	1
Composite Mean	3.02	Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Building strong, capable teams with high-level abilities to service clients requires training more and more in the hospitality sector. Another crucial component of training is compliance, as well as knowledge. Due to the intense rivalry in the hotel sector, offering top-notch customer service is crucial for remaining ahead of the pack. Employees can receive the knowledge and skills they need through training to deliver a customer-focused experience. A company with top-notch customer service is more likely to retain clients and stay competitive. Based on the results gathered by Adeniji (2021) in a case study in Nigeria, it was suggested that hotels must look to regularly train their employees to enhance their skills and commitment to their jobs in the industry. In addition, it was revealed in a study conducted by Shanshan and Haibo (2022) that in China’s fast-growing hotel industry, employee retention is low due to problems involving human resource management, insufficient compensation, and inadequate staff training. Also, it was shown in a study by Mansour, et al. (2021) that employees are inclined to be more motivated to take part in service-oriented citizenship activities with social support for training programs.

Table 6

Difference of Responses on Government Support toward Hotel When Grouped According to Profile

Profile Variables	χ^2 c / U	p-value	Interpretation
Sex	1441.000	0.241	Not Significant
Age	8.112	0.044	Significant
Civil Status	7.070	0.029	Significant
Level of Education	21.221	0.000	Highly Significant
Type of Contract	20.462	0.000	Highly Significant
Professional Category	2.399	0.301	Not Significant
Seniority in the hotel	31.073	0.000	Highly Significant

Legend: Significant at p-value<0.05

Table 6 describes the difference of responses on government support toward hotel when grouped according to profile. As reflected in the table, there was statistically significant difference of responses on government support toward hotel when grouped according to age (p=0.044), civil status (p=0.029), level of education (p=0.000), type of contract (p=0.000), and seniority in the hotel (p=0.000). In terms of age, post hoc test revealed that there was significant difference of responses between 45 years old and above, and 35 – 44 years old where the group of 35 – 44 years old have higher assessment compared to other age group. In terms of civil status, there was significant

difference of responses between married and single where the single respondents have higher assessment compared to other groups. In terms of seniority in the hotel there was significant difference of response between 1 year and below and 10 years and above, between 6 – 9 years and 10 years and above, and between 2 – 5 years and 10 years and above. The respondents who have in service of 10 years and above have higher assessment compared to another group.

This reveals that those who are 35 to 44 years old, single, and serving for 10 years have higher assessment as Harvie et al. (2022) concluded that the COVID-19 pandemic brought to light the incredibly high vulnerability of the hotel and tourism industries across the globe to the effects of natural disasters and epidemics. It is quite evident that the industry in question needs to devise a rigorous and long-term recovery strategy in order to assist in making it through the epidemic and beyond.

In terms of level of education, there was significant difference of response between college graduate and postgraduate, and between college graduate and secondary education showing that college graduate has lesser assessment compared to another group. In terms of type of contract, there was significant difference of responses between contractual and seasonal/on-call, and between contractual and permanent where the contractual employees have lesser assessment compared to another group. Since those who are contractual employees have no deeper commitment to the organization they have lower assessment, however as Langat (2017) suggests that health and safety trainings must be a requirement during recruitment. Management may conduct this through seminars, meetings, and workshops. They must also provide the necessary protective equipment.

As seen in table 7, there was statistically significant difference on health and hygiene support, staffing retention and staff training ($p=0.000$) when grouped according to age. Post hoc test revealed that there was significant difference of responses on health and hygiene support between 45 years old and above and 24 years old and below, and between 25 – 34 years old and 24 years old. There was significant difference of responses on staffing retention between 45 years old and above and 24 years old and below, and between 35 – 44 years old and 24 years old and below while there was significant difference of responses on staff training between 45 years old and above and 24 years old and below, between 25 – 34 years old and 24 years and below, and between 35 – 44 years old and 24 years and below. The respondents belong to 24 years old and below has higher assessment.

Likewise, there was statistically significant difference on health and hygiene support ($p=0.000$), staffing retention ($p=0.000$) and staff training ($p=0.004$) when the respondents were classified as to civil status. Post hoc test showed there was significant difference of responses between married and single. The single respondents have higher assessment than married and widowed/separated respondents. Although Generation Z still perceives some established drawbacks of the hospitality industry, such as long hours and emotional challenges, it is encouraging to know that there are situations in which they can derive more satisfaction and meaning from their employment (Goh & Baum, 2021). The idea that working in quarantine hotels is particularly relevant and viewed as meaningful employment that promotes work engagement, job satisfaction, career development, and job commitment can be a latent motivator for shaping Generation Z workers' perspective (Lysova et al., 2019).

Those who are single have the luxury of time and energy for staff training, they are more sensitive to hygiene support and staff retention. As supported by the stud of Miah and Hafid (2019) training and development programs, employees are able to improve their skills and even learn new ones that may be of use in the future of their careers. Arachchi and Dahanayake (2020) recommended for the organization of skill development workshops and training programs in order to help decrease employee turnover.

In addition, there was statistically significant difference on health and hygiene support, staffing retention and staff training when grouped according to level of education ($p=0.000$), and seniority in the hotel ($p=0.000$). Post hoc test showed there was significant difference of responses between college graduate and secondary education and between postgraduate and secondary education. Those respondents attained secondary education have higher assessment. On the other hand, post hoc test showed that there was significant difference of responses on health and hygiene support between 6 – 9 years and 10 years and above. There was significant difference of responses on

staffing retention between 1 year and below and 10 years and above, between 6 – 9 years and 10 years and above, and between 2- 5 years and 10 years and above. There was significant difference of responses on staff training between 2 – 5 years and 10 years and above, and between 6 – 9 years and 10 years and above. The respondents who have in service of 10 years and above have higher assessment compared to another group.

Table 7

Difference of Responses on Hotel Support toward Workforce When Grouped According to Profile

Profile Variables	λ^2 c / U	p-value	Interpretation
Sex			
Health and Hygiene Support	1592.000	0.747	Not Significant
Staffing Retention	1460.500	0.276	Not Significant
Staff Training	1409.500	0.145	Not Significant
Age			
Health and Hygiene Support	13.298	0.000	Highly Significant
Staffing Retention	17.890	0.000	Highly Significant
Staff Training	26.803	0.000	Highly Significant
Civil Status			
Health and Hygiene Support	15.853	0.000	Highly Significant
Staffing Retention	26.095	0.000	Highly Significant
Staff Training	11.112	0.004	Significant
Level of Education			
Health and Hygiene Support	23.662	0.000	Highly Significant
Staffing Retention	41.732	0.000	Highly Significant
Staff Training	17.263	0.000	Highly Significant
Type of Contract			
Health and Hygiene Support	0.354	0.838	Not Significant
Staffing Retention	0.861	0.650	Not Significant
Staff Training	3.453	0.178	Not Significant
Professional Category			
Health and Hygiene Support	4.788	0.091	Not Significant
Staffing Retention	1.827	0.401	Not Significant
Staff Training	21.463	0.000	Highly Significant
Seniority in the hotel			
Health and Hygiene Support	18.739	0.000	Highly Significant
Staffing Retention	22.261	0.000	Highly Significant
Staff Training	27.406	0.000	Highly Significant

Legend: Significant at p-value<0.05

The respondents may have worked for firms that practice staff retention. Hotel businesses are being pushed to their limits in how they manage their people strategies moving forward, or they may feel that it is critical for employees or the company to practice staff retention for workers or for the company to advance their careers. A study by Boggs (2022) revealed that the most important task in any management position is communication and that no matter the message to be conveyed, clear and consistent communication influences engagement and retention the most. Lastly, there was a statistically significant difference in staff training (p=0.000) when grouped according to professional category. Post hoc test showed that there was a significant difference in responses between the back of the house and manager/supervisory, and between the front of the house and manager/supervisory indicating that the manager/supervisory has a higher assessment.

As a result of the crisis, provincial governments around the country responded with lockdowns, COVID testing and quarantine, and travel restrictions. Because of the decreasing revenue and demand, resource shortages

and supply, rising costs, disruption of regular operations, and employee layoffs, businesses are commonly impacted by crisis occurrences. The impact of CoVID to the tourism industry would be unmatched compared from the previous pandemic, according to Barlan and Borbon's (2022). Hence, A study by Zia, et al (2021) suggests that hotel management must organize training and workshops for their managers in order to improve their leadership, and consequently improve the rest of the staff's job performance.

Table 8

Correlation between Support of Government and Hotels toward Workforce

Variables	rho-value	p-value	Interpretation
Hotels' Health and Hygiene Support	0.689**	0.000	Highly Significant
Hotels' Staffing Retention	0.319**	0.001	Significant
Hotels' Staff Training	0.384**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

Table 8 presents the significant correlation among the Hotels' Health and Hygiene Support, Hotels' Staffing Retention, Hotels' Staff Training. As shown by the p value, there is a high positive correlation between support of the government to the hotels' health and hygiene support, and staff training. Employees can receive the knowledge and skills they need through training to deliver a customer-focused experience. A company with top-notch customer service is more likely to retain clients and stay competitive. Employee value is increased by training since it helps them feel important and valued. In order to maintain the highest standards of care quality and to protect the safety of everyone involved in giving care as well as those receiving it, training is crucial in the tourist and hospitality industries. In order to maintain high standards of care quality and to protect the safety of individuals receiving and delivering care, staff training is crucial in the sector.

Training helps instill the behaviors, attitudes, skills, and knowledge required to provide high-quality, safe, and person-centered care. It enables them to take the necessary precautions to avoid risk and prepares them to respond appropriately if a risk arises while providing care. This helps to keep everyone safe. Training can provide employees with the knowledge and skills they need to provide a customer-focused experience. A business that provides excellent customer service is more likely to keep customers and remain competitive. The behaviors, attitudes, abilities, and knowledge necessary to deliver high-quality, safe, person-centered care are helped to be instilled through training. It enables them to take the required safeguards to reduce risk and equips them with the essential skills to react properly if a danger materializes while they are delivering care. This promotes everyone's safety. Employees can receive the knowledge and skills they need through training to deliver a customer-focused experience. A company with top-notch customer service is more likely to retain clients and stay competitive.

Because the hospitality industry is constantly dealing with the issue of workforce shifting, retention is an ongoing and ever-evolving endeavor to keep its skilled personnel. It is implied that environmental and social activities in the hospitality industry contribute significantly more to revamping HR activities, particularly when it comes to employee retention. The hospitality industry can better address its employees' issues and employment concerns through HR, which ultimately helps them develop a positive attitude and a strong commitment to staying longer. Effective employee retention can save a company from losing productivity. High-retention workplaces have more engaged employees who, in turn, get more done. Employees who are engaged are more likely to improve customer relationships, and teams that have had time to gel are also more productive.

As supported by the study conducted by Ashton (2018) on Thailand's hotel industry, it was revealed that increasing hotel staff's salary does not significantly improve employee satisfaction. Rather, regular staff training, work-life balance, job security, and hotel's brand image are among the factors that do. Hence, in the hospitality industry where the employee turnover is quite high, Murray and Holmes (2021) suggested that developing a sense of meaning through employee empowerment and fostering a sense of belonging will increase workforce sustainability. Halim, et al. (2021) found that hotel staff retention is significantly influenced by workplace environment, leader communication, and job satisfaction. Hotel management having a better understanding and

awareness regarding these matters will lead to employee retention in the long run. It was revealed by Davern (2021) that positive employer branding and proper talent management have a significant positive effect on increasing hotel staff retention.

5. Conclusion and Recommendation

Majority of the respondents are female, ages 35 to 44 years old, married, college graduate, on a permanent status on a managerial and supervisory level and employed for 6 to 9 years. It is evident that the respondents agreed that there is a support of the government. The hotel supports the workforce in terms of health and hygiene support, staffing retention, however, needs improvement on staff training. It was found out that those 35 – 44 years old, single respondents and those who serve for 10 years have higher assessment while college graduate and those contractual employees have lesser assessment on Government and Hotel Support. There is a high positive correlation on support of government to the Hotels' Health and Hygiene Support, and staff training.

It was recommended for the following, specifically for the Department of Tourism, Local Government Units, and Regional/Provincial Tourism Offices may constantly and continuously provide training programs to the tourism workforce in order to maintain service quality and ensure that their skills can match the requirements in the new normal, as well as to properly serve and provide customer satisfaction. The Local Government Unit, in collaboration with the regional/provincial tourism office, may conduct quarterly or semi-annual visits to tourism and hospitality establishments to ensure and determine the condition of the property before, during, and after tenancy, allowing it to be properly maintained and, if necessary, repaired. In collaboration with the regional/provincial tourism offices, the Department of Tourism may encourage tourism and hospitality businesses to become DOT-accredited. The accreditation assists the DOT in monitoring each travel and tourism establishment's compliance with industry standards. For regional tourism marketing and development, the regional/provincial tourism office may collaborate with an academic institution to conduct comprehensive travel and tourism research and strategic planning studies. Future studies may be done to further confirm the results and widen the scope of the study.

6. References

- Adeniji, P. O. (2021). *Issues Relating to Staff Training Hospitality Industry: A Case Study of Premier Hotel, Ibadan, Oyo State, Nigeria*.
- Aliperti, G., Sandholz, S., Hagenlocher, M., Rizzi, F., Frey, M., & Garschagen, M. (2019). Tourism, crisis, disaster: An interdisciplinary approach. *Annals of Tourism Research*, 79, 102808.
- Anderson, R. M., Heesterbeek, H., Klinkenberg, D., & Hollingsworth, T. D. (2020). How will country-based mitigation measures influence the course of the COVID-19 epidemic? *The lancet*, 395(10228), 931-934.
- Arachchi, W. K. H., & Dahanayake, S. N. S. (2020). Impact of human resource management practices on turnover intention of housekeeping employees in hotels in Anuradhapura. <http://repository.rjt.ac.lk/handle/123456789/2924>
- Ashraf, B. N. (2020). Economic impact of government interventions during the COVID-19 pandemic: International evidence from financial markets. *Journal of behavioral and experimental finance*, 27, 100371.
- Ashraf, B. N. (2020). Socioeconomic conditions, government interventions and health outcomes during COVID-19. *Covid Economics*, 37, 141-162.
- Ashton, A. S. (2018). How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 17(2), 175-199. doi.org/10.1080/15332845.2017.1340759
- Atan, A., Ozgit, H., Silman, F. (2021). Happiness at Work and Motivation for a Sustainable Workforce: Evidence from Female Hotel Employees. *Sustainability*. 2021, 13(14). doi.org/10.3390/su13147778
- Babbie, E. (1990). *Survey research methods* (2nd ed.). Belmont. CA: Wadsworth.

- Barlan, C. M. M., & Borbon, N. M. D. (2022). Destination image influencing the travel behavior amidst the COVID-19 pandemic in the case of Batangas province. *International Journal of Research Studies in Management*, 10(1), 13-27
- Barroga, M., & Borbon, N. M. D. (2022). Impact to the operating tourism business during COVID-19 pandemic towards crisis management practices in the province of Quirino. *International Journal of Research Studies in Management*, 10(4), 43-54. <https://doi.org/10.5861/ijrsm.2022.44>
- Boggs, K. A. (2022). *A Qualitative Journey from the Influence of Leadership Style to the Importance of Communication on Engagement & Retention of Employees in a Healthcare Organization during Merger & Acquisition* (Doctoral dissertation, Columbia International University). Columbia International University ProQuest Dissertations Publishing. <https://www.proquest.com/openview/e8959f99866f2a0c7149e0289978a9bf/1?pq-origsite=gscholar&cbl=18750&diss=y>
- Braveman, P., & Gottlieb, L. (2014). The social determinants of health: it's time to consider the causes of the causes. *Public health reports*, 129(1_suppl2), 19-31.
- Braveman, P., Egerter, S., & Williams, D. R. (2011). The social determinants of health: coming of age. *Annual review of public health*, 32.
- Connatser, C. (2021). *Assessing Employee Retention in the Hospitality Industry: An Examination of the American Hotel & Lodging Association's Registered Apprenticeship Program*. Johnson University ProQuest Dissertations Publishing
- Connelly, L. M. (2016). Cross-sectional survey research. *Medsurg nursing*, 25(5), 369.
- Creswell, J.W., (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publication
- Davern, D. (2021). Talent Management, The Employer Brand, and Employee Retention: Evidence from the Irish Hotel Sector. *Talent Management Innovations in the International Hospitality Industry*, 79-98. doi.org/10.1108/978-1-80071-306-220211005
- Fanelli, D., & Piazza, F. (2020). Analysis and forecast of COVID-19 spreading in China, Italy and France. *Chaos, Solitons & Fractals*, 134, 109761.
- Friedman, A. L., & Miles, S. (2002). Developing stakeholder theory. *Journal of management studies*, 39(1), 1-21.
- Goh, E., & Baum, T. (2021). Job perceptions of Generation Z hotel employees towards working in Covid-19 quarantine hotels: the role of meaningful work. *International Journal of Contemporary Hospitality Management*.
- Gursoy & Chi C.G. (2020). Effects of COVID-19 pandemic on hospitality industry: review of the current situations and a research agenda. *Journal of Hospitality Marketing & Management*, 29(5), 527-529. doi.org/10.1080/19368623.2020.1788231
- Gursoy, D., & Chi, C. G. (2020). Effects of COVID-19 pandemic on hospitality industry: review of the current situations and a research agenda. *Journal of Hospitality Marketing & Management*, 29(5), 527-529.
- Halim, H. A. S. L. I. N. A., Radin, T. M. A. T., Azizan, F. L., & Nazri, N. S. (2021). Workplace environment, leader communication and hotel employee retention: job satisfaction as a mediator. *Jurnal Komunikasi: Malaysian Journal of Communication*, 37(4), 384-404. doi.org/10.17576/JKMJC-2021-3704-22
- Hang, H., Aroean, L., & Chen, Z. (2020). Building emotional attaching during COVID-19. *Annals of Tourism Research*.
- Hervie DM, Amoako-Atta E, Hossain MB, Illés CB, Dunay A. Impact of COVID-19 Pandemic on Hotel Employees in the Greater Accra Region of Ghana. *Sustainability*. 2022; 14(5):2509. <https://doi.org/10.3390/su14052509>
- Hoang, T.G., Truong, N.T. & Nguyen, T.M. (2021). The survival of hotels during the COVID-19 pandemic: a critical case study in Vietnam. *Service Business*, 15, 209–229. doi.org/10.1007/s11628-021-00441-0
- Hung, K. K., Mark, C. K., Yeung, M. P., Chan, E. Y., & Graham, C. A. (2018). The role of the hotel industry in the response to emerging epidemics: a case study of SARS in 2003 and H1N1 swine flu in 2009 in Hong Kong. *Globalization and health*, 14(1), 1-7.

- Hung, K.K.C., Mark, C.K.M., Yeung, M.P.S., Chan E.Y.Y. & Graham C.A. (2018). The role of the hotel industry in the response to emerging epidemics: a case study of SARS in 2003 and H1N1 swine flu in 2009 in Hong Kong. *Global Health* 14(117). doi.org/10.1186/s12992-018-0438-6
- Immaneni, K. M., Sailaja, D., & Naga, V. (2021). A Review of HR practices and Employee Retention in Hospitality Industry. *European Journal of Molecular & Clinical Medicine*, 7(7), 6698-6704.
- Jamal, T., & Budke, C. (2020). Tourism in a world with pandemics: local-global responsibility and action. *Journal of Tourism Futures*.
- Le, D. & Phi, G. (2021). Strategic responses of the hotel sector to COVID-19: Toward a refined pandemic crisis management framework. *International Journal of Hospitality Management*. 94. doi.org/10.1016/j.ijhm.2020.102808.
- Lou, J., Shen, X., & Niemeier, D. (2020). Are stay-at-home orders more difficult to follow for low-income groups?. *Journal of transport geography*, 89, 102894.
- Lysova, E., Allan, B., Dik, B., Duffy, R. and Steger, M. (2019), "Fostering meaningful work in organizations: a multi-level review and integration", *Journal of Vocational Behavior*, Vol. 110, pp. 374-389.
- Magcale-Macandog, D. B., Predo, C. D., Campang, J. G., Pleto, J. V. R., Perez, M. G. L. D., Larida, N. J. A., ... & Cabillon, Y. C. L. (2021). Socio-economic and environmental impacts of COVID-19 pandemic: Building resilience of the seven lakes of San Pablo city, Philippines. In *Environmental Resilience and Transformation in Times of COVID-19* (pp. 255-270). Elsevier.
- Manoharan, A., Gross, M. J., & Sardeshmukh, S. R. (2021). Antecedents and Outcomes of a Culturally Diverse Workforce in Hotels. *Journal of Hospitality & Tourism Research*, 45(8), 1383–1416. doi.org/10.1177/1096348020986906
- Mansour, A., Rowlands, H., Al-Gasawneh, J.A., Al-Qudah, S., Shrouf, H., AlAlamayreh, E. & Al-smadi, L.A. (2021). The mediation effect of employees' affective organizational commitment: the impact of employees' perceptions of the social support for training programs on enhancing their organizational citizenship behavior in Jordanian hotels Sector. *Academy of Strategic Management Journal*, 6(20), 1-23.
- Maphanga, P. M., & Henama, U. S. (2019). The tourism impact of Ebola in Africa: Lessons on crisis management. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1-13.
- McGinley, S. P., Hanks, L., & Line, N. D. (2017). Constraints to attracting new hotel workers: A study on industrial recruitment. *International Journal of Hospitality Management*, 60, 114-122.
- Miah, M., & Hafid, N. (2019). A review study of the human resource management practices on job satisfaction of hotel industry employees of Malaysia. *International Journal of Human Resource Studies*, 9(3), 75-85. https://web.archive.org/web/20200210104539id_/https://pdfs.semanticscholar.org/2968/05cd53bbace4c2280cf8c7c0b292253269eb.pdf
- Milovanović, V. (2021). The covid-19 pandemic effects on the hotel industry. *Tourism International Scientific Conference Vrnjačka Banja - TISC*, 6(1), 570-587. doi.org/10.52370/TISC21570VM
- Murray, W. C., & Holmes, M. R. (2021). Impacts of Employee Empowerment and Organizational Commitment on Workforce Sustainability. *Sustainability*, 13(6), 3163. doi.org/10.3390/su13063163
- Nunes S., Estevao C. & Filipe M. N. (2018). Determinant factors of competitiveness in the hotel sector: the case of Portugal. *Competitiveness Review*. 28(2), 122-135. doi.org/10.1108/CR-07-2016-0043
- Ocampo, L., & Yamagishi, K. (2020). Modeling the lockdown relaxation protocols of the Philippine government in response to the COVID-19 pandemic: An intuitionistic fuzzy DEMATEL analysis. *Socio-economic planning sciences*, 72, 100911.
- Okell, L. C., Verity, R., Watson, O. J., Mishra, S., Walker, P., Whittaker, C., ... & Bhatt, S. (2020). Have deaths from COVID-19 in Europe plateaued due to herd immunity?. *The Lancet*, 395(10241), e110-e111.
- Ozdemir, O., Dogru, T., Kizildag, M., Mody, M. & Suess, C. (2021). Quantifying the economic impact of COVID-19 on the U.S. hotel industry: Examination of hotel segments and operational structures. *Tourism Management Perspectives*, 39. doi.org/10.1016/j.tmp.2021.100864
- Pandey, A. & Kulshrestha R. (2021). Service blueprint 4.0: a service design for hotels beyond COVID-19. *Worldwide Hospitality and Tourism Themes*, 13(5).
- Rai, S. K., Rana, P., & Kashif, M. (2022). Hotel Personnel Retention In Uttar Pradesh: A Study of HYATT Hotels.

- International Journal of New Practices in Management and Engineering*, 11(01), 47-52.
doi.org/10.17762/ijnpme.v11i01.173
- Ramos, T. P., Lorenzo, P. J., Ancheta, J. A.; MagnoBallesteros, Marife (2021) : Readiness of Philippine cities to smart city development, PIDS. <https://www.econstor.eu/handle/10419/256868>
- Ritchie, B. W., & Jiang, Y. (2019). A review of research on tourism risk, crisis and disaster management: Launching the annals of tourism research curated collection on tourism risk, crisis and disaster management. *Annals of Tourism Research*, 79, 102812.
- Rosemberg, M. A. S. (2020). Health and safety considerations for hotel cleaners during Covid-19. *Occupational Medicine*, 70(5), 382-383.
- S. Talabis, D. A., Babiera, A. L., H. Buhat, C. A., Lutero, D. S., Quindala, K. M., & Rabajante, J. F. (2021). Local government responses for COVID-19 management in the Philippines. *BMC Public Health*, 21, 1-15.
- Salem, I. E., Elbaz, A. M., Elkhwesky, Z., & Ghazi, K. M. (2021). The COVID-19 pandemic: The mitigating role of government and hotel support of hotel employees in Egypt. *Tourism Management*, 85, 104305.
- Salem, I.E., Elbaz, A.M., Elkhwesky, Z. & Ghazi, K.M. (2021). The COVID-19 pandemic: The mitigating role of government and hotel support of hotel employees in Egypt. *Tourism Management*. 85.
doi.org/10.1016/j.tourman.2021.104305
- Shanshan, W., & Haibo, X. (2022). Hotel Human Resource Management Problem Analysis and Countermeasure Research. *Industrial Engineering and Innovation Management*, 5(2), 67-70.
dx.doi.org/10.23977/ieim.2022.050212
- Sharma, S. & Kaushik, T. (2021). Aesthetically clean to clinically clean – A study on new housekeeping practices in Delhi hotels beyond COVID-19 pandemic. *Worldwide Hospitality and Tourism Themes*, 13(5).
doi.org/10.1108/WHATT-05-2021-0069
- Shende, K.M., Gumaste, R. & Joshi, S. (2021). Gender Equality: An Exploratory Study of Practices Adopted by Star Hotels. *ECS Transactions*, 107(1). doi.org/10.1149/10701.9221ecst
- Teng, Y., Wu, K., Lin, K & Xu, D. (2020) Mental Health Impact of COVID-19 on Quarantine Hotel Employees in China. *Risk Management and Healthcare Policy*, 2020(13), 2743-2751.
doi.org/10.2147/RMHP.S286171
- World Health Organization. (2020). *Operational considerations for COVID-19 management in the accommodation sector: interim guidance, 31 March 2020* (No. WHO/2019-nCoV/Hotels/2020.1).
World Health Organization.
- Wright, A. L., Sonin, K., Driscoll, J., & Wilson, J. (2020). Poverty and economic dislocation reduce compliance with covid-19 shelter-in-place protocols. *Journal of Economic Behavior & Organization*, 180, 544-554.
- Wright, C. (2020). Local government fighting Covid-19. *The Commonwealth Journal of International Affairs*. 109(3), 338-339. doi.org/10.1080/00358533.2020.1763017
- Ypapanti, A. & Constantoglou, M. (2021). The Impact of Leadership on the Motivation of Hotel Employee During the Pandemic Era: Evidence from Greece. *Business Ethics and Leadership*, 5(3), 22-41.
doi.org/10.21272/bel.5(3).22-41.2021
- Zia, M. Q., Naveed, M., Bashir, M. A., & Iqbal, A. (2021). The influence of servant leadership on employees' outcomes via job embeddedness in hospitality industry. *Journal of Hospitality and Tourism Insights*, 5(3). <https://www.researchgate.net/publication/355874644>

