



Practices, Challenges, and Lessons Learned in Selected Lodging Accommodations in Zambales: Basis for Sustainable Operations

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Abstract

Adopting sustainability strategies improves a company's efficiency on many levels, including quality of work, a good track record, image improvement, and major investor commitment that affects its operations. This descriptive study aimed to explore the critical viewpoint of the current challenges and lessons learned in selected lodging accommodations in Zambales, Philippines. It employed a sequential explanatory mixed-methods design using purposive sampling with 400 respondents. The Kruskal-Wallis test revealed that there is a significant difference in the perception of the respondents when they are grouped according to job positions. Resort and hotel workforces must be qualified in accordance with their positions, and continuous training is important to inculcate a sense of responsibility. Also, there is little causal relationship between practices in socio-cultural, economic, and environmental aspects. Employees are not mindful of their practices as to whether they are attributable to sustainable operations. It also reveals that 379 out of 400 resorts and hotels have an existing plan that they are seriously crafting and implementing to address the challenges of their operations. They undertake appropriate measures to ensure that management is responsive to the impacts of tourism. Thus, long-term solutions are stressed to promote the environmental, economic, and social management plans for guest satisfaction and effective overall performance for sustainable lodging accommodations in the region.

Keywords: *Practices; Challenges; Lessons Learned; Lodging; Sustainable Operations*

INTRODUCTION

In the forefront of 2017, the United Nations declared it as the year of sustainable tourism for progress, which ultimately became a growing trend. As mentioned by Mullis (2021), assisting one to inspire change to bring back tourism will help shift one's mind to transformative and regenerative principles. This will put them at the heart of tourism, which is to help improve visitors, residents, and environmental well-being. Zambales in the Philippines, the second largest province, was one of Northern Luzon's most popular attractions in 2019, with far more than 755,000 visitors. It was claimed to have a perfect gateway with a combination of sand, sea, and sun for a momentous travel experience. As per Region 3 Department of Tourism, many visitors resulted in an expected tourist demand of P1.9 billion. However, since then, as COVID-19 started, its impact on the tourism sector, seaside and hostels, tour operators and campground employees, gift manufacturers, and perhaps even wayside food vendors have struggled. With these changes, the governor of the province, Hermogenes Ebdane Jr., issued a statement advisory last May that called for the statewide local economy to resume experimentally but cautiously (Empeno, 2021).

Strategies, approaches, and proven methods for operations in the hospitality industry are critical to be identified through observations and experiences to provide excellent service and promote customer satisfaction. Operational procedures are important for managing any resort or hotel to leverage, develop, and implement successful processes. As affirmed by Zhao et al. (2017), regions are instructed to devise a plan centered on specific criteria to support tourism growth. The difficulties faced in a specific region will jeopardize its standing. From the perspective of the systems approach, sustained growth necessitates the coordinated activity of both independent and

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dependent variables.

Zhao et al. (2017) affirmed that regions are instructed to devise a plan centered on specific criteria in order to support tourism growth. The difficulties faced in a specific region will jeopardize its standing. From the perspective of the systems approach, sustained growth actually necessitates the coordinated activity of both independent and dependent variables. Liu (2013) noted that the long-term expansion of tourism's economic output and community, as well as long-term natural resources and environmental conservation, can all be accomplished through thorough supervision and comprehension of inbound tourism.

The development of tourism, as mentioned by Bramwell and Lane (2012), has progressively gained traction as a viable strategy for attaining beneficial outcomes via the tourism development basis principles execution. The creation of initiatives to attain beneficial outcomes has relied heavily on sustainable tourism, along with existing legal regulatory and development control structures. WTO (2001) identifies the development of sustainable tourism as addressing the needs of travelers and inhabitants while also conserving and developing future chances. In addition, it is viewed as progressing toward resource management that serves industrial, ethical, and artistic needs while preserving cultural and historical heritage, vital ecological concerns, biodiversity, and security systems.

Considering the inherent holes influencing ecotourism, the study focuses on the existing practices, challenges, and lessons learned in daily operations. Thus, exploring critical viewpoints in addressing the economic, environmental, and socio-cultural impact and analysis of the current industry practices towards crafting a sustainable management plan. The study aimed to explore these existing approaches in selected resort and hotel operations in the province of Zambales, Philippines, that will enhance its long-term solution, enhance establishments' branding and competitiveness, and ensure overall success in operations.

LITERATURE REVIEW

Tourism has substantial economic, ecological, and social implications in today's world; thus, its expansion is dependent on all three parts of sustainability (Agyeiwaah, 2017). Tourism must examine new and specific types of firms in order to increase lengthy success since the worldwide market, social, research, and innovation approaches are still progressing. Among them is the growing importance of clusters, which link together territorial businesses and institutions that closely interact and are centered on bilateral economic outcomes, complementing each other in a wired system. Anonuevo (2020) added that the Philippines was trailed below another rating of Asia-Pacific nations with the greatest "travel potential" and was placed 94th or nearly last among nations encouraging ecotourism by multinational companies' analytics and industry research firm Euromonitor International.

Meyer and Milewski (2009) affirmed that formerly, the principle of sustainable development was referred to as green building, inner growth, or suspensory growth. Industrial growth, nature stewardship, and community welfare are the three foundations for sustainable development. The phrase "social development" has recently been substituted by "socio-cultural development," which holds that the pillars have been developed in an appropriate and deliberate manner to maintain intra- and intergenerational economic, environmental, and social balance.

Socio-cultural Impact. According to UNEP (2005), negative impacts of tourism development are linked to changes in the social and community situation. Local culture, social structures, and customs are frequently disrupted by foreign visitors.

Environmental Impact. Tourism has a variety of harmful environmental repercussions, some of which are permanent (Ramzy, 2013). Lengthy environmental destruction has destroyed the very attributes that drew tourists to a region with some of the most extreme cases, causing

travel companies and their consumers to skip the aged location in pursuit of better, unspoiled ones.

Economic Impact. People in local communities prioritize economic stability and maintain activities for tourism, as discussed by Hulu et al. (2018). These activities lead to positive and negative impacts on the people in the community, such as income-generating factors, especially at the time of the pandemic, which also contributes to economic sustainability.

Socio-cultural Practices in Hotels and Resorts. Kramer and Porter (2011) noted that sociocultural initiatives involve engaging in workforce performance and productivity, hearing workers' proposals, motivating resort staff to participate in different public gatherings, making charitable donations, offering visitors greater experiences and a positive atmosphere, and promptly compensating providers for their goods and assistance.

Environmental Practices in Hotels and Resorts. Utilizing water-saving facilities in restrooms, recycling frying oils, and adopting electricity initiatives are just a few examples of the sustainable ecological techniques used in the lodging business (Modical, 2020).

Economic Practices in Hotels and Resorts. Standard costing, wage gains, and trade shares development are all concerned with economic sustainability effectiveness. Firms are dedicated to acting morally and promoting industrial growth that enhances the standard of living for their employees, their dependents, the native communities, and humanity at large. (Cherapanukorn, 2014).

Socio-cultural Challenges in Hotels and Resorts. Achieving agreement between different stockholders on innovations and advancements in connection to a business's evolution is extremely difficult (Johnston, 2005).

Environmental Challenges in Hotels and Resorts. Ecologic preservation, as per Chan et al. (2017), is crucial for the sector since creating a secure and appealing atmosphere is essential to the survival of the accommodation business.

Economic Challenges in Hotels and Resorts. One of the biggest issues in the accommodation sector has always been finding and keeping good employees. Competent personnel are needed in each area of a resort, including administrative, repair, the restaurant, sanitation, and receptionist Mistry (2022).

RESEARCH METHOD

The study employed a descriptive research design and utilized the mixed methods sequential explanatory design. The respondents were chosen using purposive sampling, resulting in 400 respondents. In addition, a survey instrument using a Google Form was distributed, and an interview was conducted with 15 hoteliers and 15 resort employees in order to analyze the practices, challenges, and lessons learned in addressing the issues from July to October 2022. For the data analysis, frequency and percentage, mean, median, Kruskal Wallis or One-way ANOVA, and Spearman's Rank Correlation were employed.

FINDINGS AND DISCUSSION

Respondent's Profile

The participants of the study are 400 employees of (50) resorts and hotels in thirteen (13) municipalities in the province of Zambales.

Table 1. Job Position

	Frequency	Percent
Front Desk Officer	104	26
Housekeeper	92	23
Front Desk Manager	59	14.8

	Frequency	Percent
General Manager	38	9.5
Sales and Marketing Officer	31	7.8
Marketing Manager	15	3.8
Accounting Manager	14	3.5
Hotel Concierge	11	2.8
Human Resource Manager	7	1.8
IT Manager	5	1.3
Housekeeping Manager	4	1
Purchase Manager	2	0.5
Revenue Manager	1	0.3
Others	17	4.3
	400	100

Most of the respondents are front desk officers. They are the key to promoting guest satisfaction while staying in the accommodation establishments (Gumaste, 2015).

Table 2. Number of Years Working

	Frequency	Percent
6 months to 1 year	202	50.5
2 to 5 years	169	42.3
More than 5 years	29	7.3
	400	100

Most of the respondents had working experience in the company of six months to one year. This implies that the training and orientation of new employees to get used to their jobs should be given attention. Improving the standard of the hotel workforce also entails making the sector more resilient and better in preparing destinations and communities to deal with the risks and dangers brought on by shifting economic, environmental, political, and social factors (Ezaki, 2017).

Table 3. Frequency of Number of Trainings

Trainings Attended	Frequency	Percent
1 to 3	218	54.5
4 to 6	119	29.8
7 to 10	37	9.3
10 and more	26	6.5
	400	100

The majority of the respondents had the lowest number of training. More training must be provided by employers to improve practices on sustainable operations. Improving the standard of the hotel workforce also entails making the sector more resilient and better in preparing destinations and communities to deal with the risks and dangers brought on by shifting economic, environmental, political, and social factors (Ezaki, 2017).

Sustainable Practices

All the practices in terms of economic impacts were practiced by the respondents. The standard costing (reduced operating expenses, cheaper labor expenditures, for example), wage gains (increased employment level, high margin creation), and trade shares development (pace of innovative brand launch to marketplace, branding and promotion activity) are all concerned with economic sustainability effectiveness. (Modica, 2020).

Table 4. Level of Agreement

ECONOMIC IMPACT	Median	
1. Hotel/resort opens more job opportunities.	4	Strongly Agree
2. Helps to create additional side income for the local families.	4	Strongly Agree
3. Is able to increase the standard of living of the local communities.	4	Strongly Agree
4. Reduce the income gap between local people.	4	Strongly Agree
5. Uses its resources to develop local areas.	4	Strongly Agree
6. Stimulate more economic activities for the community.	4	Strongly Agree
7. Improves the efficiency of the management.	4	Strongly Agree
8. Invest in the area where the business operates.	4	Strongly Agree
9. Supplies locally to support the local community.	4	Strongly Agree
OVERALL		Strongly Agree

All the practices that contributed to the environmental impacts were practiced by the respondents. Many guesthouses understand that supporting environmental techniques is not merely moral but also profitable in terms of budget savings, brand improvement, economic distinction, and increased CSR (Kularatne, 2019).

Table 5. Environmental Impact

	Median	
1. The resort/hotel promotes the conservation of the environment.	4	Strongly Agree
2. Improves the images of natural surroundings.	4	Strongly Agree
3. I increase the level of cleanliness of the surroundings.	4	Strongly Agree
4. Does not cause air pollution.	4	Strongly Agree
5. Has a proper waste management system in place.	4	Strongly Agree
6. Promotes the activities of recycling	4	Strongly Agree
7. Protects the flora and fauna.	4	Strongly Agree
8. Play to prevent water pollution.	4	Strongly Agree
9. Contribute to the conservation of company resources.	4	Strongly Agree
OVERALL		Strongly Agree

All the practices that contributed to the socio-cultural impacts were practiced by the respondents. Sociocultural initiatives involve engaging in workforce performance and productivity, hearing workers' proposals, motivating resort staff to participate in different public gatherings, making charitable donations, offering visitors greater experiences and a positive atmosphere, and promptly compensating providers for their goods and assistance (Porter, 2011).

Table 6. Socio-Cultural

	Median	Meaning
1. The resort/hotel helps to change positively the way of life for local people.	4	Strongly Agree
2. Creates goodwill for local people.	4	Strongly Agree
3. Helps to reduce the migration of young people to larger cities.	4	Strongly Agree
4. Improves the safety of the areas and reduces crime rates and social problems.	4	Strongly Agree
5. Establishes long-term relationships with the supplier.	4	Strongly Agree
6. Helps in enriching the cultural practices in the community.	4	Strongly Agree
7. Helps the community by donating to charities.	4	Strongly Agree
8. Create programs to motivate staff in order for them to be more productive at work	4	Strongly Agree
OVERALL		Strongly Agree

Challenges In the Implementation of Sustainable Tourism Management

All the economic challenges that contributed to the environmental impacts were practiced by the respondents. Customer acceptance is minimal, and business mediators are just starting to take certification into account as a measure for providing due diligence and initial evaluation (Font, 2006).

Table 7. Economic Challenges

	Median	Meaning
1. Involving local communities in tourism activities and helping uplift their economy is a challenge for us.	4	Strongly Agree
2. Fair distribution of income is the crucial challenge of sustainable tourism.	4	Strongly Agree
3. Business certification is a challenge.	4	Strongly Agree
4. Standardization of salaries and other employee benefits is a challenge.	4	Strongly Agree
5. Unequal accumulation of resources between locals and guests.	4	Strongly Agree
6. The inflation rate creates more financial difficulties.	4	Strongly Agree
7. Technological security breaches and personal information leakage.	4	Strongly Agree
OVERALL		Strongly Agree

The environmental challenges that contributed to the environmental impacts were practiced by the respondents. There is a huge amount of garbage and trash in the seashore, and there is a limited sewage treatment plant. Some customers maximize their stay by turning on all the appliances in the room; global warming and consistency in segregation are problems. Nowodzinski (2022) supported that plastic and other artificial substances are now being dumped in enormous quantities in the waterways.

Table 8. Environmental Challenges

	Median	Meaning
1. Reducing the over-consumption of water and electricity.	4	Strongly Agree
2. Making people realize our responsibility towards nature is difficult sometimes.	4	Strongly Agree
3. Difficulty in minimizing water, air, and soil pollution.	4	Strongly Agree
4. Waste disposal and segregation is a challenge.	4	Strongly Agree
5. Conservation of water and energy is a challenge.	4	Strongly Agree
6. Maintaining and building quality of the landscape is a challenge.	4	Strongly Agree
7. Promoting and protecting natural habitats and wildlife is a challenge.	4	Strongly Agree
OVERALL		Strongly Agree

Access to communication and inter-sector coordination are major challenges. Achieving agreement between different stockholders on innovations and advancements in connection to a business’s evolution is extremely difficult (Johnston, 2005). When asked directly in an interview, the respondent answered:

Relationship with co-workers and guests is a challenge; commitment and consistency at work of some employees is a problem; different thoughts and ideas coming from the employees; different leadership styles of officials; and lack of experience in sustainable tourism management.

Table 10. Socio-Cultural Challenges

	Median	Meaning
1. Involving local communities in tourism activities is difficult.	4	Strongly Agree
2. Decision-making is a crucial point for us in community participation.	4	Strongly Agree
3. Delays in the community's response is a challenge.	4	Strongly Agree
4. Access to communications is a challenge.	3	Strongly Agree
5. Inter-sector coordination is a challenge.	3.5	Strongly Agree
6. It can be difficult to get people to psychologically commit.	4	Strongly Agree
7. It can be challenging to get different investors to agree on a common decision.	4	Strongly Agree
8. Conflicts within the organization are unavoidable.	4	Strongly Agree
OVERALL		Strongly Agree

Lessons Learned

The respondents believed and learned that: 1) it is important to understand how they can help in the conservation of the environment; 2) sustainable tourism improves the image of the hotel; 3) employee retention is important; 4) profitability is important; 5) COVID-19 pandemic has demonstrated how poor preparation can have disastrous consequences; 6) we need to have the adequate cash flow for future use; and 7) it feels good when we help with the preservation of natural resources. The top multinational hotel brands are stressing their dedication to sustainable development and incorporating it within the business commercial plans more (Jones, 2014).

Table 11. Lessons Learned

Sustainable Operations	Median	Meaning
1. It is important to understand how we can help our environment with conservation.	4	Strongly Agree
2. Sustainable operation improves the image of the hotel.	4	Strongly Agree
3. Employee retention is important	4	Strongly Agree
4. Profitability	4	Strongly Agree
5. The COVID-19 epidemic has demonstrated how poor preparation can have disastrous consequences.	4	Strongly Agree
6. We need to have adequate cash flow for future use.	4	Strongly Agree
7. It feels good when we help with the preservation of natural resources.	4	Strongly Agree
OVERALL		Strongly Agree

Perceived Practices on The Implementation of Sustainable Tourism Management When Grouped According to Profile Variables.

The respondents had different perceptions about the implementation of sustainable operations management when clustered according to their job position. This is in conformity with Chung et al. (2015), who said that there was a significant association between employees' age and the number of years of service based on the findings of the correlation study of workers' age, number of years of service, cognitive capacity, and workability.

Table 12. Significant Difference

Job Position	Computed P- value	Decision
1. Good relationship with co-workers and customers	0.73	Non-Significant
2. Turning off electrical items when not in use	0.366	Non-Significant
3. Segregation	0.12	Non-Significant

Job Position	Computed P- value	Decision
4. The use of a converter to save electricity	0.113	Non-Significant
5. The use of recyclable materials	0.023	Significant
6. Reduce, reuse and recycle	0.021	Significant
7. Paperless	0.005	Significant
8. The use of LED bulbs	0.004	Significant
9. Recycling of frying oils	0.001	Significant
10. Encouraging guests to reuse towels	0.001	Significant
11. Motion detectors in comfort rooms	0.001	Significant
OVERALL		Significant

There was no difference in the perception of the respondents. Chung (2015) said that there was a significant association between employees' age and the number of years of service based on the findings of the correlation study of workers' age, number of years of service, cognitive capacity, and workability.

Table 13. Number of Years

PRACTICES	Computed P-value	Decision
1. Good relationship with co-workers and customers	0.73	Non-Significant
2. Turning off electrical items when not in use	0.366	Non-Significant
3. Segregation	0.12	Non-Significant
4. The use of a converter to save electricity	0.113	Non-Significant
5. The use of recyclable materials	0.023	Significant
6. Reduce, reuse and recycle	0.021	Significant
7. Paperless	0.005	Significant
8. The use of LED bulbs	0.004	Significant
9. Recycling of frying oils	0.001	Significant
10. Encouraging guests to reuse towels	0.001	Significant
11. Motion detectors in comfort rooms	0.001	Significant
OVERALL		Significant

The null hypothesis was supported, and there was no difference in the beliefs of the respondents. There was a significant association between employees' age and the number of years of service (Chung, 2015) based on the correlation study of workers' age, number of years of service, cognitive capacity, and workability.

Table 14. Number of Trainings Attended

	Computed P- value	Decision
1. Reduce, reuse and recycle	0.458	Non-Significant
2. The use of recyclable materials	0.999	Non-Significant
3. Recycling of frying oils	0.023	Non-Significant
4. The use of a converter to save electricity	0.809	Non-Significant
5. Encouraging guests to reuse towels	0.022	Non-Significant
6. Turning off electrical items when not in use	0.664	Non-Significant
7. Motion detectors in comfort rooms	0.11	Non-Significant
8. The use of LED bulbs	0.006	Non-Significant
9. Segregation	0.943	Non-Significant
10. Paperless	0.373	Non-Significant
11. Good relationship with co-workers and customers	0.392	Non-Significant
OVERALL		Non-Significant

Significant Difference in The Perceived Economic Challenges

Since all the questions in the challenges/economics were significant, the alternative hypothesis is supported. Hannah (2022) claimed that effective leadership is difficult to find. Managers and supervisors struggle to gain the respect of their staff since, although they have managerial expertise, they may not always have produced noticeable outcomes as a leader.

Table 15. Job Position

Economic	Computed P-Value	Decision
1. Budget for future project/innovation	0.001	Significant
2. Financial difficulties	0.001	Significant
3. Inflation rate	0.001	Significant
4. Challenging to apply for DOT certification	0.001	Significant
OVERALL		Significant

The null hypothesis was not supported, and there was no difference in the perception of the respondents. The inflation rate and the challenge of applying for DOT certification were significant; the alternative hypothesis is supported. Budget has always been one of the considerations in the hospitality sector, which also depends on the inflation rate. It is an important variable for economic status and the industry's economic growth (Musarat, 2021).

Table 16. Perceived Challenges/ Number of Years Working

ECONOMIC	Computed P-value	Decision
1. Budget for future project/innovation	0.405	Non-Significant
2. Financial difficulties	0.069	Non-Significant
3. Inflation rate	0.005	Significant
4. Challenging to apply for DOT certification	0.014	Significant

There was a difference in the perceptions of the respondents. Overall, the variable challenges and economics were significant, and the alternative hypothesis is supported. This implies that training is important to address the challenges in financial and DOT applications. Providing a series of seminars and workshops is suggested (Zamora, 2022).

Table 17. Perceived Challenges/ Number of Trainings

ECONOMIC	Computed P-value	Decision
1. Budget for future project/innovation	0.442	Non-Significant
2. Financial difficulties	0.007	Significant
3. Inflation rate	0.001	Significant
4. Challenging to apply for DOT certification	0.002	Significant

The null hypothesis was not supported, and there was a difference in the perception of the respondents. Hannah (2022) claimed that effective leadership is difficult to find. Managers and supervisors struggle to gain the respect of their staff since, although they have managerial expertise, they may not always have produced noticeable outcomes as a leader.

Table 18. Perceived Challenges

ENVIRONMENTAL in the Implementation of Sustainable Tourism Management when grouped according to Job Position	Computed P-value	Decision
1. Huge amount of garbage	0.001	Significant
2. Trashes in the seashore	0.001	Significant
3. Limited sewage treatment plant	0.001	Significant
4. Some customers maximize their stay by turning on all of the appliances in the room.	0.001	Significant
5. Global warming	0.001	Significant
6. Consistency in segregation	0.001	Significant
OVERALL		Significant

The computed p-values of the six questions under the challenges/environmental received three questions higher than the .05. Rajak (2023) mentioned the need to address problems in the environment, although hotels do not have a direct impact. The accommodation sector can lead to excessive use of resources, leading to additional costs in operations.

Table 19. Perceived Challenges/ Number 'of Years

ENVIRONMENTAL	Computed P-value	Decision
1. Consistency in segregation	0.427	Not Significant
2. Trashes in the seashore	0.068	Not Significant
3. Some customers maximize their stay by turning on all of the appliances in the room.	0.063	Not Significant
4. Limited sewage treatment plant	0.032	Significant
5. Global warming	0.015	Significant
6. Huge amount of garbage	0.003	Significant

The null hypothesis was not supported, and there was a difference in the perceptions of the respondents. The need to address environmental issues is also an important perceived challenge for the respondents. Training is valuable to employees to be proactive to improve practices that are not sustainable (Varga, 2023).

Table 20. Perceived Challenges/ No. of Training

ENVIRONMENTAL	Computed P-value	Decision
1. Huge amount of garbage	0.001	Significant
2. Trashes in the seashore	0.001	Significant
3. Limited sewage treatment plant	0.001	Significant
4. Some customers maximize their stay by turning on all of the appliances in the room.	0.001	Significant
5. Global warming	0.001	Significant
6. Consistency in segregation	0.032	Significant
OVERALL		Significant

Overall, the variable challenges/socio-cultural was significant, and the alternative hypothesis is supported. Cultivating a sense of culture in the workplace will make the employees attached to their work. Training programs for the workforce will instill commitment and consistency at work (Mistry, 2022).

Table 21. Perceived Challenges/ Job Position

SOCIO-CULTURAL	Computed P-value	Decision
1. Different thoughts and ideas	0.065	Non-Significant
2. Relationship with co-workers and guest	0.023	Significant
3. Commitment and consistency at work	0.001	Significant
4. Different leadership styles	0.001	Significant
5. Lack of experience	0.001	Significant
OVERALL		Significant

The null hypothesis was supported, and there was no difference in the perception of the respondents. The overall decision was not significant. Even one question was significant, which is the lack of experience. Unemployment is brought about by the differences in exposure in the industry, and the attitude towards work is important in the workplace (Brugger, 2009).

Table 22. Perceived Challenges/ No. of Years Working in the Company

SOCIO-CULTURAL	Computed P-value	Decision
1. Relationship with co-workers and guest	0.814	Non- Significant
2. Commitment and consistency at work	0.809	Non- Significant
3. Different thoughts and ideas	0.517	Non- Significant
4. Different leadership styles	0.248	Non- Significant
5. Lack of experience	0.005	Significant
OVERALL		Not Significant

The overall decision was not significant, even one practice was significant since there were 400 respondents in this study. In terms of a number of trainings, it is important to determine the needs relevant to employee's professional development (Picazo, 2021).

Table 23. Perceived Challenges/ No. of Trainings

SOCIO-CULTURAL	Computed P-value	Decision
1. Relationship with co-workers and guest	0.489	Non- Significant
2. Commitment and consistency at work	0.427	Non- Significant
3. Different thoughts and ideas	0.218	Non- Significant
4. Different leadership styles	0.208	Non- Significant
5. Lack of experience	0.001	Significant
OVERALL		Not Significant

Significant Relationship Between the Perceived Practices and Challenges Encountered By The Respondents.

The strength and direction of the association of the two variables, practices and economics. The overall strength of the relationship, as interpreted by the value of Spearman's Rank Coefficient Correlation, was 0.340, which means a weak positive monotonic relationship, and the direction of their relationship is gradually going upward. People may reject transformation because they have been employed by a business for a long period and are reluctant to give up ingrained habits (Federal Ministry for Economic Cooperation and Development, 2007). Prabhu and Ramalingam (2020) contend that the fundamental nature of developing practices necessitates taking chances, placing wagers, and hedging against triumphs and disappointments. It is intrinsically difficult, if not impossible, to determine in advance whether ideas, groups, businesses, or networks will be successful.

Table 24. The Strength and Direction of Association between Practices and Economic and Its Significance

The Strength and Direction of Association between Practices and Environment and Its Significant								
PRACTICES	ECONOMIC							
	Budget for future project/in2vation		Financial difficulties		Inflation rate		Challenging to apply for DOT certification	
	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value
1. Reduce, reuse, and recycle	.393	.000	.306	.000	.257	.000	.283	.000
2. The use of recyclable materials	.390	.000	.275	.000	.208	.000	.301	.000
3. Recycling of frying oils	.405	.000	.452	.000	.366	.000	.395	.000
4. The use of a converter to save electricity	.416	.000	.235	.000	.152	.002	.255	.000
5. Encouraging guests to reuse towels	.403	.000	.500	.000	.403	.000	.430	.000
6. Turning off electrical items when not in use	.445	.000	.240	.000	.222	.000	.222	.000
7. Motion detectors in comfort rooms	.442	.000	.455	.000	.401	.000	.444	.000
8. The use of LED bulbs	.383	.000	.377	.000	.412	.000	.332	.000
9. Segregation	.482	.000	.333	.000	.359	.000	.345	.000
10. Paperless	.379	.000	.271	.000	.211	.000	.259	.000
11. Good relationship with co-workers and customers	.455	.000	.235	.000	.208	.000	.232	.000
AVERAGE CORRELATION COEFFICIENT AND COMPUTED P-VALUE	0.418	.001	0.334	.001	0.291	.001	0.318	.001
OVERALL CORRELATION COEFFICIENT	0.340							
DEGREE OF RELATIONSHIP	POSITIVE WEAK CORRELATION							
OVERALL P-VALUE COMPUTED VALUE	0.001							
OVERALL DECISION	SUPPORT THE ALTERNATIVE HYPOTHESIS/SIGNIFICANT							

The overall strength of the relationship, as interpreted by the value of Spearman's Rank Coefficient Correlation, was 0.304, which means a weak positive monotonic relationship and the direction of their relationship is gradually increasing upward. Sustainability interests and practices for quality service in relation to the environment will make the hotel more competitive (Perramon, 2022).

Table 25. Environment

The Strength and Direction of Association between Practices and Environment and Its Significant												
PRACTICES	ENVIRONMENT											
	Huge amount of garbage		Trashes in the seashore		Limited sewage treatment plant		Some customers maximize their stay by turning on all of the appliances in the room.		Global warming		Consistency in segregation	
	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value
1. Reduce, reuse and recycle	.231	.000	.249	.000	.232	.000	.259	.000	.199	.000	.334	.000
2. The use of recyclable materials	.209	.000	.221	.000	.211	.000	.231	.000	.205	.000	.329	.000
3. Recycling of frying oils	.400	.000	.402	.000	.433	.000	.315	.000	.320	.000	.308	.000
4. The use of a converter to save electricity	.185	.000	.195	.000	.183	.000	.221	.000	.189	.000	.375	.000

The Strength and Direction of Association between Practices and Environment and Its Significant												
PRACTICES	ENVIRONMENT											
	Huge amount of garbage		Trashes in the seashore		Limited sewage treatment plant		Some customers maximize their stay by turning on all of the appliances in the room.		Global warming		Consistency in segregation	
	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value
5. Encouraging guests to reuse towels	.451	.000	.474	.000	.518	.000	.391	.000	.370	.000	.403	.000
6. Turning off electrical items when not in use	.208	.000	.216	.000	.184	.000	.217	.000	.205	.000	.374	.000
7. Motion detectors in comfort rooms	.374	.000	.451	.000	.458	.000	.383	.000	.386	.000	.392	.000
8. The use of LED bulbs	.362	.000	.379	.000	.411	.000	.378	.000	.384	.000	.430	.000
9. Segregation	.230	.000	.271	.000	.272	.000	.312	.000	.309	.000	.475	.000
10. Paperless	.250	.000	.285	.000	.257	.000	.254	.000	.235	.000	.322	.000
11. Good relationship with co-workers and customer	.171	.001	.149	.003	.155	.002	.223	.001	.224	.000	.406	.001
AVERAGE CORRELATION COEFFICIENT AND COMPUTED P-VALUE	0.279	.001	0.299	.001	0.301	.001	0.289	.001	0.275	.001	0.377	.001
OVERALL CORRELATION COEFFICIENT	0.304											
DEGREE OF RELATIONSHIP	POSITIVE WEAK CORRELATION											
OVERALL COMPUTED P-VALUE	.001											
OVERALL DECISION	SUPPORT THE ALTERNATIVE HYPOTHESIS/SIGNIFICANT											

Table 26 presents the weak positive monotonic relationship and a gradually increasing positive direction of the relationship. In addition, there might be a little causal relationship between practices and socio-cultural due to the upward direction. People may reject transformation because they have been employed by a business for a long period and are reluctant to give up ingrained habits (Federal Ministry for Economic Cooperation and Development, 2020).

Table 26. Socio-Cultural

The Strength and Direction of Association between Practices and Socio-Cultural and Its Significant										
PRACTICES	SOCIO-CULTURAL									
	Relationship with co-workers and guest		Commitment and consistency at work		Different thoughts and ideas		Different leadership styles		Lack of experience	
	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value
1. Reduce, reuse and recycle	.322	.000	.313	.000	.313	.000	.299	.000	.229	.000
2. The use of recyclable materials	.321	.000	.351	.000	.274	.000	.293	.000	.250	.000
3. Recycling of frying oils	.329	.000	.282	.000	.348	.000	.384	.000	.479	.000
4. The use of a converter to save electricity	.350	.000	.332	.000	.310	.000	.357	.000	.234	.000
5. Encouraging guests to reuse towels	.323	.000	.355	.000	.360	.000	.399	.000	.522	.000
6. Turning off electrical items when not in use	.280	.000	.372	.000	.289	.000	.300	.000	.186	.000
7. Motion detectors in comfort rooms	.379	.000	.370	.000	.392	.000	.450	.000	.476	.000
8. The use of LED bulbs	.320	.000	.382	.000	.387	.000	.403	.000	.369	.000

The Strength and Direction of Association between Practices and Socio-Cultural and Its Significant										
PRACTICES	SOCIO-CULTURAL									
	Relationship with co-workers and guest		Commitment and consistency at work		Different thoughts and ideas		Different leadership styles		Lack of experience	
	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value	Correlation Coefficient	Computed P-value
9. Segregation	.385	.000	.418	.000	.402	.000	.383	.000	.270	.000
10. Paperless	.237	.000	.309	.000	.289	.000	.249	.000	.245	.000
11. Good relationship with co-workers and customers	.310	.001	.361	.001	.299	.001	.356	.001	.140	.005
AVERAGE CORRELATION COEFFICIENT AND COMPUTED P-VALUE	0.323	0.001	0.350	0.001	0.333	0.001	0.352	0.001	0.309	0.001
OVERALL CORRELATION COEFFICIENT	0.333									
DEGREE OF RELATIONSHIP	POSITIVE WEAK CORRELATION									
OVERALL P-VALUE COMPUTED VALUE	0.001									
OVERALL DECISION	SIGNIFICANT									

Proposed Sustainable Operations Plan

There are 96.5 percent of respondents who implement a sustainability program, and only 14 respondents do not have the said program. This means that a greater majority have big concerns about implementing their sustainability programs to ensure that they provide long-term solutions to the economic, environmental, and socio-cultural impacts of tourism. According to Jones et al. (2014), the top multinational hotel brands are stressing their dedication to sustainable development and incorporating it into their business plans more and more. In the hospitality segment, the accommodation market has the largest employers and has the biggest impact on the growth of the areas in which it works, according to Segarra-Oa et al. (2012).

Table 27. Implementation of the Sustainability Program

	Frequency	Percent
Yes	386	96.5
No	14	3.5
Total	400	100

379 respondents answered that they have an existing plan that has been crafted in their organization. This indicates that the majority of resorts and hotels are seriously crafting and implementing their plans in order to address the challenges of sustainable tourism. Accordingly, this further implies that the companies are undertaking appropriate measures to ensure that their management is responsive to the economic, environmental, and socio-cultural impacts of tourism. The top multinational hotel brands are stressing their dedication to sustainable development and incorporating it into their business plans more and more (Jones, 2014). Leisure, as the major segment of the travel business, clearly seems to have the widest influence on the ecosystem (Graci, 2012).

Table 28. Existing Plan

Frequency and Percentage of the Existing Plan that has been Crafted in their Organization		
	<u>Frequency</u>	<u>Percent</u>
Yes	379	94.8
No	21	5.3
Total	400	100

CONCLUSIONS

When planning for sustainable operations in lodging accommodations, stakeholders are often involved in a comprehensive assessment of the economic, environmental, and social settings. Thus, intensive planning, advocacy campaigns, and engagement of internal and external stakeholders must be given priority. Based on the findings of the study, most of the respondents are front desk officers. This implies that they are an important element in sustainable operations since they are the key to promoting hotel and resort guest satisfaction. The study also revealed that most of the respondents are new in the company with very limited training training in operations. This denotes a fast transition in the hiring and induction of employees. The onboarding activities, training, and orientation of new employees to get used to their jobs should be given paramount attention in order to fully guide them in implementing sustainable tourism management practices.

In terms of economic, environmental, and socio-cultural impacts, all hotels and resorts are implementing sound, sustainable tourism management practices. This will ensure a positive contribution in various aspects to successful operations. It further revealed that, despite the success of hotels and resorts in the industry, there are inevitable challenges being faced by hotels and resorts. To ensure long-term solutions, particularly in the preservation of natural resources, the implementation of sustainable programs is important. In addition, the respondents had different perceptions about the implementation of sustainable tourism management when clustered according to their job position. Job position is a major factor that measures the depth and understanding in terms of practices and their extent of implementation. It is also concluded that there is a significant difference in the perceptions of the respondents when grouped according to job position. The workforce must be qualified in accordance with their position, and continuous training is important to inculcate a sense of responsibility. This will greatly impact guest satisfaction and the overall success of the operations.

Moreso, challenges in the implementation of sustainable management are felt across profile variables regardless of position, number of years working in the company, and training attended. If given priority, it will encourage innovation to adopt emerging sustainable practices. Lastly, to address these challenges, most resorts and hotels are seriously crafting and implementing their plans. This covers the various aspects of the resort and hotel's operations that lead to environmentally, socially, economically, and financially sound practices. Overall, the study shows that the application of sustainable hotel and resort practices is important for a successful operation. It requires a collaborative effort and commitment from all stakeholders, thus leading to a long-term benefit to the organization. On the other hand, information dissemination to all employees must be carried out in order to increase awareness and efficiency, which will generate positive environmental, socio-cultural, and economic impacts.

This study is beneficial to students, the Philippine government, the Department of Tourism (DOT), resort and hotel owners, and employees who are engaged in the tourism industry and other business-related endeavors to support and provide essential information and services to align with the context of promoting the beauty of the province of Zambales.

LIMITATION & FURTHER RESEARCH

The study has limitations brought about by the pandemic. It analyzed the practices and lessons learned by the respondents in addressing the issues from July to October 2022. Hence, future research is encouraged to cover updates in the implementation of its sustainable operations.

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