

**LEVEL OF EFFECTS ON THE CHALLENGES ENCOUNTERED BY THE  
LOCAL HOTELS (CARMEN & BATUAN) IN THE NEW NORMAL**

**College of Technology and Allied Sciences  
BOHOL ISLAND STATE UNIVERSITY  
Zamora, Bilal, Bohol**

**JENEFER Q. ACERO  
IRA MARIZ P. JAMIL  
AILEEN D. PANA**

**February 2022**

**LEVEL OF EFFECTS ON THE CHALLENGES ENCOUNTERED BY THE  
LOCAL HOTELS (CARMEN & BATUAN) IN THE NEW NORMAL**

---

**A Thesis  
Presented to the Faculty of the  
College of Technology and Allied Sciences  
BOHOL ISLAND STATE UNIVERSITY  
Zamora. Bilar. Bohol**

---

**In Partial Fulfillment  
Of the Requirements for the Degree of  
Bachelor of Science in Hospitality Management**

---

**Jenefer Q. Acero  
Ira Mariz P. Jamil  
Aileen D. Paña**

**February 2022**

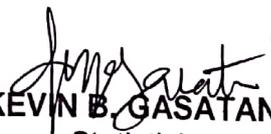
## APPROVAL SHEET

The thesis entitled, "LEVEL OF EFFECTS ON THE CHALLENGES ENCOUNTERED OF THE LOCAL HOTELS IN THE NEW NORMAL", prepared and submitted by Jenefer Q. Acero, Ira Mariz P. Jamil and Aileen D. Paña, in partial fulfillment of the requirements for the degree of Bachelor of Science in Hospitality Management has been examined and recommended for acceptance and approval for oral defense.

### THESIS COMMITTEE

  
NELIA Q. CATAYAS, Ph.D.

Chairman

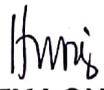
  
KEVIN B. GASATAN  
Statistician

  
MANOLITO C. MACALOLOT, Ed.D.

Editor

  
MARIFEL G. LASCOÑA

Adviser

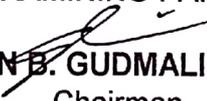
  
HERSHEY LOU M. CABIG

Internal Expert

---

Approved by the Examining Panel during the Oral Examination conducted February 2022, with a rating of 1.8.

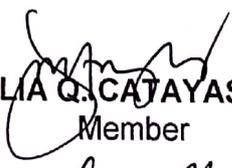
### EXAMINING PANEL

  
ARLEN B. GUDMALIN, Ph.D.

Chairman

  
HERBERTO PIOLLO, MS Math

Member

  
NELIA Q. CATAYAS, Ph.D.

Member

  
MANOLITO C. MACALOLOT, Ed.D.

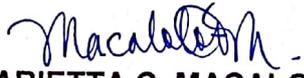
Member

  
MARIFEL G. LASCOÑA

Member

Accepted and approved as partial fulfilment of the requirements for the degree of Bachelor of Science in Hospitality Management.

February 2022  
DATE OF ORAL DEFENSE

  
MARIETTA C. MACALOLOT, Ph.D.

Campus Director

## ACKNOWLEDGMENT

The researchers wished to express their sincere gratitude, heartfelt praise and thanksgiving to our Almighty Father for His divine aid and providence, supreme wisdom, unshakeable guidance and abundant blessings showered upon the researchers in times of endeavors in the completion of this study.

Sincere thanks and overwhelming gratitude were also extended to the following individuals for their never-ending support, guidance, assistance and invaluable encouragement in the realization of this work;

**Marifel G. Lascoña**, Thesis Adviser, for extending her patience and for sharing her expertise, untiring efforts and brilliant ideas in giving valuable advices, encouragement and unselfish guidance that helped a lot in the completion of this action research;

**Manolito C. Macalolot, Ed.D.**, Thesis Editor, for his encouragement and for lighting up their moods amidst their stressful days and for extending his patience in editing the draft and final copies of the manuscript;

**Kevin B. Gasatan**, Thesis Statistician, for sharing his expertise and worthwhile services in the statistical computation and interpretation of the data;

**Nelia Q. Catayas Ph.D.**, Chairperson of DHMIT, for her advice and brilliant ideas that contributed a lot in making study possible;

**Arlen D. Gudmalin Ph. D.**, Dean of CTAS, for giving the approval of this study;

To all the respondents, hotel owners and managers of the municipalities of Batuan and Carmen, for cooperating diligently and for answering the questionnaire and for assisting the researchers during the conduct of the study;

Beloved parents of the researchers; **Mama Trining & Papa Billy; Mama Lyndee & Papa Romy; Mama Linda & Papa Lorenzo**, for giving financial and moral support, love, brilliant advice and encouragement;

To the panelists, for giving their support, assistance, suggestions and comments for the improvement of the study;

To the researchers' classmates and friends, who never failed to make the researcher's smile despite all the stress and pressure brought in furnishing the study; and

To those people who are not mentioned but in one way or another had helped the researchers in accomplishing the study.

**JENEFER, IRA MARIZ & AILEEN**

**-Researchers-**

## ABSTRACT

The main objective of the study was to assess the level of effects of the challenges encountered by the local hotels in a new normal specifically in the municipalities of Batuan and Carmen, province of Bohol. Further, it also sought to find the respondent's profile and the demographic profile of the local hotels. The researchers used descriptive method with the aid of a modified questionnaire. Descriptive method since the researchers analyzed the documents pertaining to the profile and the level of effects of the challenges. The data gathered were treated using frequency counts and simple percentage to describe the demographic profile of the respondents and local hotels. On the other hand, weighted mean was used for the level of effects of the challenges encountered. Based on the research results, majority of the respondents who were the hotel owner were mostly females whose age ranges from 41-50 years old. And most of the hotels have been operating for less than five years which mostly has 1-5 rooms with an average of 1-5 number of employees. Furthermore, the findings revealed that the aspect in Health and Security was strongly affected by the challenges of the local hotels in a new normal while there was no effect in the aspect of Employee Relationship. Thus, local hotels should conduct a performance review to determine what has worked and to modify plans in dealing new problems and issues. Also, they must review and update website content. They must put measures in every places of the establishment to ensure appropriate social distancing and hygiene; and must create a comprehensive guide of the hotel's actions to prevent COVID-19 infections and make it available on its website. And the employees are encouraged to attend DOLE seminars to be oriented with the different rules, frameworks and agencies of the government that would enable to strengthen the workforce. The local government is recommended to publicly advertise the availability of the establishments with emphasis on compliance of the implementation of the public health standards in the new normal. The future researchers are encouraged to conduct further study to validate the result of the study.

## TABLE OF CONTENTS

TITLE PAGE	.....	i
APPROVAL SHEET	.....	ii
ACKNOWLEDGMENTS	.....	iii
ABSTRACT	.....	v
TABLE OF CONTENTS	.....	vii
LIST OF TABLES	.....	ix
LIST OF FIGURES	.....	x

Chapter		Page
1	<b>THE PROBLEM AND ITS SCOPE</b>	
	Rationale	..... 1
	Literature Background	..... 3
	<b>THE PROBLEM</b>	
	Statement of the Problem	..... 12
	Significance of the Study	..... 13
	<b>RESEARCH METHODOLOGY</b>	
	Design	..... 14
	Environment	..... 14
	Participants	..... 15

	Instrument	.....	16
	Data Gathering Procedure	.....	16
	Statistical Treatment	.....	17
	<b>OPERATIONAL DEFINITION OF TERMS</b>	.....	19
<b>2</b>	<b>PRESENTATION, ANALYSIS AND</b>		
	<b>INTERPRETATION OF DATA</b>	.....	21
<b>3</b>	<b>SUMMARY OF FINDINGS, CONCLUSIONS</b>		
	<b>AND RECOMMENDATIONS</b>		
	Summary of Findings	.....	37
	Conclusions	.....	39
	Recommendations	.....	40
	<b>REFERENCES</b>		
	<b>APPENDICES</b>		
	A. Instruments	.....	44
	B. Letters	.....	48
	C. Raw Data	.....	53
	D. Photo Documentation	.....	68
	<b>CURRICULUM VITAE</b>	.....	65

## LIST OF TABLES

<b>Table</b>		<b>Page</b>
1	Respondent's Profile .....	23
2	Demographic Profile of the Local Hotels .....	24
3	Level of Effects Regarding Operating Issues .....	26
4	Level of Effects Regarding Employee Relationship .....	28
5	Level of Effects Regarding Marketing Techniques .....	30
6	Level of Effects Regarding Customer Service .....	31
7	Level of Effects Regarding Cleanliness and Hygiene .....	33
8	Level of Effects Regarding Health Safety and Security .....	35
9	Overall Mean of the Level of Effects .....	36

## LIST OF FIGURES

Figure		Page
1	Theoretical-Conceptual Framework	11
2	Map of Batuan, Bohol	15
3	Map of Carmen, Bohol	16

## Chapter 1

### THE PROBLEM AND ITS SCOPE

#### Rationale

The outbreak of the corona virus disease (COVID-19) has created a global health crisis that had a deep impact on our everyday lives which threatened our safety requiring social and physical distancing; closing of borders, airports and hotels thus, greatly affecting the hotel industries.

A hotel is an establishment that forms part of the service sector which provides accommodation and is considered to be one of the fastest growing sectors in the world, whose primary business is to provide lodging facilities for the general public. It offers amenities, services and facilities like foods, beverages, recreations, conference and training arrangements that guarantee a luxurious and trouble-free trip.

On the onset of the COVID-19 pandemics, local hotel industries are dealing with various challenges caused by the devastating effects of operations, employees and customers expectations regarding hygiene standards, exceptional service and customized personal experiences. As a result, local hotels have seen revenue declines, and there are considerable workforce reductions and even forced to close their doors, either temporarily or -permanently brought about by the COVID-19 pandemic.

Moreover, the pandemic will remain in our collective memory due to its devastating impact at the different levels on the global economy. Specifically, to the hotel industries that is challenge to continue to push forward and get beyond the crisis as part of the service sector. The challenge to continue thriving in adapting the new rules, standards and values, thus, the new normal.

The transition in embracing the new normal requires the most definite and effective steps leaving no one in the hotel industries. In order to overcome the challenges that will keep these industries grow amidst the COVID-19 pandemic with these views, the researchers were motivated to conduct a study entitled, "Level of Effects of the Challenges Encountered by the Local Hotels in a New Normal" in the Municipalities of Batuan and Carmen, Bohol.

### **Literature Background**

Pursuant to the Memorandum Circular No. 2020-002 also known as the, "New Normal Health and Safety Guidelines Governing the operations of Accommodation Establishments" of the Department of Tourism, it states that there is a need to provide guidelines to institutionalize updated health and safety protocols in the operations of accommodation establishment like hotels under a new standards scenario. Under Section 5, Guest Handling Policy, the hotel is required (1) to have the guests complete a health declaration form upon check-in; (2) to encourage online payment upon booking; (3) to conduct body temperature checking using a thermal scanner at the hotel entrances.

Moreover, the Republic Act 1478, an Act that created a board of travel and tourist industry, it stated that it is necessary to promote the removal of unnecessary barriers to travel and integration and simplification of travel regulations and requirements as well as their efficient, fair and courteous enforcement to assure expeditious, pleasant and hospitable reception of all tourist and visitors and utmost satisfaction on their part during their stay in the country and upon their departure.

This study is also anchored from Ritchie and Jiang's (2019) Complexity Theory which provides an understanding of how hotel industry grows, adapt and evolve. And it assists in identifying chaos that surrounds the crises. Complexity theory is needed to understand a highly complex problem. It can interpret unpredictable situations by providing a language that explains complex social phenomena such as the current crisis.

Further, it is also supported by the Contingency Theory, developed by sociologist Joan Woodward (2020), that believes establishments like hotels must identify the effects of the problems and which management style will help achieve the establishment's goals in a particular situation. In a high performing establishment, it must have better use of technology to make a better decision in situational contexts like the pandemic. This theory recognizes that effective establishments must adapt to unique situations and circumstances.

The hospitality industry is a category of fields within the service industry that includes lodging event planning, theme parks, transportation, cruise line and

additional areas within the tourism industry (Novak, 2017). It is a complex field that requires the ability to merge many different areas of expertise, varied strategies and contingency plans to obtain success and continue to grow. When crises happen, hospitality companies force to change their operating strategy. These events generate high levels of uncertainty and usually require quick responses in facing negative impacts. Nevertheless, previous research has shown that there is little preparedness for a crisis in the hospitality industry, due mainly to a lack of dedicated resources and, also knowledge and experience about how to act.

Based on Behavioral theory by Thomas Jones (2021), the approach stresses the importance of the human factors in increasing productivity. There is a positive correlation between improved workplace conditions and employee performance. Behavioral studies kick-started, modern human resource management practices that enhanced employee treatment. Despite the pandemic, it is fostering understanding of the effects on how people respond during times of problems and teaching the best ways to manage expectations and motivate employees. It can help hotel leaders handle varied human resource problems during the workday.

According to Gomes, Yasin and Lisboa (2007), operational issues is the biggest challenge of all hotels. New markets and competitive realities are forcing service organizations to make the process of tracking, monitoring and improving the operational and organizational performance of the hotel. Hospitality service

organizations are facing increasing competitive pressures due to recent environmental changes.

As technology is improving day by day, there are lots of options available for the hotels in capturing their markets online. But according to a recent survey in the year 2016, almost 70% of the hotels worldwide still follow the old marketing practices. Due to poor marketing efforts, sales and brand recognition gets affected to a very great extent, lack of digital marketing and social media promotions, lack of market awareness, lack of collaboration with others and lack of building relationships through customer loyalty programs, which reward the customer who regularly use a particular hospitality service (Nain, 2018).

Moreover, new technologies in a hotel can help provide faster services to the guests communicate and raise requests immediately (Cheerze, 2021). Furthermore, gaining customer confidence with the new normal of the hotel is a big challenge. It is by supporting guests and employees by helping adjust to the new normal. It is about treating guests like family members and providing safe and comfortable spaces.

Roger Eugene Karnes (2008), in his journal of hotel business ethics, cited that lack of leadership within organizations plays a significant role in the breakdown of the employer-employee relationship. For example, many employers practice a "do as I say – not as I do" approach to inter-personal relationships/dealings between their employees and customers or co-workers, In contrast, they do not

demonstrate any concern for the same issues, emotions, problems or feelings when dealing with their employees.

Kyra Kuik (2016) suggested that hiring and training a new employee can bring a fresh perspective, as well as new skills to the workforce and improve job performance. Through training employees can do a better job if they are already familiar with internal policies and procedures.

Additionally, according to Archanaa (2021) that giving a rewards for high performance among the employees, giving a form of performance appraisal/evaluation to provide feedback to employees about their progress, and the new employees, once hired, must receive a basic orientation and put to work with the hope that they would catch on from older staff, these activities shown to a positive favourable outcome in an organizations.

Moreover, in the article "*How Does Customer Service Affect Hotel Business*" by Jan Burch, (2018) stated that customers are the foundation of success for any hotel business, and if customers are not treated right, the hotel business can lose its reason for existence. If an individual staff aren't taking care of their customer, hotels become known for poor customer service and the effects of poor customer service ripples far beyond the revenue lost with that single dissatisfied customer. For example, customers who experienced terrible customer service spread the word to their friends and through social media, current and potential customers will likely go elsewhere, and that would cost a hotels business revenue and its reputation.

On the other hand, Bagnera (2020) emphasized the opinion that the absolute cleanliness and hygiene of the hotel industry is the number one priority, making sure that rooms have clean, odor-free, eco-friendly and spacious conditions. This would drive more visitors to the hotels. To prevent the spread of the virus, hotels will be using fewer rooms, implementing intensified cleaning/sanitizing protocols, committing the use of personal protective equipment (PPE) for workers and, increasing attention to personal hygiene, communicating new COVID-19 policies to guests and employees.

According to Anichi, Dragole and Hiarsan (2021), providing safety and security is the major challenge of the hotel industry. Hotel safety and security with the lack of fire prevention systems, an emergency plan, an emergency lighting system, guards who ensure constant surveillance and regular testing of the hotel's security can lead to danger, injury or risk to the guests and employees. Hotel security is a long-term investment. To be safe is to experience no injuries and be out of danger.

Nevertheless, ensuring health safety of the guests and employees against COVID-19 like following Occupational Safety and Health Act (OSHA) requirements that impose various duties on the employer a safe and healthy work environment like social distancing, wearing face mask and face shield can reduce everyday health and safety risks. Hotels must make sure to take all necessary precautions to be able to build the confidence in the guests and employees minds (WHO, Interim Guidance, 2020).

According to Nain (2021), a hotel is judged by the quality of the service delivered, highly skilled and attentive staff, a personal touch, respect and the ability to make guests stay as comfortable and as relaxing as possible are all equally important to succeed. If hotels can provide the extra level of service like delivering services and facilities that cater for the needs of the customers, they can generate loyalty and repeat customers.

There are preliminary findings in the hotel industry with the effects of the challenges they encountered in a new normal that 70.42% of the hotel customers believe that using various technologies in service like mobile check-ins could be a great thing to do to ensure the health and safety of the customers. Other findings indicate that visible sanitizing efforts, implementing social distancing, limiting customers served, employee training is the most important safety precautions that customers expect from a hotel (Gursoy & Chi, 2020).

In another study by Candice Chuang (2020), in adjusting the hotel reception and front desk procedures, the safety measures should be implemented once guests enter the hotel, such as having proper temperature checks, accessible sanitizer, available mask and sanitizer to minimize the spread of COVID-19. In the Philippines, installing acrylic screens is required to separate guests and hotel staff. Furthermore, to prioritize guest satisfaction, make them feel welcome and comfortable as ever because are extraordinary times that some guests may feel more stressed about the entire situation.

In the study of Clarke, Rigg and Mayo (2019) about the Last Resort Hotel, at the time of the hotel establishments, it was experiencing a boom in population in with a high performance and ratings. But as time progressed, there were no strategic planning, lack of skills and abilities to create and utilize systems and procedures that could maintain a competitive advantage to determine the future of the hotel or how it will continue, the hotel only focused on the present even if it was experiencing threats from the other brand. They experienced an increase competition; employees were not happy that it increased to tardiness and, there were a lot of guest's complaints. With that in mind, the Last Resort Hotel thinks and identify its effects on the hotel and decided to bring in a management consultant team to prepare a detailed report of possible causes and intervention strategies that could result in a positive outcome for the hotel and also giving recognition for outstanding performance among the employee. After that, The Last Resort Hotel had done well and now serving a target market in an area that was experiencing exponential growth.

Finally, according to the study by Hao (2020), in China's hotel industry, they developed a management framework due to reviewing the overall impact of the challenges they encountered. And exploiting the unique opportunity presented to transform and refocus the hospitality industry towards local accommodation. The study discussed leadership and communication, human resource, service provision, corporate social responsibility, finance and standard operation procedure.

Another study in Bohol, Philippines. that during the previous decade, it experienced high growth in hotel accommodation, and the overall perception of Bohol's accommodation is positive. But as they encountered issues linked to proper sanitation and cleanliness that seemed to be clustered in Panglao, Tagbilaran and Loboc, it received poor reviews about the accommodation. Therefore, adequate proper sanitation and cleanliness must be provided to meet the customer's expectations (Temple University, 2020).

Moreover, the operations of the Donatela Hotel in Bohol is likewise significantly affected by the community quarantine in which the management is keeping the expenses at minimum and is executing general cleaning and small in-house renovations while occupant are expected to be low (Business World, 2020).

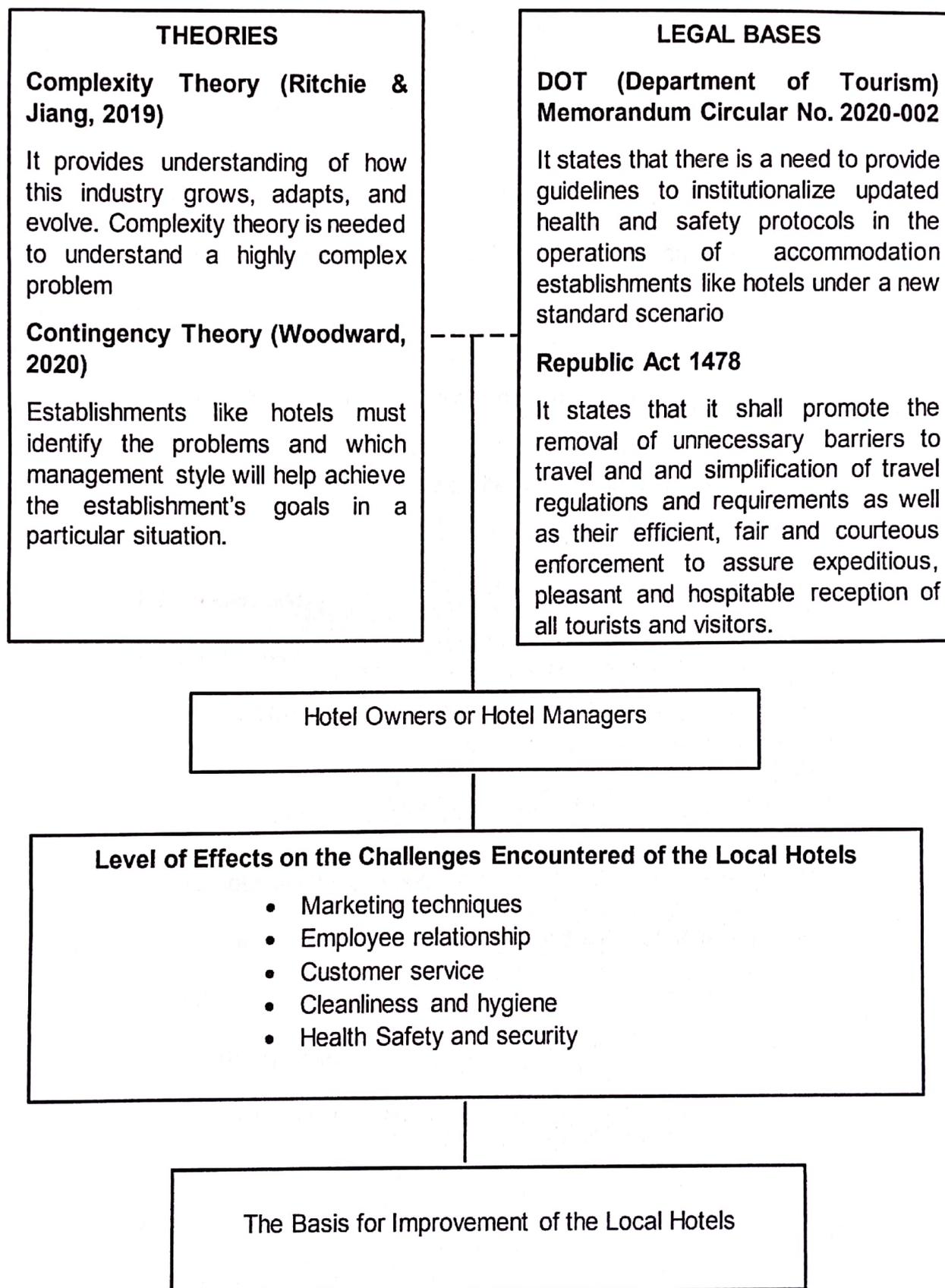


Figure 1. Theoretical and Conceptual Framework of the Study

## THE PROBLEM

### Statement of the Problem

The study aimed to assess the level of effects of the challenges encountered by local hotels in the municipalities of Batuan and Carmen, Bohol in the new normal.

Specifically, the study sought answers to the following questions:

1. What is the demographic profile of the respondents in terms of:
  - 1.1 age;
  - 1.2 gender: and
  - 1.3 civil status?
  
2. What is the profile of the local hotel in terms of:
  - 2.1 number of years operation;
  - 2.2 number of hotel rooms; and
  - 2.3 number of employees?
  
3. What is the level of effects encountered by the local hotels in a new normal in terms of:
  - 3.1 operating issues
  - 3.2 marketing techniques;
  - 3.3 employee relationship;
  - 3.4 customer service;
  - 3.5 cleanliness and hygiene; and

3.6 health safety and security?

4. What recommendations can be provided to improve local hotels based on the result of the study?

### **Significance of the Study**

The findings of this study would be beneficial to the following people:

**Local Hotel Owners or Managers.** The results of the study would be beneficial to the owners or managers for them to be aware of the challenges that the hotel is facing.

**Future Hotel Owners or Managers.** This study would serve as a guide for future hotels and managers in developing effective strategic management plans to identify challenges

**Academe.** The results of this study would be helpful to the student as well as the instructors who were working in the same area of research.

**Employees.** This would help the employees to gain information and provide strategies in improving services to the customers, and help in overcoming challenges in the establishment.

**Future Researchers.** The findings of this study would serve as reference material for future researchers who wish to conduct the same survey.

## RESEARCH METHODOLOGY

### Design

The researchers gathered the data using the descriptive survey method. Descriptive method since the researchers analyzed the data pertaining to the profile and the level of effects of the challenges encountered by the local hotels in the new normal. Other processes were the collection of the data, tabulation, presentation, analysis and interpretation of data.

### Environment and Participant

This study was conducted in Carmen Bohol, a 2<sup>nd</sup> class municipality in the Province of Bohol, home of the world-famous Chocolate Hills and has many tourist spots to go. It has four local hotels that provide accommodation, meals and other services for travellers and tourists, specifically in the following hotels, namely; Villa Del Carmen Haven located in Sitio Mabago, Barangay Poblacion Sur, Carmen, Bohol; Banlasan Lodge located at Loay Interior Road Lapaz Carmen Bohol; 7P2 Pension House and Marbeshen Inn.

This study was also conducted in Batuan Bohol, a 5<sup>th</sup> class municipality located within the province's tourist area. It is the gateway to the Chocolate Hills, only about 3 kilometers. Batuan, Bohol consists of 7 hotels, the following Hotels are; Shiphauz located in Poblacion Norte Batuan Bohol, Batuan; Balay sa Humay; Home Stay Rizal located in Balilihan-Hanopol-Batuan Road; RizaL Batuan Bohol; LhoyJean is situated in Barangay Cantigdas, Batuan Bohol; JunJals Backpackers





encountered on local hotels in a new in terms of: Operating Issues; Marketing Techniques; Employee Relationship; Customer Service; Cleanliness and Hygiene; and Health Safety and Security. Each factor has subset of indicators that were given the corresponding scaling by the respondent, which is 5 – Strongly Affected, 4 – Affected, 3 – Moderately Affected, 2 – Not Affected and 1 – Strongly Not Affected. The instrument scaling used by the researcher would be the Likert Scaling type of questionnaire.

This questionnaire was pilot tested in the ten local hotels in the Municipality of Bilar and Loboc Bohol which resulted to 3.45 overall mean that were interpreted as affected, who were not part of the target respondents.

### **Data Gathering Procedure**

The researchers sent a letter of permission to the administration through the Campus Director and the Dean of College of Technology and Allied Sciences to conduct a study outside the school, after the approval, a formal letter would be addressed to the Municipal Mayors of Carmen and Batuan, Bohol.

A pilot testing was conducted before the final administration of the questionnaire for revision purposes and validation as well.

During the actual conduct of the study, researchers personally administered and distributed the questionnaire to the respondents following the health and safety protocols, specifically wearing of face masks and face shields, sanitized before and after entering their establishments, and observed social

distancing. After the explanation, the respondents were given enough time to clarify the questionnaires. Furthermore, the researchers assured the respondents the confidentiality of their responses and encouraged them to answer the questionnaire honestly and objectivity.

### Statistical Treatment

The data were collected, tallied and tabulated.

To describe the demographic profile of the respondents and the local hotel, frequency counts and the percentage was used with the formula:

$$P = \left( \frac{f}{n} \right) \times 100$$

Where:

P = percentage  
f = frequency  
n = number of respondents

To identify the level of effects of the challenges encountered on the local hotel in the new normal, the weighted mean score was:

$$WMS = \frac{5(f_5) + 4(f_4) + 3(f_3) + 2(f_2) + 1(f_1)}{n}$$

Where:

WMS	=	Weighted Mean Score
$f_n$	=	Frequency of response
n	=	no. of respondents
5	=	Strongly Affected (SA)
4	=	Affected (A)
3	=	Moderately Affected (MA)
2	=	Not Affected (NA)
1	=	Strongly Not Affected (SNA)

## OPERATIONAL DEFINITION OF TERMS

To ensure thorough understanding of the study, the following terms are defined conceptually and operationally.

**Challenges.** It is a difficult problematic experienced by the local hotels in a new normal which requires great effort and determination.

**Cleanliness and Hygiene.** It is the mechanical and chemical removal of dirt and soil from the human body, an object or area and practice through to maintain or promoting good health in all local hotels.

**Customer Service.** It is the interactions between a customer and a product or service provider at the same time of sale, adds value to a product and builds enduring relationships.

**Employee Relations.** The communication between management and employees concerning workplace decisions, grievance, conflicts, problem resolution, unions and issues of collective bargaining.

**Health Safety and Security.** An effort to define measures for safety and healthy teaching and learning environment to prevent sickness, accidents and injuries. Actions are taken to be safe or protected.

**Local Hotel.** An establishment in a particular place that provides accommodations, meals and other services for travelers and tourists.

**Marketing Techniques.** It revolves around the hotel's value proposition, which communicates to consumers what it stands for and how it operates.

**New Normal.** A current situation that is different from what has been experienced or done before but is expected to become usual or typical.

**Operating Issues.** Problems in the local hotels that are difficult to manage.

## Chapter 2

### PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the interpretation of data together with the analysis of its findings. The answers were presented accordingly. It also includes some implications of the interpreted data.

**Table 1** presents the respondent's profile in terms of age, gender and civil status.

**Age.** Based on the results out of the eleven respondents, there were four (36.36%) local hotel owners or managers who ranged from 41-50 years old, two (28.18%) ranged from 20-30 years old, two (28.18%) range from 51-60 years old, two (28.18%) ranged from 61 above years old and only one (9.09%) ranged from 31-40 years old.

**Gender.** It showed that nine (81.82%) of the eleven respondents were female, and two (18.18%) were male.

**Civil Status.** The findings revealed that 8 (72.73%) are married out of eleven respondents, two (18.18%) are single, only one (9.09%) that was widowed.

The findings showed that there were more local hotel owners or managers operating at the establishments at the age that ranges from 41-50, it showed that at this age, they experience a lot of hard work and create more skills in building and operating the hotel. Also, the study found out that there were a lot of women

who were the owner or the ones who manage the hotel, thus, showing empowerment of women in the ability to handle business like hotel accommodation. On the other hand, it was found out that most local hotel owners or managers are married.

Table 1  
Respondent's Profile

N=11

Age	Frequency (f)	Percentage (%)
20 - 30	2	18
31 - 40	1	9
41 - 50	4	36
51 - 60	2	18
61 above	2	18
Gender		
Male	2	18
Female	9	82
Civil Status		
Single	2	18
Married	8	73
Separated	0	0
Widowed	1	9

Table 2 shows the demographic profile of the local hotels in terms of number of years operating, number of rooms and number of employees.

**The number of years operating.** According from the results, out of the eleven hotels, six (54.55%) has been operating their hotel, which ranges from 0-5 years, four (36.36%) has been operating ranges from 6-10 years, only one (9.09) has been operating ranges which from 16-20 years and no one was operating their hotel which ranges from 11 -15 years and 21 years above.

**The number of rooms.** The findings revealed that five (45.45%) of the eleven local hotels has 1-5 rooms, four (36.36%) has 6-10 rooms, one (9.09%) has 11-15 rooms, one (9.09%) has 21 above rooms and none was having 16-20 rooms.

**The number of employees.** It showed that eight (72.73%) of the eleven hotels has a 1-5 number of employees; one (9.09%) has 6-10 number of employees, one (9.09%) with 11 – 15 number of employees, one (9.09%) which runs from 16-20 number of employees and none has a number of employees which goes from 21 above.

The findings revealed that there were a lot of local hotels operating in less than 5 years. Hotel owners or managers built and operated the establishment before the pandemic because that time the hotel accommodation had a higher demand and many international and local tourists were looking for it. Thus, there are still many people who were aiming to establish more hotel accommodation if the world will be back to its normal operation. Moreover, the study showed that there were more local hotels having a number of rooms which ranges from 1-5 (45.45%) because some are just planning to build more rooms, but as the crisis

came, they just changed the plan on having more rooms. Thus, if the number of rooms increases, it requires more employees. Further, out of the eleven hotels, there were eight local hotels that had 1-5 number of employees. However, the number of employees depends on the number of rooms they have built and how huge the establishment was.

Table 2  
Profile of the Local Hotels

N=11

<b>Number of Years Operating</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
0 - 5	6	55
6 - 10	4	36
11 - 15	0	0
16 - 20	1	9
21 above	0	0
<b>Number of Rooms</b>		
1 - 5	5	45
6 - 10	4	36
11 - 15	1	9
16 - 20	0	0
21 above	1	9
<b>Number of Employee</b>		
1 - 5	8	73
6 - 10	1	9
11 - 15	1	9
16 - 20	1	9
21 above	0	0

**Table 3.1** illustrated the level of effects of the challenges encountered on local hotels regarding operating issues.

**Operating Issues.** Based on the results, the grand mean in the operating issues category is 3.39, which means moderately affected. The findings revealed that out of ten challenges of local hotels encountered in a new normal regarding operating issues with a weighted mean of 4.45, they are strongly affected by the increasing of competition because nowadays, as the pandemic arises, it's hard to innovate a new and better services for the consumers. This supports the study of Gomes, Yasin and Lisboa (2007), which stated that the operational issues is the biggest challenge of all hotels. It is a challenge to push forward and get beyond the crisis as part of the service sector. The challenge also to continue thriving in adapting the new rules, standards and values. New markets and competitive realities are forcing service organizations to make the process of tracking, monitoring and improving the operational and organizational performance of the hotel. Hospitality service organizations are facing increasing competitive pressures due to recent environmental changes. Moreover, the finding also shows that the local hotels are affected by labor shortages, increasing cost of daily consumables, change in marketing trends and dynamics and restoring hotel post-natural calamities and crises. On the other hand, hiring and recruitment of employees, housekeeping issues and too much demand from customers were moderately affected. However, local hotels were not affected by the over price of the hotel accommodation.

Table 3.1  
Level of Effects on Operating Issues

N=11

Item	WM	DI	RANK
1. Labor Shortages	3.73	Affected	8
2. Increasing competition	4.45	Strongly Affected	10
3. Over price of the hotel accommodation	2.45	Not Affected	1
4. Hiring and recruitment of employees	2.82	Moderately Affected	2
5. Increasing cost of daily consumables	4.09	Affected	7
6. Change in marketing trends and dynamics	3.72	Affected	6
7. Employee turnover	2.91	Moderately Affected	4
8. Housekeeping issues	2.73	Moderately Affected	3
9. Restoring hotel post-natural calamities and crises	4.18	Affected	9
10. Too much demand from customers	3.27	Moderately Affected	5
<b>Average Weighted Mean</b>	<b>3.39</b>	<b>Moderately Affected</b>	

Legend:    Range        Description  
 4.21 – 5.00 = Strongly Affected (SA)  
 3.41 – 4.20 = Affected (A)  
 2.61 – 3.40 = Moderately Affected (MA)  
 1.81 – 2.60 = Not Affected (NA)  
 1.00 – 1.80 = Strongly Not Affected (SNA)

**Table 3.2** indicated the level of effects of the challenges encountered on local hotels regarding marketing techniques.

Table 3.2  
Level of Effects on Marketing Techniques

N=11

Item	WM	DI	RANK
1. Lack of digital marketing	3.09	Moderately Affected	4
2. Providing social media promotions	3.18	Moderately Affected	5
3. Building relationships through customer loyalty programs	3.18	Moderately Affected	5
4. Lack of technological advancement	3.18	Moderately Affected	5
5. Lack of marketing awareness	2.91	Moderately Affected	2
6. Promoting service through word-of-mouth and social media	3.91	Affected	6
7. Making a web sites about the hotel to monitor customer reviews	4.00	Affected	7
8. Poor marketing efforts	2.91	Moderately Affected	3
9. Providing sales and brand recognition	3.18	Moderately Affected	5
10. The location of the hotel is away from the national highway	2.00	Not Affected	1
<b>Average Weighted Mean</b>	<b>3.16</b>	<b>Moderately Affected</b>	

Legend: Range Description  
 4.21 – 5.00 = Strongly Affected (SA)  
 3.41 – 4.20 = Affected (A)  
 2.61 – 3.40 = Moderately Affected (MA)  
 1.81 – 2.60 = Not Affected (NA)  
 1.00 – 1.80 = Strongly Not Affected (SNA)

**Marketing Techniques.** Based on the findings, the marketing techniques category has a grand mean of 3.16, which is interpreted as moderately affected. Additionally, on promoting service through word-of-mouth and social media and

making a web sites about the hotel to monitor customer reviews, were affected. On the other hand, local hotels were the lack of digital marketing, providing social media promotions, building relationships through customer loyalty programs, lack of technological advancement, lack of marketing awareness, poor marketing efforts and providing sales and brand recognition were moderately affected. However, the hotel's location is not affected for most of the local hotels are near from the national road thus, making it accessible for the customers.

**Table 3.3** shows the level of effects of the challenges encountered on local hotels regarding employee relationship.

**Employee Relationship.** The survey showed that the challenges of the local hotels were affected based on the trust of employees and creating a work environment that truly enables all employees to participate. And these findings supported Gazi University (2014) that trusting employees is a challenge to them, such as employees protecting the hotel's image or being able to keep confidential information of the establishment. And also, finding shows that local hotels were moderately affected in providing proper counselling for employee relation problems and giving recognition and appreciation to employees. Generally, the findings revealed that employee relationship as being one of challenges encountered by the local hotels in a new normal is not affected.

Table 3.3

## Level of Effects on Employee Relationship

N=11

Item	WM	DI	RANK
1. Unable to implement open communication between employer and employee	1.91	Not Affected	2
2. Poor management of employees	2.00	Not Affected	3
3. Employees have non-compensating salaries	2.09	Not Affected	4
4. Employees disregards the concerns of employees	1.82	Not Affected	1
5. Providing appropriate trainings	2.55	Not Affected	6
6. Providing proper counselling for employee relation problems	2.64	Moderately Affected	7
7. Employee have policy for worker compliance on not being treated unfairly	2.45	Not Affected	5
8. Trusting employees	3.55	Affected	9
9. Giving recognition and appreciation on employees	2.82	Moderately Affected	8
10. Creating a work environment that truly enables all employee to participate	3.55	Affected	10
<b>Average Weighted Mean</b>	2.54	Not Affected	

Legend: Range Description  
 4.21 – 5.00 = Strongly Affected (SA)  
 3.41 – 4.20 = Affected (A)  
 2.61 – 3.40 = Moderately Affected (MA)  
 1.81 – 2.60 = Not Affected (NA)  
 1.00 – 1.80 = Strongly Not Affected (SNA)

Table 3.4 illustrate the level of effects of the challenges encountered on local hotels regarding customer service.

**Table 3.4**  
**Level of Effects on Customer Service**  
**N=11**

Item	WM	DI	RANK
1. Embracing new technology in responding to customer's needs	4.45	Strongly Affected	9
2. Responding the customer's feedback and suggestions	3.82	Affected	6
3. Staffs have difficulty in communicating customers	2.73	Moderately Affected	2
4. Inconsistency between services availed and services advertised online	2.73	Moderately Affected	2
5. Delayed resolution of a complaint	2.27	Not Affected	1
6. Treating each individuals guest like royalty	3.73	Moderately Affected	5
7. Accommodate easily the request of the guest	3.64	Affected	4
8. Staying flexible and be innovative in creating delight for your customers	4.18	Affected	7
9. Aiming for consistency	4.18	Affected	8
10. Taking enough time to understand the needs of the customers	3.55	Affected	3
<b>Average Weighted Mean</b>	<b>3.53</b>	<b>Affected</b>	

Legend: Range Description  
 4.21 – 5.00 = Strongly Affected (SA)  
 3.41 – 4.20 = Affected (A)  
 2.61 – 3.40 = Moderately Affected (MA)  
 1.81 – 2.60 = Not Affected (NA)  
 1.00 – 1.80 = Strongly Not Affected (SNA)

**Customer Service.** The result revealed that the challenges of the local hotels are strongly affected in terms of embracing new technology in responding to customer's needs. Which supports the study of Herz (2020) that the major barrier in adopting new technology in the hotel industry is the cost of innovating. The hotel is being affected by changing the market due to the crisis. This leaves

very little for the hotels to spend and embrace new technology, especially for smaller accommodation.

The finding also showed responding to the customer's feedback needs, accommodating the request of the guest easily, staying flexible and being innovative in creating delight for the customers, aiming for consistency and taking enough time to understand the needs of the customers. However, the delayed resolution of a complaint way not affected. With the data, the customer service category is generally affected by the challenges encountered by the local hotels.

**Table 3.5** illustrate the level of effects of the challenges encountered on local hotels regarding cleanliness and hygiene.

**Cleanliness and Hygiene.** Based on the findings, the local hotels were strongly affected by the challenges that gave them great impact in terms of well trained and motivated staff to implement clean and hygienic sanitization practices, survey and check the area and assess what needs to be done, and quality floor care that enhances the brand image and helps demonstrate an added level of consideration and care to the guest. Also, the challenges in terms of ensuring adequate facilities in place for the washing and drying of hands and sanitary waste disposal, ensuring that the cleaning staff are aware of the risks of cross-contamination, increasing attention to personal hygiene with the employees and cleaning routinely and frequently touched surfaces and objects/sanitized things before and after using were affected. Additionally, the lack of communicating new COVID-19 policies to guests and employees was moderately affected. However,

the lack of committing the use of personal protective equipment (PPE) for workers and lack of maintaining the cleanliness of rooms, lobbies, restrooms and etc. were not affected. Based from the findings, cleanliness and hygiene was moderately affected by the challenges.

**Table 3.5**  
**Level of Effects on Cleanliness and Hygiene**  
**N=11**

Item	WM	DI	RANK
1. Lack of maintaining the cleanliness of rooms, lobbies, restrooms and etc.	2.00	Not Affected	1
2. Lack of committing the use of personal protective equipment (PPE) for workers	2.55	Not Affected	2
3. Lack of communicating new COVID-19 policies to guests and employees	2.64	Moderately Affected	3
4. Clean routinely and frequently touched surfaces and objects/sanitized things before and after using	3.91	Affected	4
5. Increasing attention to personal hygiene with the employees	4.09	Affected	6
6. Ensuring the cleaning staff are aware of the risks of cross-contamination	4.00	Affected	5
7. Ensuring adequate facilities in place for the washing and drying of hands and sanitary waste disposal	4.18	Affected	7
8. Well trained and motivated staff to implement clean and hygienic sanitization practices	4.27	Strongly Affected	8
9. Survey and check the area and assess what needs to be done	4.27	Strongly Affected	8
10. Quality floor care enhances the brand image and helps demonstrate an added level of consideration and care to the guest	4.27	Strongly Affected	8
<b>Average Weighted Mean</b>	3.62	Affected	

Legend:      Range      Description  
 4.21 – 5.00 = Strongly Affected (SA)  
 3.41 – 4.20 = Affected (A)  
 2.61 – 3.40 = Moderately Affected (MA)  
 1.81 – 2.60 = Not Affected (NA)  
 1.00 – 1.80 = Strongly Not Affected (SNA)

**Table 3.6** presents the level of effects of the challenges encountered on local hotels regarding health safety and security.

**Table 3.6**  
Level of Effects on Health Safety and Security

N=11

Item	WM	DI	RANK
1. Following Occupational Safety and Health Act (OSHA) requirements that impose various duties on the employer to ensure a safe and healthy work environment like social distancing, wearing a face masks and face shields.	4.45	Strongly Affected	6
2. Limited acceptance of guests and customers to avoid spreading the virus	4.09	Affected	2
3. Lack of security officer's surveillance and regular testing of the hotel's security	3.27	Affected	1
4. Creating a clear and effective emergency response plan and team	4.00	Affected	3
5. Record keeping on guests and customer's information for contact tracing purposes	4.64	Strongly Affected	8
6. Using intelligent access throughout the hotel	4.36	Strongly Affected	5
7. Having a documented hotel and guest safety plan	4.55	Strongly Affected	7
8. Train employees to know the safety procedures	4.55	Strongly Affected	7
9. Tightening cyber security	4.45	Strongly Affected	6
10. Installing advanced surveillance technology	4.18	Strongly Affected	4
<b>Average Weighted Mean</b>	4.25	Strongly Affected	

Legend: Range Description  
 4.21 – 5.00 = Strongly Affected (SA)  
 3.41 – 4.20 = Affected (A)  
 2.61 – 3.40 = Moderately Affected (MA)  
 1.81 – 2.60 = Not Affected (NA)  
 1.00 – 1.80 = Strongly Not Affected (SNA)

**Health Safety and Security.** The result evidently showed that following Occupational Safety and Health Act (OSHA) requirements that impose various duties on the employer to ensure a safe and healthy work environment like social distancing, wearing a face masks and face shields, record keeping on guests and customer's information for contact tracing purposes, using intelligent access throughout the hotel, having a documented hotel and guest safety plan, train employees to know the safety procedures, tightening cyber security and installing advanced surveillance technology were strongly affected. However, limited acceptance of guests and customers to avoid spreading the virus, lack of security officer's surveillance and regular testing of the hotel's security and creating a clear and effective emergency response plan and team were interpreted as affected.

**Table 4** showed the overall mean of the level of effects of the challenges encountered on the local hotels in the new normal.

Based on the result, the data revealed that the category health safety and security have the highest level of effects from the local hotels. Thus, the effort to define measures for safety and health environment to prevent sickness, accidents and injuries were the strongly affected challenges encountered by the local hotels in a new normal.

On the other hand, the employee relationship has the lowest level of effects, which means that the communication between management and employees

concerning workplace decisions, grievance, conflicts, problem-resolutions, issues of collective bargaining were not affected.

In totality, all the challenges encountered by the local hotels in the new normal were affected.

Table 4  
Overall Mean of the Level of Effects

N=11

Item	WM	DI	RANK
1. Operating Issues	3.39	Moderately Affected	3
2. Marketing techniques	3.16	Moderately Affected	2
3. Employee relationship	2.54	Not Affected	1
4. Customer service	3.53	Affected	4
5. Cleanliness and hygiene	3.62	Affected	5
6. Health safety and security	4.25	Strongly Affected	6
<b>Overall mean</b>	<b>3.42</b>	<b>Affected</b>	

Legend: Range Description  
 4.21 – 5.00 = Strongly Affected (SA)  
 3.41 – 4.20 = Affected (A)  
 2.61 – 3.40 = Moderately Affected (MA)  
 1.81 – 2.60 = Not Affected (NA)  
 1.00 – 1.80 = Strongly Not Affected (SNA)

## Chapter 3

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The chapter presents the summary of the findings, the conclusions formulated and recommendations offered based on the results of the study.

#### Summary of the Study

The study aimed to determine the level of effects of the challenges encountered by the local hotels in the new normal regarding operational issues, marketing techniques, employee relationship, customer service, cleanliness and hygiene and health safety and security in Batuan and Carmen, Bohol.

#### Summary of Findings

- 1. Respondents Profile in terms of age, gender and civil status.** The result revealed that most of the manager or owners were 41 to 50 years old, and mostly of them were female; and majority are married.
- 2. Local Hotel's Profile in terms of year's operating, number of rooms and number of employees.** Based on the result, most local hotels have been operating for less than 5 years. The majority of operational were rooms ranging from 1-5 rooms. Additionally, most of the local hotels have 1-5 number of employees, but mostly, they were dependent on how big the establishment is and the number of rooms.

3. **Level of Effects regarding Operating Issues.** The result revealed that the local hotels were moderately affected by the challenges encountered in terms of operating issues in the new normal.
4. **Level of Effects regarding Marketing Techniques.** The result showed that the local hotels were moderately affected by the challenges encountered in terms of marketing techniques in the new normal.
5. **Level of Effects regarding Employee Relationship.** The result revealed that the local hotels were not affected by the challenges encountered in terms of employee relationships in the new normal.
6. **Level of Effects regarding Customer Service.** The result showed that the local hotels were affected by the challenges encountered in terms of customer service in the new normal.
7. **Level of Effects regarding Cleanliness and Hygiene.** The result revealed that the local hotels were affected by the challenges encountered in terms of cleanliness and hygiene in the new normal.
8. **Level of Effects regarding Health and Security.** The result revealed that the local hotels were strongly affected by the challenges encountered in terms of health and security in the new normal.

**9. Overall Level of Effects of the Challenges Encountered by the Local Hotels in a New Normal.** The result revealed that the local hotels were affected, in terms of operational issues, marketing techniques, employee relationship, customer service, cleanliness and hygiene and health safety and security.

## **Conclusions**

Based on the results of the study, the researchers have drawn the following conclusions:

The age of the managers or owners of the local hotels in Batuan and Carmen, Bohol ranges from 41 to 50 years old, and the majority of them were female, and most of them were married. Additionally, most of them were operating their establishment for less than 5 years, and there are just a few rooms and with few employees because the number of employees depends on how big the establishment is. Moreover, it can be concluded that local hotels faced a lot of challenges in the new normal, and most pressing challenges was a health safety and security aspects in which they are strongly affected, and majority of the result on the challenges encountered by the local hotels in a new normal were affected.

## Recommendations

After careful analysis and evaluation of the findings, the following recommendations are presented:

1. Local hotels must conduct a performance review which can be done either a weekly or monthly basis to determine what has worked and to modify the plans in dealing with new problems and issues.
2. Local hotels must review and update website content with complete and informative descriptions of the rooms, external areas and amenities to help online direct sales and make the establishment the best option to book among the competitors.
3. Local hotels must put measures in every place of the establishment to ensure appropriate social distancing and hygiene can be maintained. Stock up on protective equipment for staff, like face masks and hand sanitizer, to make customers feel confident that they're in a safe environment.
4. Local hotels must create a comprehensive guide of the hotel's actions to prevent COVID-19 infections and make it easily available on its website.
5. Local hotels must offer freebies and complimentary services in offering customers a little extra service for free like free Wi-Fi or a free travel to

local attractions so that customers will go home and tell their friends or, better yet, share on social media.

6. Local hotels must offer rewards on repeat guests to build customer loyalty, like loyalty programs offering a free night or a discounted stay after a certain number of points are increased, free drinks or late checkout, or automatic room upgrade.
7. Hotel owners or managers should provide an avenue for customers to give feedback like social media portals and feedback forms. This will provide unsatisfied customers a chance to raise their complaints; thus, makes informs the management of the areas they still need to improve.
8. Hotel owners or managers and employees are encouraged to attend DOLE seminars to be oriented with the different rules, frameworks and agencies of the government, and policies and provisions regarding business like hotel accommodations. Thus, this will enable them to strengthen the workforce.
9. The local government must publicly advertise the availability of the establishments for public awareness and invite more customers to visit the place with emphasis on compliance of the implementation of public health standards in the new normal.
10. Further studies are highly encouraged to validate the result of the study.

## REFERENCES

### Journals:

- Aley Ibrahim, (December 2018). Exceptional Reasons Why People Stay in Hotel, Retrieved from <https://travelatdestinations.com>.
- Archanaa. (October 20, 2021). Social Proof Wonders to the Hotel. retrieved from <https://www.cheerzeconnect.com/technology-trends-hoteliers-should-watch>
- Burch, Jan. (May 11, 2018). The Role of the Human Resource Department in a Hospitality Organization, retrieved from <https://yourbusiness.azcentral.com/role-human-resource-department-hospitality-organization-8084.htm>.
- Business World. (April 21, 2020). Measuring COVID-19's Impact on Local Hospitality and Tourism Sectors, retrieved from [www.bworld.com](http://www.bworld.com).
- Chuang, Candice. (2020). Hotelier's Guide to Operating Your Hotel Beyond COVID-19, retrieved from <https://www.zenrooms.com/blog/post/hotel-operations-new-normal/>.
- Clark, J., Rigg, J., Mayo, C. (June, 2019). The Dilemma of Last Resort Hotel – A case Study. *Journal of Tourism and Hospitality Management* Vol. 7 No. 1 pp. 1-9. Retrieved from <https://doi.org/10.15640/jthm.v7n1a1>.
- Davahli, M.R, Karwowski, W., Sonnez, S, et al (October 9, 2020). The Hospitality Industry in the Face of the COVID-19 Pandemic: Current topics and Research Methods.
- Gazi University, Faculty of Tourism, (2014). Organizational Trust and Job Satisfaction: A Study on Hotels. *Business Management Dynamics*. Volume 4, pp. 12-28. [www.bmdynamics.com](http://www.bmdynamics.com). ISSN: 2047-7031.
- Gomes, C., Yasin, M., Lisboa, (October, 2007) The Effectiveness of Hospitality Service Operations: Measurement and Implementation Concerns. *International Journal of Contemporary Hospitality Management*. <https://www.researchgate.net/publication/233490138>.
- Gossling, S., Scott, D., Hall, C.M (2020). Pandemics, tourism and global change: A rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 1-20. Retrieved from <https://doi.org/10.1080/09669582.2020>.
- Gursoy, D. & Chi, C. (2020). *Journal of Hospitality Marketing and Management*. (

Effects of COVID-19 pandemic on hospitality industry: review of the current situations and a research agenda).

Hao, (September, 2020). International Journal of Hospitality Management, Covid-19 and China's Hotel Industry: Impacts a Disaster Management Framework, and Post-Pandemic Agenda. Retrieved from <https://doi.org/10.1016/j.ijhm.2020.102636>.

Herz, Gregor (February 07, 2020). Overcoming Resistance to Innovation in the Hotel Industry.

Japutra, A., Situmorang, R (Feb. 13, 2021). The repercussions and challenges of COVID-19 in the hotel industry: Potential strategies from a case study of Indonesia. Retrieved from <https://doi.org/10.1016/j.ijhm.2021.102890>.

Jones, T. (2021). Management theories and practices in the hospitality industry Retrieved from <https://www.pocketpence.co.uk/management.theories-practices-hospitality-industry-12287897.html>.

Kapner, J.H., O'Neill, K., Skillman, D. JM., Marotta, M., (March 17, 2020). "Coronavirus: Important Issues for Hospitality Industry owners, Operations and Lenders". Retrieved from <https://www.arnoldporter.com/en/perspectives/publications/2020/03/coronavirus-issues>

Karnes, R.E. (August 12, 2002) A change in Business Ethics: The impact on Employer Employee Relations. Journal of Business Ethics volume 87 pages 189-196. Retrieved from <https://link.springer.com/article/10.1007/510551-008-9878-x>.

Kaushal, V Srivastava, S. (October 01, 2020). Hospitality and tourism industry amid COVID-19 pandemic: Perspective on challenges and learnings from India. Retrieved from [https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7528823/#\\_ffn\\_sectitle](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7528823/#_ffn_sectitle).

Krishnan, V., Mann, R., Seitzman, N. et al (2021). Hospitality and Covid-19: How long until 'no vacancy' for U.S Hotels. Retrieved from <https://www.mckinsey.com/industries/travel-logistics-and-infrastructure/our-insights/hospitality>.

Kyra Kuik (August, 2016). Workforce Management Excellence Vol.3 No.08. Retrieved from <https://www.hr.com/en?t=/documentsmanager/stdoc.file.supplyfileID=1472135639220>.

Maguin, M., (Sep. 7, 2020) Covid-19: the great hospitality reset.

- Nain, Askshay (February 1, 2018). A Study on Major Challenges Faced by Hotel Industry Globally Vol. 6 ISSN:2320-2002. Retrieved from [www.ijcrt.org](http://www.ijcrt.org).
- Nan, J.(2020). Under Covid-19, challenges and Opportunities for Hospitality and tourism Industry of China.
- Novak, Peter (April 24, 2017). The 4 Segments of the Hospitality Industry. Retrieved from <https://www.hospitalitynet.org/opinion/4082318.html>.
- Rodriguez- Antos , J.M., Alonso-Almeida, M.M., COVID-19 Impacts and Recovery Strategies The Case of Hospitality Industry in Spain.
- Saravanan, A. (2019). Developing a Service Quality Questionnaire for Budget Category Hotels. African Journal Hospitality Tourism and Leisure, Volume 8 ISSN: 2223-814X. <http://www.ajhtl.com>.
- Singh , I. (March 03 ,2019). A Review Paper on Hotel Industry – A study of Trend in Hospitality Industry and the Types of Hotels.
- Salaria, Neeru (2012). International Journal of Transformations in Business Management 1 (60 1-7. Retrieved from <https://scholar.google.com/scholar/hl=en&as=0%2C5&q=descriptive+survey+method%0q>.
- Thornton ,G.(August 17, 2020).Rooms available: how COVID-19 has impacted the hotel industry. Retrieved from <https://www.grantthornton.global/en/insights/article/distressed.sectors-hotels>.
- WHO Interim Guidance (May, 2020). Clinical Management of COVID-19. Retrieved from <http://reliefweb.int/report/world/clinical-management-covid-19-interim-guidance-may-2020>.

## APPENDIX A

## INSTRUMENT

**LEVEL OF EFFECTS ON THE CHALLENGES ENCOUNTERED OF THE  
LOCAL HOTELS IN A NEW NORMAL**

**Name of the Hotel:**

**General Instructions:** Please put a check mark (/) on the blank spaces provided below that corresponds to your answer. Rest assured that any information that you supply will be treated with a greatest confidentiality.

**I. Profile of the Participants**

Age: ( ) 20-30 ( ) 31-40 ( ) 41-50 ( ) 51-60 ( ) 61 and above

Gender: ( ) Male ( ) Female

Civil Status: ( ) Single ( ) Married ( ) Separated ( ) Widow

**II. Profile of the Hotel**

1. How long have you been operating this hotel?

Number of Years Operated				
0-5 years	6-10 years	11-15 years	16-20 years	21 yrs. and above

2. How many rooms are there in the hotel?

Number of Rooms				
1-5	6-10	11-15	16-20	21 and above

2. How many employees were employed in the hotel?

Number of Employees				
1-5	6-10	11-15	16-20	21 and above

### III. Level of Effects of the Challenges Encountered on Local Hotels in a New Normal

**Instruction:** Please put a check mark (/) on the blank spaces provided if these challenges are affecting the hotel in a new normal.

Legend:

- 5 – Strongly Affected
- 4 – Affected
- 3 – Moderately Affected
- 2 – Not Affected
- 1 – Strongly Not Affected

#### A. OPERATING ISSUES

Hotel Challenges					
	5	4	3	2	1
1. Labor shortages					
2. Increasing competition					
3. Over price of the hotel accommodation					
4. Hiring and recruitment of employee					
5. Increasing cost of daily consumables					
6. Change in marketing trends and dynamics					
7. Employee turnover					
8. Housekeeping issues					
9. Restoring hotel post-natural calamities and crises					
10. Too much demand from customers					

#### B. MARKETING TECHNIQUES

Hotel Challenges					
	5	4	3	2	1
1. Lack of digital marketing					
2. Providing social media promotions					
3. Building relationships through customer loyalty programs					
4. Lack of technological advancement					
5. Lack of marketing awareness					

6. Promoting service through word-of-mouth and social media					
7. Making a web sites about the hotel to monitor customer reviews					
8. Poor marketing efforts					
9. Providing sales and brand recognition					
10. The location of the hotel is away from the national highway					

### C. EMPLOYEE RELATIONSHIP

Hotel Challenges					
	5	4	3	2	1
1. Unable to implement open communication between employer and employee					
2. Poor management of employees					
3. Employees have non-compensating salaries					
4. Employers disregards the concerns of employees					
5. Providing appropriate trainings					
6. Providing proper counselling for employee relation problems					
7. Employee have policy for worker compliance on not being treated unfairly					
8. Trusting employees					
9. Giving recognition and appreciation on employees					
10. Creating a work environment that truly enables all employee to participate					

### D. CUSTOMER SERVICE

Hotel Challenges					
	5	4	3	2	1
1. Embracing new technology in responding to customers' needs					
2. Responding the customers' feedback and suggestions					
3. Staffs have difficulty in communicating customers					
4. Inconsistency between services availed and services advertised online					
5. Delayed resolution of a complaint					

6. Treating each individual guest like royalty					
7. Accommodate easily the request of the guests					
8. Staying flexible and be innovative in creating delight for your customers					
9. Aiming for consistency					
10. Taking enough time to understand the needs of the customers					
Others, please specify:					

### E. CLEANLINESS AND HYGIENE

Hotel Challenges					
	5	4	3	2	1
1. Lack of maintaining cleanliness of rooms, lobbies, restrooms and etc.					
2. Lack of committing the use of personal protective equipment (PPE) for workers					
3. Lack of communicating new COVID-19 policies to guests and employees.					
4. Clean routinely and frequently touched surfaces and objects/ sanitized things before and after using					
5. Increasing attention to personal hygiene with the employees					
6. Ensuring the cleaning staff are aware of the risks of cross-contamination					
7. Ensuring adequate facilities in place for the washing and drying of hands and sanitary waste disposal.					
8. Well trained and motivated staff to implement clean and hygienic sanitization practices					
9. Survey and check the area and assess what needs to be done					
10. Quality floor care enhances the brand image and helps demonstrate an added level of consideration and care to the guests					

## F. HEALTH SAFETY AND SECURITY

Hotel Challenges					
	5	4	3	2	1
1. Following Occupational Safety and Health Act (OSHA) requirements that impose various duties on the employer to ensure a safe and healthy work environment like social distancing, wearing face mask and face shields.					
2. Limited acceptance of guests and customers to avoid spreading the virus					
3. Lack of security officer's surveillance and regular testing of the hotel's security					
4. Creating a clear and effective emergency response plan and team					
5. Record keeping on guests and customer's information for contact tracing purposes					
6. Using intelligent access throughout the hotel					
7. Having a documented hotel and guest safety plan					
8. Train employees to know the safety procedures					
9. Tightening cyber security					
10. Installing advanced surveillance technology					



## APPENDIX B

Republic of the Philippines  
Bohol Island State University-Bilar Campus  
Zamora, Bilar, Bohol



*Vision: A premier Science and Technology university for the formation of world class and virtuous human resource for sustainable development in Bohol and the country.*  
*Mission: BISU is committed to provide quality higher education in the arts and sciences. As well as in the professional and technological fields; undertake research and development and extension services for the sustainable development of Bohol and the country.*

MARIETA C. MACALOLOT Ph. D.  
Campus Director  
BISU-Bilar Campus

Ma'am:

Good day!

We, the fourth-year students taking up Bachelor of Science in Hospitality Management of Bohol Island State University- Bilar Campus, Zamora, Bilar, Bohol presently conducting a thesis entitled "**LEVEL OF EFFECTS ON THE CHALLENGES ENCOUNTERED OF THE LOCAL HOTELS IN A NEW NORMAL**" partial fulfillment of the subject.

In this connection, we would like to ask permission from your office to conduct this study.

Thank you very much and more power.

Respectfully yours,

**(Sgd) JENEFER Q. ACERO**

**(Sgd) IRA MARIZ P. JAMIL**

**(Sgd) AILEEN D. PAÑA**

Noted by:

**(Sgd) MARIFEL G. LASCOÑA**  
Thesis Adviser

Recommending Approval:

**(Sgd) ARLEN B. GUDMALIN, Ph.D.**  
Dean

Approved by:

**(Sgd) MARIETTA C. MACALOLOT, Ph.D.**  
Campus Director



Republic of the Philippines  
Bohol Island State University-Bilar Campus  
Zamora, Bilar, Bohol



HON. RICARDO FRANCISCO A. TORIBIO  
Municipal Mayor  
Carmen, Bohol

Sir:  
Greetings!

The undersigned BSHM-4B students of Bohol Island State University-Bilar Campus, Zamora, Bilar, Bohol will be conducting a research entitled "**LEVEL OF EFFECTS ON THE CHALLENGES ENCOUNTERED OF THE LOCAL HOTELS IN A NEW NORMAL**"

In relation to this, we humbly ask permission from your good office to conduct the said study since our respondents are the hotel owners or the hotel managers of this municipality.

We are anticipating for your approval. Thank you and God bless.

Truly yours,

THE RESEARCHERS

(Sgd) JENEFER Q. ACERO

(Sgd) IRA MARIZ P. JAMIL

(Sgd) AILEEN D. PAÑA

Noted by:

MARIFEL G. LASCOÑA  
Thesis Adviser

Approved by:

HON. RICARDO FRANCISCO A. TORIBIO  
Municipal Mayor



Republic of the Philippines  
Bohol Island State University-Bilar Campus  
Zamora, Bilar, Bohol



HON. ANTONINO M. JUMAWID  
Municipal Mayor  
Carmen, Bohol

Sir:  
Greetings!

The undersigned BSHM-4B students of Bohol Island State University-Bilar Campus, Zamora, Bilar, Bohol will be conducting a research entitled **“LEVEL OF EFFECTS ON THE CHALLENGES ENCOUNTERED OF THE LOCAL HOTELS IN A NEW NORMAL”**

In relation to this, we humbly ask permission from your good office to conduct the said study since our respondents are the hotel owners or the hotel managers of this municipality.

We are anticipating for your approval. Thank you and God bless.

Truly yours,

THE RESEARCHERS

(Sgd) JENEFER Q. ACERO

(Sgd) IRA MARIZ P. JAMIL

(Sgd) AILEEN D. PAÑA

Noted by:

MARIFEL G. LASCOÑA  
Thesis Adviser

Approved by:

HON. ANTONINO M. JUMAWID  
Municipal Mayor



Republic of the Philippines  
Bohol Island State University-Bilar Campus  
Zamora, Bilar, Bohol



*Mission: BISU is committed to provide quality higher education in the arts and sciences. As well as in the professional and technological fields; undertake research and development and extension services for the sustainable development of Bohol and the country.*  
*Vision: A premier Science and Technology university for the formation of world class and virtuous human resource for sustainable development in Bohol and the country.*

Dear Respondents,

We humbly ask your participation and cooperation in conducting our study entitled, **“LEVEL OF EFFECTS ON THE CHALLENGES ENCOUNTERED OF THE LOCAL HOTELS IN A NEW NORMAL”**.

Your survey responses will be strictly confidential. Your information will be coded and remain protected. If you have questions at any time about the survey or the procedures, you may contact us by this email: [iramarizjamil@gmail.com](mailto:iramarizjamil@gmail.com)

Thank you very much for your time and support.

The Researchers

**(Sgd) IRA MARIZ P. JAMIL**

**(Sgd) AILEEN D. PANA**

**(Sgd) JENEFER Q. ACERO**

**Appendix C.1**  
**Raw Data**  
**Profile of the Participants**

<b>Respondents</b>	<b>Age</b>	<b>Gender</b>	<b>Civil Status</b>
1	31-40	Female	Married
2	61 and above	Female	Married
3	20-30	Female	Single
4	20-30	Female	Single
5	41-50	Female	Married
6	41-50	Female	Widowed
7	61 and above	Female	Married
8	41-50	Female	Married
9	51-60	Male	Married
10	51-60	Male	Married
11	41-50	Female	Married

**Appendix C.2**  
**Raw Data**  
**Profile of the Local Hotels**

<b>Respondents</b>	<b>Number of Years Operating</b>	<b>Number of Rooms</b>	<b>Number of Employees</b>
1	6-10	21 and Above	1-5
2	16-20	11-15	1-5
3	0-5	6-10	11-15
4	6-10	6-10	1-5
5	0-5	1-5	1-5
6	0-5	1-5	1-5
7	0-5	6-10	1-5
8	0-5	1-5	1-5
9	6-10	6-10	16-20
10	0-5	1-5	1-5
11	6-10	1-5	6-10

## Appendix C.3.1

## Raw Data

## Level of Effects regarding Operating Issues

Hotel Challenges					
	5	4	3	2	1
1. Labor shortages	2	6	1	2	0
2. Increasing competition	7	3	0	1	0
3. Over price of the hotel accommodation	1	0	3	6	1
4. Hiring and recruitment of employee	2	2	1	4	2
5. Increasing cost of daily consumables	4	4	1	2	0
6. Change in marketing trends and dynamics	2	4	2	3	0
7. Employee turnover	2	4	1	3	2
8. Housekeeping issues	1	2	4	3	1
9. Restoring hotel post-natural calamities and crises	7	2	0	1	1
10. Too much demand from customers	2	5	0	2	2

## Appendix C.3.2

## Raw Data

## Level of Effects regarding Marketing Techniques

Hotel Challenges					
	5	4	3	2	1
1. Lack of digital marketing	2	3	2	2	2
2. Providing social media promotions	3	3	0	3	2
3. Building relationships through customer loyalty programs	1	4	3	2	1
4. Lack of technological advancement	2	4	2	1	2
5. Lack of marketing awareness	0	6	0	3	2
6. Promoting service through word-of-mouth and social media	4	3	3	1	0
7. Making a web sites about the hotel to monitor customer reviews	4	4	2	1	0
8. Poor marketing efforts	1	2	3	2	3
9. Providing sales and brand recognition	1	3	4	3	0
10. The location of the hotel is away from the national highway	1	1	0	1	8

## Appendix C.3.3

## Raw Data

## Level of Effects regarding Employee Relationship

Hotel Challenges					
	5	4	3	2	1
1. Unable to implement open communication between employer and employee	1	0	2	2	6
2. Poor management of employees	1	0	2	3	5
3. Employees have non-compensating salaries	1	1	1	3	5
4. Employers disregards the concerns of employees	1	1	0	2	7
5. Providing appropriate trainings	0	3	2	4	2
6. Providing proper counselling for employee relation problems	1	2	3	2	3
7. Employee have policy for worker compliance on not being treated unfairly	2	0	3	2	4
8. Trusting employees	3	4	2	0	2
9. Giving recognition and appreciation on employees	1	3	2	3	2
10. Creating a work environment that truly enables all employee to participate	3	4	2	0	2

## Appendix C.3.4

## Raw Data

## Level of Effects regarding Customer Service

Hotel Challenges					
	5	4	3	2	1
1. Embracing new technology in responding to customers' needs	6	4	1	0	0
2. Responding the customers' feedback and suggestions	5	3	2	1	0
3. Staff have difficulty in communicating customers	0	4	0	5	2
4. Inconsistency between services availed and services advertised online	1	5	0	3	2
5. Delayed resolution of a complaint	1	2	0	2	6
6. Treating each individual guest like royalty	3	3	2	2	1
7. Accommodate easily the request of the guests	5	3	1	1	1
8. Staying flexible and be innovative in creating delight for your customers	6	3	1	0	1
9. Aiming for consistency	5	4	1	0	1
10. Taking enough time to understand the needs of the customers	5	2	2	1	1
Others, please specify:					

## Appendix C.3.5

## Raw Data

## Level of Effects regarding Cleanliness and Hygiene

Hotel Challenges					
	5	4	3	2	1
1. Lack of maintaining cleanliness of rooms, lobbies, restrooms and etc.	0	2	1	2	6
2. Lack of committing the use of personal protective equipment (PPE) for workers	1	2	1	5	2
3. Lack of communicating new COVID-19 policies to guests and employees.	1	2	3	3	2
4. Clean routinely and frequently touched surfaces and objects/ sanitized things before and after using	4	3	1	2	1
5. Increasing attention to personal hygiene with the employees	5	3	0	3	0
6. Ensuring the cleaning staff are aware of the risks of cross-contamination	4	4	0	2	1
7. Ensuring adequate facilities in place for the washing and drying of hands and sanitary waste disposal.	4	4	0	2	1
8. Well trained and motivated staff to implement clean and hygienic sanitization practices	5	5	0	1	0
9. Survey and check the area and assess what needs to be done	6	4	0	1	0
10. Quality floor care enhances the brand image and helps demonstrate an added level of consideration and care to the guests	6	3	1	1	0

## Appendix C.3.6

## Raw Data

## Level of Effects regarding Health Safety and Security

Hotel Challenges					
	5	4	3	2	1
1. Following Occupational Safety and Health Act (OSHA) requirements that impose various duties on the employer to ensure a safe and healthy work environment like social distancing, wearing face mask and face shields.	7	3	0	1	0
2. Limited acceptance of guests and customers to avoid spreading the virus	5	4	2	0	0
3. Lack of security officer's surveillance and regular testing of the hotel's security	3	1	3	2	2
4. Creating a clear and effective emergency response plan and team	4	5	1	0	1
5. Record keeping on guests and customer's information for contact tracing purposes	8	2	1	0	0
6. Using intelligent access throughout the hotel	5	6	0	0	0
7. Having a documented hotel and guest safety plan	7	4	0	0	0
8. Train employees to know the safety procedures	7	4	0	0	0
9. Tightening cyber security	5	6	0	0	0
10. Installing advanced surveillance technology	5	3	3	0	0

## Appendix C.4

## Raw Data

N=11

Respo ndent s No.	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	A 10	B 1	B 2	B 3	B 4	B 5	B 6	B 7	B 8	B 9	B 10
1	4	4	2	2	5	2	5	2	5	5	5	5	4	3	4	4	4	1	3	2
2	3	5	3	4	5	3	3	3	5	4	3	4	3	4	4	3	3	3	2	1
3	4	4	2	3	2	4	4	2	4	4	4	2	4	4	4	5	5	3	4	4
4	2	2	1	2	2	3	2	1	1	2	1	1	3	1	1	4	3	1	3	1
5	5	5	5	5	5	4	4	5	5	5	5	5	4	4	4	5	5	5	5	1
6	4	5	3	1	4	4	1	3	5	4	4	4	4	5	4	3	4	4	4	5
7	4	5	2	5	5	2	1	2	2	2	3	2	2	5	4	3	4	4	2	1
8	2	5	2	1	4	5	4	2	5	1	1	1	1	1	1	5	5	4	3	1
9	4	4	2	4	4	2	2	4	4	4	2	2	2	2	2	2	2	2	2	1
10	4	5	2	2	4	3	2	3	5	1	2	4	3	3	2	4	5	2	3	1
11	5	5	3	2	5	4	4	3	5	4	4	5	5	3	2	5	4	3	4	4

C 1	C 2	C 3	C 4	C 5	C 6	C 7	C 8	C 9	C 10	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	D 10
1	5	2	1	1	1	5	5	1	5	5	3	4	2	2	1	1	1	1	1
3	3	4	4	4	4	3	3	3	4	3	3	4	4	4	4	3	3	4	3
2	2	3	2	4	3	5	3	4	4	4	5	2	4	2	3	5	4	4	5
1	1	1	1	4	4	3	4	4	5	5	5	1	1	1	5	5	5	5	2
5	1	1	1	3	5	2	5	5	5	5	5	4	5	1	5	5	5	5	5
2	2	1	1	2	2	1	5	3	1	5	4	4	4	4	2	2	4	3	3
1	1	1	1	2	2	2	1	2	3	4	2	2	4	4	5	2	5	5	5

1	1	1	1	1	1	1	1	1	1	5	5	1	1	1	5	5	5	5	5
1	2	2	1	2	1	1	4	4	4	4	4	2	2	1	4	4	5	4	4
1	1	2	2	2	3	1	4	2	3	5	2	4	1	4	4	4	4	5	2
3	3	5	5	3	3	3	4	2	4	4	4	2	2	1	3	4	5	5	4

E	E	E	E	E	E	E	E	E	E	E	F	F	F	F	F	F	F	F	F	F
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	0
1	2	3	4	5	4	4	4	4	4	5	5	3	1	5	4	5	5	5	5	3
3	2	3	3	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
2	4	2	4	4	4	4	4	5	4	4	3	4	4	5	4	4	4	4	4	3
1	1	1	5	5	5	5	5	5	5	5	5	3	4	5	5	5	5	5	4	3
1	3	5	5	5	4	4	5	5	5	5	4	2	5	5	5	5	5	5	5	5
4	5	4	4	4	5	5	5	5	4	5	4	5	4	5	4	5	4	4	4	5
1	2	3	2	2	2	2	2	2	2	2	3	5	3	3	3	4	5	4	4	4
1	1	1	5	5	5	5	5	5	5	5	5	1	5	5	5	5	5	5	5	5
2	2	1	4	4	4	4	4	4	4	5	4	1	4	4	4	4	4	4	4	4
2	2	2	2	2	2	4	4	3	4	4	2	4	4	4	4	4	4	4	4	4
4	4	4	5	5	5	5	5	5	5	4	5	3	5	5	5	4	4	5	5	5







# APPENDIX D DOCUMENTATION

