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## Research Article

### Hiring Practices of Human Resource Practitioners in Selected Mabuhay Accommodations in Top Tourist Destinations in the Philippines

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#### ABSTRACT

This research paper explores the complex field of modern HRM, with particular attention to the following topics: hiring process components, diversity and inclusion tactics, training and development programs, obstacles and advancements, legal and moral compliance, the critical function of HR, applicant competency evaluation, and technological integration. To give a thorough grasp of how these components come together inside a company's procedures, the research uses Yin's single-case study. Six (6) human resource practitioners from the municipality of the Mabuhay Lodging took part in this study. The study revealed several themes, including 1) the hiring process; 2) the influence of inclusion as well as diversity on organizational dynamics; 3) assessing the efficacy of development and training initiatives; 4) resolving issues; 5) guaranteeing legal and ethical compliance; 6) realizing the critical role of human resources; 7) improving the evaluation of applicant competence; and 8) investigating the consequences of integrating technology in the hiring process. The study reveals a dynamic interaction between these components, highlighting their combined importance in creating an inclusive, diverse, and growth-oriented workplace culture. The results reveal the complicated coordination human resource practitioners need to uphold morality, overcome barriers, and grow their firms using technology.

**Keywords:** *Diversity and inclusion, Hiring practices, HR challenges, HR practitioners, Mabuhay Accommodations, Technology in hiring, Training and development*

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#### Introduction

Tourism is typically associated with leisure and recreation. Travel agencies, restaurants, guides for tours, and other services utilized by foreign tourists provide export revenue for a

host nation. The ADB (2023) states that international tourists trade services with local and foreign sectors. Tourism transcends travel and leisure to sustain the ecosystem. The UN's 2030 Agenda for the Goals for Sustainable

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Development (SDGs) highlights labor for decent work and economic prosperity in number eight (ILO, 2019, p.5). These standards are lofty and ambitious, but they present an idea of the tourism sector that is as commendable and realistic as those who advocate responsible tourism for cultural and natural preservation (Baum, et al., 2016). While the global economy recovers, growth has slowed, inequality has returned, and jobs are scarce to accommodate the rising workforce. The ILO reported approximately 204 million unemployed (UNDP, 2022).

The Philippines' PDP and *Ambisyon 2040* established programs to stimulate employment and prosperity throughout the whole country from 2023 to 2028. When people get good jobs, they move from low-value jobs to high-value jobs. This helps the economy grow and makes life better for everyone in the Philippines (NEDA, 2023) through *matatag, maginhawa*, and *panatag na buhay*. Although the economy got better, it was the government's work that made things less unfair and poor. Socioeconomic indicators and other area indicators seemed extremely distinct compared from one region to the next. It is the most important thing for us to build upward all of our workforce, especially those who work in the tourism and hospitality businesses.

Expanding the tourism industry benefits society as a whole by creating jobs, raising living standards in rural areas, and bringing about positive changes (Bakri, Jaafar, and Mohamad (2014), Rustini, et al. (2022), Gani, A.A. et al. (2012), and Brune (2022). This makes a substantial addition. People who work directly for the company are the bedrock of the travel, tourism, and hospitality industry, claims Alharbi (n.d.). One of the guiding principles of environmentally responsible tourism is involving locals in tourist activities, which makes sense given that the travel industry is people-oriented and relies on human resources for its main functions (Nagarjuna, 2015; Bone, et al., 2021). It is believed that company stresses that human resources drive many companies' success, but little changes and organizations fail to meet these aspirations. Baum, et al. (2016) stated that these jobs largely depend on location and business type, which plays a crucial part in driving economic growth and work

development of the workforce. He calls it the "Dark side of tourism employment". The person in the workforce is the smaller aspect, the organization is the *meso*-level aspect, and the destination is the macro aspect. Robinson et al. (2018) found that tourism literature and policy disregard the human, or individual, dimension of sustainability, including the workforce theme.

In Malay, Aklan, particularly in Boracay, the Local Government enacted municipal regulation No. 254, series of 2007, that requires proprietors, independent contractors hotels, resorts, and company proprietors and operators to preference applicants from the local area for employment, labor, resort and/or business personnel, and/or staff. Section 3 of the Ordinance requires the LGU-Malay Employment Office to track and enforce business compliance by granting endorsement as a component of the yearly business license renewal requirements for accommodation, a hotel, and similar companies proprietors and operators to hire at least 40% of their staff from local applicants. The data from the local manpower office found low compliance by the hotels with the Ordinance. Only 2,076, 18.21%, of 11,400 employees were from the municipality, and 9,324 came from outside the municipality in 2018. In 2019, 1,239 (11.32%) of 10,896 employees were from the municipality, while 9,657 originated from different cities and provinces. Ambivalence persists. In 2020, only 151 (6.88%) of 2,195 employees were from Malay, while 2,044 were from outside municipalities and cities. In 2021, 1,227 employed men were 11.73% Malaysian and 1,083 non-Malaysian. According to PESO, most firms shuttered in 2020 during the pandemic and employed managers and supervisors to continue operations, which increased hiring from 6.88% to 11.73% in 2021. Since the task force on health regulations was strict about permitting out-of-town labor, island businesses hired more Malaynon workers in 2021 and beyond for easier access. Although this rise is still visible, it is less than the Ordinance's 40% threshold.

In Boracay Island, the hospitality businesses were divided into hotels, resorts, and Mabuhay. The class was based on the amount of accommodations, amenities, facilities, and

services each category offers. Hotel and resort non-qualifiers are Mabuhay Accommodation. These places vary in accommodation, facilities, amenities, services, and hiring methods (DOT, 2023). Researchers are observing these activities, so the study will address this occurrence and grasp the obstacles and prospects ahead.

### **Research Questions:**

This study examines these questions:

1. What are the key components of the hiring practices employed by Human Resource Practitioners in selected Mabuhay Accommodations on Boracay Island?
2. How do these methods compare to hospitality business norms and emerging practices?
3. How do technology and innovative tools play a role in the recruitment and selection processes of Human Resource Practitioners within the Mabuhay Accommodations in Boracay?
4. What impact do these technological interventions have on the efficiency and effectiveness of the hiring process?
5. How do Human Resource Practitioners in the selected Mabuhay Accommodations incorporate diversity and inclusion considerations in their hiring practices?
6. What strategies or initiatives are implemented to ensure a fair, unbiased, and inclusive recruitment process in the unique context of Boracay Island's hospitality industry?

### **Methods**

This study employed a qualitative methodology. This method explored the experiences of the participants by giving them a voice through storytelling. Through this medium, the essence of their shared experiences could be identified (Marshall & Rossman, 2011). The participants were encouraged to tell their stories about the hiring practices and the challenges and opportunities they face. Discussions of research design, sampling, setting, participants, data gathering instruments, data analysis, sampling, data collection, analysis, research setting, data gathering instrument, trustworthiness, and researchers' reflexivity are presented below:

### **Research Design**

Qualitative research examines ideas, views, and experiences using text, film, or audio. It provides new research concepts or profound understandings (Bhandari, 2020). A qualitative approach was used for data collection. Yin (2003), Baxter and Jack (2008) recommend case study designs when they answer "why" and "how" questions. (b) you cannot control the choices and activities of individuals doing the research; (c) you want to analyze contextual conditions since they are relevant to the events under investigation; or (d) the circumstances leading to reality boundaries are unclear.

### **Research Setting**

The island is 7 km long and 500 m wide (PSA, 2016; DOT Region 6, 2018). The Philippines' major attraction is a small island. Paraws, magnificent parasails, musical acts, and a wonderful evening await on 4 km of fine sandy beaches. Hotels and tourism have profited from government and tourist stakeholders. Nipa Europeanized Boracay. Buildings for tourists and hospitality changed community culture and environment. Tourism beats fishing for fishermen. White-sand beaches are famous on the island. South Korean and Chinese tourists climbed from 1,725,483 in 2016 to 2 million in 2019. Tourist revenue climbed from Php 4.9 billion. Many Malay enterprises and their workers are in Boracay. Financial institutions, pawn shops, forex, funding institutions, and the like.

### **Sampling**

Purposive sampling was employed in this study to choose participants based on their ability to contribute to the knowledge of the research issue and who could offer the greatest information (Creswell, 2013). The study will involve the deliberate selection of six (6) skilled Human Resources Practitioners from Mabuhay Accommodations. The researcher will speak with the proprietor or manager of these accommodations, who is also in charge of hiring new employees if the human resource office post is vacant at the Mabuhay Accommodation. The following standards were used in the selection of these HR practitioners: 1) Human Resources

or the Manager/Owner of Mabuhay Accommodation; 2) Operating legally on the Island of Boracay; 3) Possessing between three and five years of experience in talent acquisition; 4) Awarded accreditation by the District Tourism Office in Region 6.

### **Data Collection**

Creswell (2012) lists seven data collection phases: 1) choosing situations that satisfy the criteria, 2) acquiring permission to conduct the research, 3) approaching prospective respondents with clear assurances of privacy and confidentiality, 4) establishing gathering data as quickly as practicable to maximize data collection, 5) writing interview records, 6) addressing notes from the field with participants, and 7) code and keeping information using the system for coding. Investigators in this study followed these procedures. We collected data via semi-structured interviews. The interviewee consented to written and recorded interviews. Interview notes.

### **Data Analysis**

Qualitative researchers analyze data to find patterns (Daniels, 2012). After organizing data for analysis, researchers coded themes (Creswell, 2013). This study evaluated data using Dodge's (2011) methods. The researchers first collect and compile data for a case study on recruiting methods of human resources professionals in Boracay's Mabuhay lodging. Data transcription used MS Word. Reading, understanding, and reflecting on data helps make sense of respondents' responses and find recurring themes. Step three completes the code. The data was question-based. After reading each participant's replies, the next column listed the main topics. Defining categories is the fourth coding stage. How to tell the qualitative tale is the last phase. It links themes to narratives. The final step is data interpretation and theme development.

### **Data Gathering Instruments**

Creswell (2012) describes a seven-step data collection process. 1) choosing eligible instances, 2) getting study authorization, 3) guaranteeing participant confidentiality, 4) commencing gathering information immediately,

5) documenting interviews, 6) advising participants regarding field notes, and 7) coding and archiving data consistently. The study followed these phases. We used in-person semi-structured interviews. Some interviews were recorded with permission and noted. Researchers relied on Creswell's method to gather data. We maintained strict confidentiality.

### **Trustworthiness**

To assure the accuracy and uniformity of the findings, as well as the trustworthiness of the study's conclusions, this particular case study utilized the technique of data triangulation. This involves conducting interviews with ten (10) individuals who work in human resources at Mabuhay Accommodations, which is located on the island of Boracay. In addition, member checks were carried out by distributing interview transcriptions to participants to verify the correctness of their responses.

### **Researchers' Reflexivity**

This study's researchers include Philippine university authorities and MBA applicants. The researchers worked together and reflected to minimize biases and analyze human resource practices of accommodations on Boracay. The researchers' different backgrounds should strengthen the study.

## **Results and Discussion**

The researchers identified the following themes after reading the semi-structured interview transcript about human resource practitioners' recruiting methods in selected accommodations in Boracay Island, Malay, Aklan: Hiring Process, Diversity and Inclusion, Training and Development, Challenges and Improvements, Regulatory and Ethical Compliance, HR's Role, Applicant Competence Assessment, and Technology in Hiring.

### **Theme 1: The Hiring Process of Mabuhay Accommodations**

The hiring process helps companies find, attract, and hire candidates who share their morals, objectives, and operational needs. This multistep process includes writing compelling job descriptions, evaluating candidates, conducting rigorous interviews, and making final

selection decisions. In a changing professional world, the hiring process is crucial to attracting top talent and creating a multicultural, welcoming, and vibrant workforce that drives the organization's success. Their major stories are below:

**Participant 1:**

Participant 1 said, *"We publish our employment in Boracay Job employment. A Boracay recruitment social media platform. I sometimes asked friends and island businesses for suggestions. Our online screening begins when an applicant shows interest in our job offering. I will interview qualified applicants. Our filtering procedure. If they qualify, we must secure employment criteria after the interview. Boracay requires barangay permissions, health cards, and PESO. But we helped them process it. I also consider academic credentials, such as school activities and academic involvement, for newly graduated students. Social media helps. Good referral, but qualifications don't match. We now advertise our demand for labor on walls in places we think. A person can see the bulletin. We publish our hiring on social media or the Boracay Hiring Job/Opportunities Facebook page. We never ask gender or other personal questions during interviews."*

**Participant 2:**

Participant 2 said, *"When the company needs staff, I ask my friends if they have any colleagues or coworkers seeking for that position. If someone appears, we'll check his credentials. Direct referral and recruitment are our only methods. I wanted their resume. Hiring them gives us three months of probation. If they succeed, we prolong the agreement for three months. We evaluate resumes and friend referrals. We then asked about their needs"*.

**Participant 3:**

Similarly, Participant 3 disclosed their reasons for hiring, Participant 3 stated, *"Several justifications for recruit-*

*ing an additional staff member were instead of the departing employee, either owing to the employee's choice to depart or the employee's unfavorable appraisal or to add a set of staff members due to increased workload. Our next steps are to post job openings on the social networking site particularly in job recruitment groups, with credentials alongside application instructions, review resumes based on job-related education and work experience, schedule interviews with selected resumes, and schedule a two-hour job knowledge demonstration to assess capability and speed (ex. room cleaning and breathing)"*.

**Participant 4:**

In the same way, participant 4 said, *"If someone gets introduced to us, we question our staff if the applicant is dependable, not tardy and committed to work, because if we hire somebody outside we won't know the traits. We next request their résumé or bio data and conduct an interview with the interviewer mentioning crucial things to do and not do. We agree on their salary and benefits and train them for a week"*.

**Participant 5:**

For the recruiting procedure, Participant 5 said, *"Firstly, we gather the candidates' resumes online or they can drop them off at the hotel. We would select from there. After we have suitable prospects, we schedule personal interviews for them"*.

**Participant 6:**

When questioned about their hiring procedure, participant 6 said, *"The organizational structure is pretty well-defined. Vacant positions require hiring and filling. Posting jobs and accepting applications. We then proceed through the above stages. Stage 1: Interview First, the applicant is interviewed, then referred to the 7-Day Guaranteed On-the-job Evaluation Stage, and finally, if the applicant passes, they are offered the job."*

According to Behroozi et al. (2020). The normal hiring pipeline includes phone screening, technical on-site interviews, offers, and negotiation. When recruiting pipelines are "leaky," qualified candidates go missing. Leaky pipelines limit firms' ability to hire competitive people and establish diverse teams. Behroozi discovered many unhealthy hiring practices, including not explaining hiring requirements, interviewing with untrained interviewers, and ghosting prospects. Behroozi suggested being intentional about formulation and words throughout initial contact with candidates, giving candidates constructive feedback after interviews, and incorporating openness about wages and prospective careers conversations into provides and negotiations to improve hiring pipeline practices. Implementing these criteria makes hiring faster, fair, and inclusive.

### **Theme 2: Diversity and Inclusion in the Hiring Process**

Diversity and inclusion in the hiring process are essential for firms that value creativity, resilience, and success in the current workforce. Companies are recognizing that diversity goes beyond demographic checkboxes and building cultures that welcome many viewpoints, experiences, and backgrounds. This initial employment paradigm change recognizes the benefits of diverse teams for their creativity, problem-solving, and ability to meet the standards and demands of a worldwide and interconnected society. As companies aim to create more equitable and welcoming teams, the hiring process evolves to bring about dramatic change and create an environment at work that celebrates human diversity. Their notable narratives follow:

#### **Participant 1:**

When probed about inclusion and diversity in recruiting, Participant 1 said, *"We are not concerned about whether or not they represent the LGBTQ group so long as they can perform the job. Our organization doesn't discriminate if they can multitask or do the work all around. All genders are welcome. Providing they can do the job well."*

#### **Participant 2:**

Participant 2 replied, *"Everybody had an equal and equitable opportunity no matter their sex or age." Attitude and work performance are our criteria. We accept everyone eager to work and train".*

#### **Participant 3:**

Participant 3 replied, *"What may be regarded unique in our approach is that we provide equal consideration to candidates with no previous employment or with experiences unrelated to the hotel business as long as they match the broad criteria." No discrimination, all welcome. We have reception regulations with female or male only, but otherwise we are open to various genders".*

#### **Participant 4:**

Participant 4 replied, *"We are not prejudiced because we recruited someone with distinct gender identities we welcome them as a whole as an entire group so they will be safe to speak up with others. So any discriminating personnel will go since we will all struggle, so no discrimination. No matter your sexual orientation, religion, or background, we don't discriminate in hiring. We don't discriminate and prohibit it".*

#### **Participant 5:**

In response to a question regarding inclusivity as well as diversity in recruitment, Participant 5 said, *"We don't restrict people, especially in gender, so whatever gender or religion you are, we don't have restrictions." Even pet lovers are accepted considering we have pets and invite people who want to bring theirs. Overall, we don't restrict".*

#### **Participant 6:**

When asked the same question, Participant 6 said, *"Overall, as long as we perceive that the requirements in #5 are fulfilled, we enable candidates to go through our employment process".*

According to Castillo, Gaddy, and Reyes (2023), Witwer (2021) believed that inclusion, equity, and diversity actions represent organizational ideals and boost business and non-profit performance. Krithi, & Pai, Ramesh (2020) agreed that workforce diversity and inclusion broaden expertise and perspectives, benefiting organizations.

### **Theme 3: Training and Development**

Training and development are crucial in today's fast-paced professional world, where adaptation and progress are essential. Training and development enable employees to learn new skills, improve old ones, and adapt to a changing business environment. This introduction sets the stage for discussing how proactive development and training initiatives improve individual and organizational capacities, stimulate creativity, and ensure success in a quickly changing global landscape. The stories are below:

#### **Participant 1:**

Participant 1 replied, *"While onboard we train them. We recruit them as probationary then. We can't hire them without a wage. HR network is in Boracay. They meet monthly with the group. You can ask inquiries there. We need HR professionals from large hotels and DOLE, the SSS, and various other government agency representatives to speak or facilitate meetings. They learned various processes and tasks. You just work in your appointed area/departments, unlike in big hotels. In the US, people multitask and experience different operations"*.

#### **Participant 2:**

Participant 2 defines Training and Development as *"attending HR seminars."* *I became passionate about self-learning so I could train our workers since they have to be flexible and multitask when trying to improve their talents"*.

#### **Participant 3:**

When asked the same question, participant 3 said, *"As an HR, I've done several workshops and conferences organized by DOLE and other agencies of the*

*government. If the government requires us, I'll attend because if we don't, they'll give our company a permit."* *We train for DOLE, DENR, and DOT, and most government offices demand it"*.

#### **Participant 4**

After questioning Participant 4, she said, *"We do have development, especially for new personnel. We have a week of training, starting with observation and then allowing individuals to do it by themselves and showing me"*.

#### **Participant 5:**

Participant 5 stated, *"We also send personnel to an array of training, mainly DOT or DOLE training. As much as feasible, we send people to interact and learn"*.

The hotel sector struggles to train personnel. Rao (2014) defines training as activities that give learners the expertise and skills they need for their current occupations, whereas development is longer-term learning. Training and development normally go together, however supervisors or managers usually handle development, while any personnel can train. Development focuses on long-term professional goals, while training is more targeted. The trainer will educate the learner on specialized skills and information to achieve current job goals. The development process involves meeting with a supervisor or manager to review strengths and weaknesses and how to enhance work performance to advance their career.

### **Theme 4: Challenges and Improvements in Hiring**

Hiring is complex and offers organizations both obstacles and opportunities for development. Identifying and tackling these difficulties is essential for establishing a strong staff in the dynamic talent acquisition industry. Hiring challenges include finding top people, reducing bias, improving communication, and providing a great candidate experience. Challenges present improved possibilities. This investigation of hiring processes illuminates techniques and solutions that organizations can use to

overcome problems, improve recruitment methods, and improve hiring efficiency.

Participant 1:

Participant 1 said, *"We lose employees or pirate them. Just a few. After training, they'll quit the company. Due to our tiny business, we are like a family in our hotel, so if they leave after training, I accept it and find new candidates. Technology improved hiring. Before, you had to wait for candidates to submit their responses to your ad. Nowadays it's easy and fast."*

Participant 2:

Interviewee 2 said, *"No one is flawless. For me, seeing is believing. I completed the background check, but their job matters more. We collaborate here. No, we don't use tech. As a tiny business, we need a few employees. Our staff usually last for 10 years or more. Training and development are absent. For example, experience, and practice teach me. We rely on direct recommendation and recruitment."*

Participant 3:

Participant 2 replied, *"They needed more training if employed and are probably less productive. Mabuhay accommodations rarely feature restaurants, therefore there is no service charge, which boosts employees' salaries and is a factor in applicants' job decisions. This causes obstacles and fewer qualified applications. Hiring the appropriate person is difficult due to today's generation's decreasing values. Timeliness, comprehension, common sense, honor, and job value are already absent. For now, the only option is to interview as many suitable candidates as possible to quickly find a successor from the reserved applications"*.

Participant 4:

Participant 4 said, *"The unique obstacle here is to hire or match other establishments that provide better income compared to us. The primary problem we face is hiring effective and better personnel because we have fewer than 10 employees*

*and the labor code has different standards for employees with more than 10. Finding long-term employees is the largest hiring challenge. It is difficult, especially since this company only hires part-time staff after one month. We have tried all the hiring processes and find it better to hire through employee referrals and resumes. Because we are a tiny family when one goes, we all suffer, thus we prefer recommendations because we know them better"*.

Participant 5:

Participant 5 said, *"I think the problem would arise of course to acquire the correct person or employees fit for the organization or the demands of the company. The biggest challenge throughout the hiring process is whether applicants will show up. Second, whether they want the job and work hard. Non-trainable candidates are one of the biggest hurdles to keeping in the firm. We prioritize employee attitude over qualifications because you cannot ever assess a person's ability. Though we examine qualifications prior"*.

Participant 6

Participant 6 stated, *"Mainly, obtaining candidates who Lack of eligible applicants," in response to this specific question. We've made it a habit to continuously search for deserving applicants. Even in the absence of employment positions, we nevertheless accept applications and conduct interviews. To provide the candidates a chance to demonstrate their abilities in a real-world operational environment, we added the On-the-job Assessment Stage"*.

*In 2016, Aynalem, Tesefay, and Birhanu deduced that as one of the primary drivers of national economies, tourism contributed 9.5% of the world Economy and 8.9% of all jobs in 2013. Only until the tourism industry can hire skilled workers or a long-term workforce—which is essential to a top-notch, timely service delivery system, will it be able to grow. Additionally, the tourist and hospitality industries generate a wide range of job possibilities across several*



industries, including lodging, restaurants and bars, transportation, travel agencies, tour operators, and locations for natural and cultural attractions. The issues include low pay and working conditions; sexual harassment; discrimination; unequal treatment; lack of education and training; an inflexible and undemocratic corporate culture; seasonality; and political unpredictability, which significantly lowers tourism and, consequently, increases employee turnover.

### **Theme 5: Legal and Ethical Compliance**

In today's business environment, adhering to the law and moral principles is essential to conducting a company responsibly and sustainably. Organizations that want to build trust, uphold integrity, and fulfill social expectations must successfully navigate a complicated structure of regulations, laws, and ethical standards.

#### **Participant 1:**

When asked whether the Mabuhay Accommodations, which Participant 1 is managing, are compliant with the law and morality, she answered, *"We obey the labor code that requires us to give employees their compensation throughout the probationary time." We take care to ensure that interviewees are not asked any personal inquiries about their gender or anything else"*.

#### **Participant 2:**

For Participant 2, *"We gave them more than the required wage even though, according to labor rules, we have to pay them the minimal compensation of less than ten (10) dollars. As I've already indicated, our organization has a strong familial culture. Here in Region 6, we made sure to pay the minimum wage. We are minimal or above minimum in terms of perks, as I have stated. Benefits like SSS, Philhealth, and Pagibig are available to us. When we raise our rates, we treat everyone equally by offering everyone raises. As far as secrecy goes, nobody can view their files because my supervisor is the only person who can access them and save me. Even though we all work here and are familiar with every aspect of the business,*

*we uphold confidentiality and a family-like atmosphere where we care about every one of our employees.*

#### **Participant 3:**

For Participant 3, this question indicates, *"We treat our personnel and visitors with kindness and professionalism to foster a conducive working atmosphere." From the hiring process to the first interview to the conclusion of the employment process and for the duration of the employee's employment, we are completely compliant. That would imply that they would all be under the DOLE norm and get the appropriate pay and benefits.*

#### **Participant 4**

When asked about ethical and legal compliance, Participant 4 replied, *"Yeah, we were DOLE standardized two years ago. They came here when we recruited a foreign manager and the Department of Labor and got right here to get the rest of the staff. We had electronically. The Department of Labor and the Internet are responsible that we send frequent and yearly reports."*

#### **Participant 5**

Participant 5 when asked about a similar question disclosed, *"So, initially, all of the pieces of data that are being supplied to us by our team have been kept in one file that can only be read by me and the business's general manager," Participant 5 revealed in response to a query when pressed on a related subject. That's one thing, though; for record-keeping purposes, we also need to make sure that they are receiving all of these benefits. We must guarantee the accuracy of the data about all of our previous workers, uphold their rights, and safeguard the confidentiality of their personal information. Lastly, we have to follow the guidelines established by the Bureau of Labor"*.

#### **Participant 6:**

When asked a similar question, participant 6 responded, *"The leadership*

*team guarantees they have the latest details of every employment law and standards," in a similar manner.*

Ethics plays a significant role in sustainable corporate operations. In the hospitality industry, proprietors of establishments such as hotels are expected to maintain ethical and reasonable business practices while striving to optimize earnings. In addition to encouraging an organizational culture where "doing the right thing" becomes the default course of action regardless of other circumstances that would encourage the rationalization of unethical malpractices, managers at hotels are expected to demonstrate ethical leadership. Intense competition across different companies can frequently result in concessions in hotel ethics in today's fiercely competitive hospitality sector. If hotel operations lack ethics and integrity, and when there is no moral role model present, this will inevitably result in a decline in management trust and pave the way for a sharp decline in business performance. Because of the lengthy in-person interactions that managers and staff have with visitors, they frequently deal with a variety of moral conundrums in the course of their work. (Nicolaidis, 2019).

#### **Theme 6: The Role of Human Resource**

Human Resources (HR) is a crucial part of the complicated web of organizational performance, tying together the disparate strands of talent administration, workplace atmosphere, and effective workforce planning. HR has a significant impact on molding the employee experience, creating a healthy work environment, and coordinating human resources with overarching company goals, in addition to standard administrative tasks. Here are the noteworthy accounts of the individuals involved:

##### **Participant 1**

Participant 1 said, *"I am the charge of operations at every time I do recruitment or I assume the function of an HR Officer," in response to a question about the function of human resources in the organization during the probing process. I'm donning several hats".*

##### **Participant 2:**

*For Participant 2, this translates to, "I oversee hiring, reservations, bookkeeping, and general operations at this establishment as the operations manager."*

##### **Participant 3:**

Regarding Participant 3, she said that, *"she is a native of Boracay and that she grew up in the hotel industry. For eight years, I had the opportunity to oversee a 40-room hotel, with my main responsibilities being overseeing the HR Department and then the full hotel operation. One of the main things I do as part of my spouse and me in operating our nine-room lodging is human resources management".*

##### **Participant 4:**

When asked a similar question, Participant 4 said, *"I am the secretary of the company of this business and I also run general HR resources and yes, that's what I do here," in response.*

##### **Participant 5:**

This indicates that, for Participation 5, *"I essentially serve as the person in charge of business and human resources because this is a tiny business with only six employees. Ensuring adherence to the company's policies and processes is my duty as the head of human resources, as it safeguards both the welfare of the employees and the business. In actuality, that is one of the primary roles".*

##### **Participant 6:**

*"My work comprises employment, development, and training of personnel, performance management, implementing disciplinary actions, and maintaining compliance with labor laws," Participant 6 finally said.*

By using HRM techniques like example selection and training, hospitality organizations may foster both radical and incremental innovation. Globalization, technology, intellectual capital, profitability through expansion, and

change are some of the major business difficulties that companies are currently confronting, according to Bansal (2021). To meet these challenges, businesses must work together to develop new capabilities, and human resource management is responsible for doing just that. Taking the lead in addressing competitive difficulties, empowers the enterprises. HR specialists no longer project the image as rule-making policy policemen. HR specialists are now held accountable for ensuring that workers are engaged, committed, and take ownership of the company by having them contribute and take on new responsibilities. It is no more a dinosaur of administration. Its former reactive, small-picture role has given way to one with a far larger scope. The organization's management and the workforce come together to form a new human resources management that culminates in the success of both parties. This process also triggers the merging of the knowledge bases of the individuals and the organization. This was supported by Lu, Zhang, Yang, & Wang (2022) that Resilient employees benefit from effective HRM strategies, which also increase employee engagement in the workplace. Employee resilience has a direct impact on job engagement, which in turn affects employee performance. It also reveals a step-by-step mediation method that connects better employee productivity and psychological well-being with sustainable HRM practices.

### **Theme 7: Assessment of Applicants' Competence**

In the competitive landscape of talent acquisition, the assessment of applicants' competence stands as a critical cornerstone for organizations striving to build high-performing teams. The evaluation of skills, knowledge, and attributes ensures not only the alignment of candidates with job requirements but also their potential for contributing to organizational success. Below are their significant stories:

#### **Participant 1:**

*"It is a benefit for novice candidates that they must be engaged with school-related events like conferences and pieces related to instruction that the institution is conducting"* Participant 1 stated during

the probing stage. Sexual preferences, skill level, or attitude are irrelevant. Working with folks who have a bad attitude is difficult. Skills are not as important as attitude.

#### **Participant 2**

When asked the same topic, Participant 2 similarly claimed, *"We originally questioned individuals and there is an employment hunter who is outstanding in responding to questions but weak when it pertains to performance."* However, *not everyone who does well in interviews is also a credit to their employer. As long as a person is trainable, we welcome them. I occasionally evaluated them in reverse. It was somewhat of a joke when I interviewed them, either to make them feel at ease or to gauge their degree of confidence"*.

#### **Participant 3:**

*"Our standards have been streamlined as a capacity to follow directions, character fits a the hospitality industry, company (friendly, compassionate of consumers demand, proficient in fundamental details about amenities provided), speed, and ability to communicate, and adaptable in terms of the timetable and nature of work"* Participant 3 revealed when outlining the metrics based on the premise for evaluating applicants' competence. The first test is the applicant's ability to follow an easy application process. Secondly, their interest in employment is evident from their timeliness. Third, the cause of their departure from their prior job. Their personality, SWOT analysis, and approach to varying levels of management are quite well-defined.

#### **Participant 4:**

In response to a similar question, participant number four expressed her opinion, saying, *"Since our top worker is an honest individual, the first thing we do is ask the staff if they know of someone who would be the best candidate for our recruiting. If there are no referrals that we*

*post on social media, referrals come in first”.*

**Participant 5:**

Upon receiving the same level of questioning as Participant 5, she said, *“We have already come across those individuals who feel they should hold that position right away or because they are competent enough to advance. We met a candidate who had been awarded; she exuded confidence despite being a recent graduate. She was ignorant about how to work or live in the real world, though. Academic recognition is irrelevant as long as you possess the correct mindset and are capable of completing the assigned tasks”.*

**Participant 6:**

In response to several questions, Participant 6 finally stated, *“Sexual preferences, talents, or attitudes are irrelevant.” Working with folks who have a bad attitude is difficult. Skills are not as important as attitude. The person conducting the interview and the business’s owners both have faith that the interviews are being performed impartially and fairly”.*

The hospitality industry prioritizes soft and hard skills, managing time, decision-making, interpersonal skills, collaboration, a positive outlook, customer service, professionalism, ethical conduct, personnel management, direction, collaboration, problem-solving, cultivation of personalities, and information technology (Dhaliwal & Misra, 2020).

**Theme 8: Technology Plays Significance in the Hiring Process**

Advances in technology are crucial to recruitment in the modern talent acquisition industry. Technology has changed every element of recruitment, from sourcing and screening candidates to interviewing and making data-driven decisions. The following are the participants’ relevant experiences:

**Participant 1:**

Following a query on technology and the employment process, Participant 1

said, *“We are spreading our demand for personnel on walls, promoting in different spots where we think anybody can notice that bulletin. Social media helps. We publish our hiring on social media or the Boracay Hiring Job/Opportunities Facebook page. Tech makes it quick and easy. They can email their résumé immediately if they’re not on the island. Sending a résumé using WhatsApp or Viber expands the range and speed. Technology improved hiring. It’s simple and fast now, but applicants must react to your ad. Now it’s online and we need social media. Paperless now”.*

**Participant 2:**

This demonstrates that *“Technology has been used for the promotion of hiring vacant positions, means of sending demands by candidates, screening of applications utilizing social networking platforms, and delivering directions by Personnel for interviews, job demos, and orientation schedules,”* according to person 3. *The use of technology has greatly improved the efficiency and effectiveness of the selection process and the acceleration of the recruitment processes. Thanks to social media and other forms of online technology, job postings can reach more people in more specific areas. Additionally, HR may use social media to assess candidates’ character and aptitude by perusing their accounts to get a feel for the position. Because there are fewer or no physical procedures involved in the hiring, preliminary screening, and selection processes, everyone benefits from the time and effort saved”.*

**Participant 3:**

Participant 3 disclosed that *“we use technology to spread job openings, send specifications, filter applications on social media, and receive HR instructions for assessments, job lectures, and orientation schedules. Technology makes recruitment and selection faster and more efficient. Technology like Facebook and Twitter makes hiring announcements more visible*

and targeted. HR may also browse applicants' social media pages to assess their character and suitability for the job. Employers and applicants save time by reducing or eliminating physical procedures for hiring, pre-screening, and selection”.

Participant 4:

Asking participant 4 the same question. *“If there is no referral, we post on our Facebook page, Boracay Job/Opportunities group,” she said. We call applicants with resumes for interviews, normally with me and the owner, but if the business owner is unavailable, we use Zoom meetings.*

Participant 5:

Participant 5 said, *“We post the employment openings internet on our page and promote it on various pages to be available to many people. We usually sponsor to boost hiring requirements. Technology simplifies communication, but not hiring or selecting applicants”.*

Participant 6:

Participant 6 said, *“The only usage of technological devices in the hiring process is announcing new positions on social media.” Technology helps job announcements reach more people faster. It does not affect applicant quality”.*

Information Technology has been crucial to the hotel and tourism industry for a decade, according to Shekar (2018). Technology has simplified operations, reduced expenses, and improved customer service. Better exchanges, bookings, and guest service benefit customers and businesses. Technological labor has replaced expensive human labor in tourism and hospitality. It reduces labor costs and prevents customer service concerns.

## Conclusion

This study examines the human resource hiring processes at selected Mabuhay establishments in a popular Philippine tourist destination. The recruitment procedure, inclusion and diversity tactics, development and training

campaigns, difficulties and advances in legal and moral compliance, HR's pivotal role, applicant competence assessment, and technology integration form an evolving structure that defines modern human resource management. This road is not without obstacles. HR practitioners must delicately balance legal and moral compliance with inclusive policies. Identifying and correcting biases in candidate competence assessments requires constant evaluation methodology refinement. HR is crucial to defining organizational culture, ensuring legal integrity, and leading transformative change in the face of these obstacles. Technology in hiring presents benefits and difficulties, requiring a delicate balance to maximize innovation while preserving fairness and transparency.

Hiring is a strategic instrument that helps companies locate and retain an array of talent that is crucial to their success. Inclusion as well as diversity in this process encourage creativity and adaptability by valuing and capitalizing on individual differences. Effective development activities are crucial for creating a skilled workforce that can navigate complexities, enhance skills, and contribute to company goals. The ever-changing world of people management requires conscious technological use, moral and legal considerations, and continual improvement. HR professionals must coordinate these factors to attract top talent and create equitable, diverse, and growth-oriented workplaces. The results illuminate the complicated cooperation human resources professionals require to uphold morality, overcome barriers, and grow their enterprises with technology. Research on HR professionals in lodging establishments or all three may use mixed methodologies or quantitative method.

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