Research Article

Human Resource Management Practices among Selected Hotels in Mandaue and Cebu Cities: A Phenomenological Study

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ABSTRACT

This descriptive or Husserlian phenomenological study explored the lived experiences of the human resource management managers and supervisors among the selected hotels in Mandaue and Cebu cities. It also presented the meaning or the essence of the said lived experiences. These became the feeders for proposals for improvement. Using purposive sampling, ten (10) key informants who are managers in different hotels were selected as the source of information. The findings indicated that the human resources management components in planning, recruitment, maintenance development, and research were practiced with the guidance of HRM objectives. Moreover, some factors facilitated improving HR practices focused on managing human energy and capabilities to improve productivity. Further, there are challenges encountered by the organization that need to be addressed, for if unabated, it will have negative consequences. All the preceding became the basis for the crafting of recommendations for improvement. It was reflected that while the data generally lean toward the positive side, there is still room for further improvement. These opportunities for improvement are the take-off points for management to craft programs to further the practice of human resources management

Keywords: *Development, Employee retent, Human Resource Management, Maintenance, Planning, Recruitment, Research*

Introduction

Undeniably, hotel operations in the past were not as complicated and sophisticated as they are now. Growth, development, fashion, modernity, innovation, lifestyles, trends, and styles have brought many positive changes and intense competition in the said sector. You look around with impeccable and discriminating taste, and you will identify many noticeable differences compared to the past. Hotels and restaurants are generally built on three major principles: serve palate-satisfying food, present a one-of-a-kind ambiance, and provide excellent hospitality service… all for the benefit of the discriminating taste of the consuming public. If any of those mentioned triad items are

missing, it will result in the customer's dissatisfaction, and that person will never return to you again. When things start to go off track, it is highly expected that sales/revenues will slump and customer reviews will get increasingly worse; thus, it will be the end of the business's life.

Hotel and restaurant operations are generally connected in the whole scheme of things. The provision of great food, the presentation of the one-of-a-kind ambiance, and the provision of outstanding service are typically driven and dictated by the kind and quality of the organization's human resources. We have seen dramatic changes in the hospitality industry in the past few years. There have been innovations in the physical structure, the food, the beverages, the personnel, and even the service dimensions of the players in the industry.

According to Schneider and Bowen (1993), as cited by Shamil and Samarakoon (2014), effective utilization of human resources provides a competitive edge for organizations (Chand & Katou, 2007). Therefore, human resources management practices are essential to the People Management process. It is crucial and equally imperative to investigate the adoption of human resource management practices in the service industry since the efficiency and effectiveness of the employees in the organization anchor the latter.

The hiring and management of staffing for a company falls under the purview of human resources management. Mainly through topics like recruitment, promotion, turnover, retention, development, downsizing, job redesign, and termination in human resource management.

Human resources management refers to the planning and staffing of intellectual and physical inputs, such as individuals with various skill levels, that are required for an organization to achieve its goals. This entails selecting the best candidates for each position within the company. We will look at several aspects of hiring and staffing in a business: recruitment, promotion, turnover, downsizing, redesigning a job, and termination.

Based on observation, there is a big gap concerning actualizing human resource man-

agement practices between different star categories of hotels in Cebu City, depending on the size of the hotel. The researcher is referring to standard hotels versus 5-star hotels. For standard hotels, the positions are usually multi-tasked, like the general manager, since they will also handle the human resource manager position to lessen the payroll impact. Based on the experiences of the researcher as a General Manager in the pre-opening of some hotels in Cebu City, like Iligan Plaza Hotel in Iligan City, Sarrosa International Hotel in Mabolo, Sabin Resort Hotel in Ormoc and Canberry Hotel in Guadalupe, Cebu City, such multi-tasking scenario is always very evident.

Usually, the general manager acts simultaneously as the human resource manager and hires supervisors to help him with the hotel's opening. The general manager is the one who takes care of the interviews and chooses the right person to work for the right job. Even the hiring of the rank-and-file personnel is also the responsibility of the general manager, who will personally conduct the interviews. After hiring, the said general manager conducts training for the newly hired employees since front-office operations are expected to be the forte of the general manager. Moreover, the training and development of other positions, such as waiters and room attendants, is also delegated to the supervisors concerned.

Multitasking has also created a negative impact on the hotel's frontline employees. Aside from answering phone calls, they are also assigned to handle customer queries, bookings, check-ins, check-outs, and complaints. With this setup, the employees would feel overburdened, significantly contributing to employee turnover.

Compounding this is the fact that the compensation package in the industry is generally not competitive; thus, it would push others to leave the hotel. Moreover, the salary structure in the hotel is not that good, considering that not much difference is seen in the salary rates of staff and officers. Being given many responsibilities, the officers' salaries are of the same level as the rank-and-file. These conditions can also contribute to job dissatisfaction, thus a feeder to fast employee turnover.

One of the directions here is to decrease employee turnover issues and thus improve employee retention rates. Although nothing is surprising when the organization pushes for employee retention or loyalty, the company can save a lot. In the whole scheme of things, it can improve overall organizational efficiency.

As observed by the researcher, human resource management of 5-star hotels had a big gap/s compared to standard hotels. They followed the appropriate procedures on the part of management, like hiring personnel. First, they will hire a GM, usually a foreigner, to ring a bell or to bring positivity to image building. Very seldom can we find a Filipino GM of a 5-star hotel. After getting a GM, the person will hire their department managers to help them in the hiring process, usually in the pre-opening stage. The human resource manager will then hire department managers and conduct interviews. The human resource manager will endorse the potential personnel for hiring. This time, the GM will conduct the final interview and determine who will be accepted or qualified.

A good example is the human resource management of Shangri-la Resort and Spa, where they spent training. The trainee of a particular position must undergo training for five months before becoming a regular employee. Marriott Hotel's hiring motto is "Hire for attitude and Train for Skills." This is a very good motto because attitude is very important to a person, whether this person is problematic or not. They must undergo an IQ or aptitude test. They train for skills because skills can be learned through continuous training and development.

The principal researcher has been in hotel and restaurant management operations for more than 19 years already, where he mostly assumed top management posts. Therefore, he is a witness to many things happening on the ground. Likewise, he has pursued his graduate and post-graduate studies, alongside teaching in tertiary courses in higher education institutions, to polish his craft further. Furthermore, this study is conducted to promote social justice by developing human resources as they are the main asset and the most powerful tool to achieve the economic prospects of the institution. They must be connected to the wide range of support that benefits the institution. Through the study's findings, the researcher can analyze and recommend strategies to answer the study's problem. The results of this endeavor can also be a good addition to the existing literature in the field, hoping to expand the existing body of knowledge in human resources management.

Domain of Inquiry
This study is expected to unearth the lived experiences of the managers and supervisors around human resources management and its sub-components among the selected hotels in Cebu and Mandaue Cities in 2022, the findings of which became the basis for advancing proposals for improvement.

Specifically, it endeavored to address the following inquiries:
1. What are the lived experiences of the human resource management managers and supervisors?
2. What is the meaning of the said lived experience?
3. Based on the themes of the study, what proposals for improvement can be advanced?

Methods
Design:
From the viewpoint of its mode of inquiry, this study is classified as purely qualitative research. Specifically, this research used the Husserlian phenomenological or descriptive phenomenological route in qualitative research, which aimed to gain a richly detailed understanding of the intensely lived experiences of the key informants on human resource management practices among the selected hotels in Cebu and Mandaue Cities.

This is descriptive because it focuses on discovering the nature of the specific events under study, and it generally answers questions such as what, why, when, and where. However, the study acknowledges the fact that the key informants were reliant on their worldview about the practices in the human resource management aspect of the hotel, which might lead to subjective experiences.

Environment:

The research was conducted in the cities of Cebu and Mandaue, located in the Central Visayas region in the Philippines. Cebu City is a large island with a busy port located on its eastern coast, surrounded by Mactan Island and the Cordillera Central range. It is known for its rich history of Spanish colonialism and was the original capital of the Philippines until the 17th century. The place is also called "the Queen of the South" and comprises two highly urbanized cities, one chartered city, six component cities, forty-four municipalities, and 1,202 barangays.

Meanwhile, Mandaue City is geographically located on the central-eastern coastal region of Cebu Island. Its southwest coast borders Mactan Island, where the bustling Lapu-Lapu City is. It is connected to the island via the Mactan-Mandaue Bridge and Marcelo Fernan Bridge. Mandaue City is bounded on the north by the town of Consolacion, to the east by the Camotes Sea, and to the west and south by Cebu City.

Furthermore, the scope of this research is all about human resource management practices of small and big companies located in the cities of Cebu and Mandaue, Philippines.

Key Informants:

Purposeful sampling is a technique of selecting cases for in-depth study that are deemed to be rich in information by the researcher (Patton, 2002). A purposeful sample is chosen when the researcher wants to gain the most knowledge (Merriam, 1998).

The study's key informants were the human resources management departments' officers and the general managers/supervisors in the selected hotels in Cebu and Mandaue cities. In particular, managers and supervisors were included since they were the ones who implemented and applied various human resource management areas in work contexts. These informants played a significant role in the study; hence, they are the ones who genuinely experienced the practices applied in the establishments.

Initially, a hypothetical number of ten (10) key informants will be employed and scattered across the hotels considered in Cebu City. However, if data saturation is already felt, meaning the researcher will get the same answers, he would stop the data-gathering process. However, otherwise, the researcher will continue with the process. Data saturation indeed was noticed in the 10th key informant.

Table 1. Key Informants of the Study

Key Informant	Position	Hotel	Hotel Classification	Age	Employment Status	No. of Years of experience
1	General Manager	WTF	4 Star	42	Regular	6
2	HR Manager	WTF		33	Regular	4
3	General Manager	BH	4 Star	46	Regular	5
4	HR manager	BH		35	Regular	4
5	General Manager	NTRH	5 Star	50	Regular	10
6	HR manager	NTRH		40	Regular	6
7	General Manager	MW	4 Star	39	Regular	7
8	HR Supervisor	MW		37	Regular	4
9	General Manager	CB	3 Star	49	Regular	6
10	HR Manager	CB		38	Regular	5

Inclusion Criteria:

The following inclusion-exclusion criteria were considered in the conduct of this research:
- Must be of legal age;
- Must be a regular employee of the company;

- Must be those assuming supervisory or managerial positions regardless of the department (a General Manager or the HR Manager, the person in charge, or those who can represent the company);
- Must be with the company for at least one (1) year;

- Those who experienced the various facets of human resources management functions and
- Willing to participate and give informed consent.

Instruments:

The researchers served as the primary research instrument in this study. They followed interview guides and made adjustments as needed during the interviews. Ultimately, the researchers initiate and conduct the interview process, and by the same token, he is the recipient of the information-rich answers from the key informants. Eventually, he analyzes the data at hand and develops proposals for improvement. As mentioned above, supplementary tools were utilized, such as prepared unstructured interview guide questions with appropriate rubrics. These supplementary tools underwent the face validity test among the experts in the field to improve their rigor.

The basis for the interview guide will also come from his readings on human resources management books, journals, professional magazines, and other available supplementary materials.

Data Gathering Procedure:

The whole data-gathering process started with securing the approval of the Dean of the Center for Advanced Studies for the conduct of this study. Once the approval was secured, the researcher also communicated with the different heads of the various hotels in Cebu for the conduct of this research.

Before the actual data gathering, the researchers crafted the interview guide. To derive a significant output for this study and to ensure the credibility and validity of the research topic, the researcher asked for the approval and validation of the professors, academic officials of the Cebu Institute of Technology – University (CIT-U), and the adviser. This was during the design hearing. The process included a thorough review and examination of the principles, methods, and theories supporting the fundamental elements of this research study. Once approval from the officials was secured, the researcher went through the proposal hearing. After this, the researcher coordinated with the hotel personnel to gather data. The data-gathering process was all held in the hotel itself; thus, informants were given 45-60 minutes for the interview process. Subsequently, the data were analyzed and interpreted, and the results were presented based on the data gathered.

Data Analysis:

Colaizzi's (1978) method of data analysis is used in this study. It is a rigorous and robust qualitative method that the researchers used to find, understand, describe, and depict satellite experiences and reveal emergent themes and their interwoven relationships. The steps (cited in (Sanders, 2003; Speziale & Carpenter, 2007) are: 1. Each transcript should be read and re-read to obtain a general sense of the whole content. 2. significant statements on the phenomenon under study should be extracted for each transcript. These statements must be recorded on a separate sheet, noting their pages and line numbers. 3. Meanings should be formulated from these significant statements. 4. The formulated meanings should be sorted into categories and clusters of themes, and the similarities and differences in the presentation will be overviewed and highlighted for data saturation. 5. The study's findings should be integrated into an exhaustive description of the phenomenon under study. 6. The fundamental structure of the phenomenon should be described. 7. Finally, the findings should be validated by the research participants to compare the researcher's descriptive results with their experiences.

Ethical Considerations:

The researchers used ethical principles in the study, especially during the data-gathering procedures. The study observed three basic principles: respect for persons, beneficence, and justice. In the observance of respect for persons, two ethical convictions were further observed: first, those individuals should be treated as autonomous agents, and second, persons with diminished autonomy are entitled to protection. In affording beneficence, respondents were treated ethically by respecting their decisions, protecting them from harm, and making efforts to secure their well-being. Two

general rules will be observed in the observance of beneficence: (a) do not harm and (b) maximize possible benefits and minimize possible harms. Lastly, the principle of justice was applied. The principle of "fairness in distribution" or "what is deserved" was observed in the treatment of key informants. To further observe justice, the following formulation was also observed: (a) to each person an equal share, (b)to each person according to individual need, (c) to each person according to individual effort, (d) to each person according to societal contribution, and (e) to each person according to merit.

Before the key informants were subjected to interviews, they were notified about the aims, methods, and anticipated benefits of the study, their right to abstain from participation in the research, and their right to terminate at any time their involvement and the confidential nature of their answers and replies.

No person was made a key informant of this research study unless they were given the notice referred to in the previous paragraph and provided freely given consent that they agreed to participate. No pressure or inducement will be applied to encourage a person to become a key research informant.

Result and Discussion

This chapter contains the responses of the key informants on their intense lived experiences along the lines of human resource management practices among the selected hotels in Cebu and Mandaue cities. It also discusses the essence or the meaning of the said lived experiences as well as some factors that can improve and facilitate human resource management practices in the different views of the challenges encountered in areas of their responsibility, particularly to the following human resource management functions such as HR planning, recruitment, maintenance, development, and research.

Major Themes Core Ideas on the Practice of Human Resource Planning

Human resource management planning is essential for nurturing and supporting employees and ensuring a positive workplace environment for the study participants. Its functions vary across businesses and industries, including recruitment, compensation and benefits, training and development, and employee relations.

According to Way and Jhonson (2002), HRM practices in every organization must support department relations. Organizations should consider the systematic, cultural, and structural alignment of HRM practices. Systematic, cultural, and structural alignment of HRM practices supports organizational goals, objectives, and strategies. In addition, HRM practices should enhance the value of an organization's employees (Welbourne & Andrews, 1996). The enhancing value of employees should be balanced between HRM practices and the firms' objectives to yield better results.

Table 2. Significant Themes and Core ideas as Perceived by the Key Informants in terms of Human Resource Planning

Major Themes	Core Ideas
Planning and Responsibility in handling people	HR or human resources is generally comprehensive and has a wider scope of responsibility in handling people inside the organization, including functions such as the following: hiring, selection, training, giving the right salary, developing the talents, retaining the human capital, giving discipline when warranted, monitoring performances, providing evaluation and feedback, rewarding and to give proper maintenance for their retention. The worst or the most challenging thing is firing an employee because you should do it in due process.

Major Themes	Core Ideas
Value the Importance of Planning	Human Resources Planning is essential because it ensures the best fit between employees and their jobs while avoiding the possibilities of workforce shortages or surpluses of people.
Planning in the Pre-opening stage	In the pre-opening stage, HR Planning will assess the current staff requirements before hiring new employees. It is essential to understand the talents they already have. Develop a skills inventory for each current employee to get a bigger picture of their competencies. Also, it is essential to determine the budget for the workforce and things needed for opening and re-opening.
Forecasting HR requirements	Forecasting future needs is essential for the company to develop and grow. Stay current staff but improve their productivity through efficiency and determine potential employees available.
Planning how to assess current capacity, develop talent strategies, review, and evaluate.	Assessing the current capacity and the development of talents through planning what strategies are to be crafted and implemented are some of the significant factors needed in HR planning.

Major Themes Core Ideas on Experience of Human Resource Recruitment

Recruiting employees is extremely important in human resources management because it ensures that employees who wish to join the company are a perfect fit, as well as demonstrating the professionalism of the entire organization from the very beginning when a prospective employee wishes to join the organization.

Barley et al. (2001) stated that outcomes of Human Resources Management Practices in prior studies on recruitment and selection of internal organizational resources, which are rare, inimitable, and valuable, are considered sources of sustainable competitive advantage and organizational effectiveness.

Overall, as per the informants, this Human Resources Planning is very important because it ensures the best fit between employees and jobs while avoiding possibilities of workforce shortages or surpluses. In our planning, it is necessary to consider the HRP process, which includes analyzing the present labor supply, forecasting labor demand, balancing projected labor demand with supply, and supporting the organizational goals. If there is no HRP planning, there are more likely people who are not fit for the work. It is important to make sure to have guidelines in choosing or picking the right people to work in a business or organization. It is very important to start by checking what qualifications are needed for every job. Coordination with supervisors is an important tool because these people are very well versatile when it comes to choosing the right people.

Table 3. Significant Themes and Core Ideas Perceived by the Key Informants in Human Resource Recruitment

Major Themes	Core ideas
Hiring the best talent	Hiring the best talent available gives the company a competitive advantage for good management performance. Best talent drives innovation and productivity, often voicing new ideas that shape a company's direction. Hiring the best talent also enhances brand image and, at the same time, promotes employee morale. Therefore, it is imperative to identify and hire top talents.

Major Themes	Core ideas
Insider Performance Review	Recruitment within the company by administering performance reviews to inside employees contributes to a positive hiring process, for it determines the strengths and weaknesses of insider candidates, leading to a well-balanced hiring process. Moreover, it contributes to the growth and development of human resources.
Hiring Requirements	Knowing about the employment requirements is very important in the first process, as well as taking the IQ exam to determine the job fit based on the position.
Hire for attitude, train for skills.	There should be a balance between attitude and skill when hiring. If the aspirant has a good attitude, looking at their skills is equally important. If two aspirants have the same abilities, the following hiring barometer should be those with a positive attitude.
The practice of probationary employment	Probationary employment is significant to practice because hiring selection is not perfect. A 6-month probationary period is just enough to determine the right attitude and to size up the skills of the person being hired before the onset of the regularization period.
Local Hiring	Local hiring is generally advantageous to save the company from unnecessary expenses and to the applicants, as well as a lot of local On the Job Training (OJT) to hire. However, hiring from within may limit the company from tapping promising talents otherwise available from the outside. On the other hand, hiring from the outside is costly, which both the employer and the applicant may experience.
Hiring from province	Checking potential internal employees to fill in a vacant post is so essential. For any department in need, and if other departments are available, hiring can be immediately done, and training will follow. For non-availability of potential internal employees, that's the time to hire from the outside. Internal hiring is a priority because hiring from the outside takes time. On top of it, we don't know them yet compared to those who are already working inside, and at the same time, we already have records for them. Also, they already know that HR determines the standard operating procedures (SOPs) and the behavior. Immersion is one of the internal hiring programs. It is considered one of the most effective strategies available.
Internal Hiring	Hiring internally is easy, more beneficial, and cost-effective for the company. There are programs instituted like work immersion programs, or when an employee starts, they will be exposed to the different departments for training to establish the fit for the position or if they are interested in the position. By employing that mechanism, one can spot if the person is fit for the position available.
Hire from abroad	Hiring from abroad has broad exposure in gaming and running an integrated property business. Hired Filipinos who worked abroad have a lot of experience that generally fits the qualifications needed in the organization.
	Some applicants worked from City of Dreams, Resorts World, Solaire, Okada, and the rest in Macau and different parts of the world.

Major Themes Core Ideas on Experience of Human Resource Training

Training programs can help prepare employees move into higher roles and take on more responsibilities in an organization. Training is for re-skilling/re-tooling or upskilling the employees, as the requirements of the skill set are very dynamic. These programs will help them learn how to function effectively in their new positions.

Pfeffer (1998) has proposed HRM practices that enhance organizational performance. The practices proposed by (Ahmad & Schroeder 2003; Pfeffer, 1998): a. Employment/job security b. selective hiring or new personnel c. Extensive Training d. Interaction Facilities e. Team Activities f. Sharing information-feedback g. Performance Review h. Incentives to meet objectives i. Written policy j. Communication strategy.

In a nutshell, the HR hires locally because the category or the classification in our hotel is not the same as in the other hotel, for it might be high-end. In fact, one of the main sources is the on-the-job trainees because of the less training and less familiarization because they have been here for their immersion or their on-the-job training. The HR does not limit this to to

Cebu City or nearby provinces in Cebu City because there are areas that we need to hire that also come from Iloilo. For example, the people from the accounting department were supposed to be from Iloilo, so the training is also in Iloilo. A centralized training for accounting only in other departments is okay. If hiring people from, for example, Iloilo, you will provide, of course, their accommodation. The rate is different because they come from other provinces, so, for instance, being far from their home might be expensive.

Table 4. Significant Themes and Core Ideas as Perceived by the Key Informants in Human Resource Training

Major Themes	Core Ideas
Training needs	The conduct of the training needs assessment with analysis is very important, especially if the administration is interested in knowing how the employees' existing weaknesses or needs/requirements can be addressed. The results can enhance their knowledge as it becomes the basis for developmental activities.
Constant Training	Constant training is essential to reduce the gaps in skills between employees versus what is being expected of them by the employer. It will technically improve existing levels of efficiency and reduce possible inefficiencies. It provides structure to employee development and boosts staff productivity and morale, among other things.
Training for Retention	Employees need training for them to be able to retool or upskill. Thus, it results in higher levels of productivity. In return, it motivates them to embrace the concept of employee retention, as there will be no more reason to leave the organization.
Training for Development	Training is generally the key to developing employees. Department heads, supervisors, and all leaders in every team provide training to their members so they can improve their craft. When the skill is developed, it can benefit the company in general.
Training Adult employees	Adopting adult learning principles is very important, especially in training using modern technologies, for we are already in the industrial and technological age.
Determine the type of Employee Training.	All employees' training needs/assessments are essential to determine gaps, address them, and attain efficiencies.

All participants stated the importance of training and development in their workplace and said there is no other way to enhance the knowledge and skills of every employee except training, as it is the most important tool for employee development. Accordingly, the literate of the 21st century will be those who are willing to learn, unlearn, and re-learn. It then underscores the importance of attitude concerning skilling, re-skilling, or upskilling. In all respects, when properly conducted, it results in higher levels of efficiency.

It is said that employee training and development is very important because it can help employees become better at their jobs and overcome performance gaps that are based on a lack of knowledge or skills. This can help organizations and teams be more productive and obtain improved business outcomes, leading to a competitive advantage over other companies. Also, it is very important to have constant training so it can help lower the voluntary turnover rates. When you actively invest in your employees and their futures, employees will feel more loyal and more inclined to remain with the company. Regular training not only makes employees feel more valued but also more competent and confident in their roles.

As the key informants state, training contributes to employee development in human resource management (HRM), as it will educate employees. It includes various tools, instructions, and activities. One of these is determining the training needs, conducting constant training, training for retention, and development training. These will improve employee performance, and it is an opportunity for employees to increase their knowledge and skills. Training adult employees is also essential to update them on the new technologies in modern society, like the computerization process. When all of these are attained, it is generally for the company's betterment.

Major Themes Core Ideas on Experience of Human Resource Development and Research

HR research is necessary because it evaluates ongoing HR policies and programs. HR research also utilizes all the data available in the organization to make decisions, such as crafting developmental activities or improving existing procedures and processes. It builds up existing HRM knowledge and helps find solutions to HR problems in the organization. Current HR policies and practices can be evaluated and implemented through HR research.

In the recent past, a wide range of studies suggested a positive relationship between HRM and the performance of organizations (including Guest, 1989; Clark, 1993; Paauwe & Richardson, 1997; Guest, 1997; Gelade & Ivery, 2003). Most of this literature is increasingly regarded as being outdated. It is viewed as 'first generation' research in which the importance of HRM is recognized, yet little or no attention is placed on what is known as the causal process between HRM and the organization's functioning.

Table 5. Significant Themes and Core Ideas as Perceived by the Key Informants in Human Resource Development and Research

Major Themes	Core Ideas
Feedback towards Growth and Development	The HR Development, through the "Trust You Portal" comments, contributes to the growth and development of the HR Personnel. It is a software that enables guests to comment on the company. The comments, whatever that is, should be taken as input to improve the employees further.
Review of Functions	As part of its growth and development, the company caters to more events, not only hotel accommodation but also establishing many functions, like training and other activities like parties. This will improve the various skills of employees and develop them to be more responsible as being exposed to different fields of work. Thus, their functions as HR personnel will be reviewed for their development.

Major Themes	Core Ideas
Enhancement	The institution employs various training programs, like customer service and values training programs, to enhance the staff. There is no doubt that training and development initiatives can improve performance.
Decision making	The Management Committee MANCOM) Officers are well aware, particularly when interpreting the data used for decision-making. Financial reports are critical in decision-making activities for economic concerns.
Commitment	It would be best if you were committed to work. A target date is given for the schedule. *If* there is no target, it can be construed that the employee provides less commitment.
Facilitate improvements.	Coordination facilitates improvement. To implement policies, it is essential to have good communication among the team members.
Contribution to the success of the Company through social media	To contribute success to the company by hiring qualified teams and team members to promote our property and even influencers to promote it, we have to shout this out through social media so that plenty of people nowadays will know that we are really into social media.
Research for development	The development for research and workforce starts by letting them know about the brand to focus on training, particularly within ourselves on the hotel side. And to conduct research about business development by widening the market of the company

As said by the key informants, customer comments and feedback greatly help employee development. This mechanism will be an input for these heads to be able to craft strategies to better their performance the next time around. The feedback mechanisms are feeders that help shape better employees, which will generally benefit the organization.

In the recent past, a wide range of studies suggested a positive relationship between HRM and the performance of organizations (including Guest 1989; Clark 1993; Paauwe and Richardson 1997; Guest 1997; Gelade and Ivery 2003). Much of this literature is increasingly regarded as being outdated. It is viewed as 'first generation' research in which the importance of HRM is recognized, yet little or no attention is placed on what is known as the causal process between HRM and the functioning of the organization.

Review of departmental functions and enhancement programs like employee service training, values training, and the like are necessary for personnel growth and development. The Management Committee should analyze the financial output before making decisions and implementing plans for employee development. Employee commitment facilitates improvements, which contribute to the company's success, and research for employee development widens the skills and knowledge of the workforce as well as the market of the company.

Major Themes Core Ideas of Encountered Challenges on Human Resource Management

Managing employee development is one of the significant HR challenges that need to be overcome, for if not, it can be a hindrance to other areas of contention that weigh on HR teams. The importance placed on the growth of employees will help strengthen the stickiness of driven individuals and will eventually prevent employee turnover.

Armstrong (2006) stated that some challenges and characteristics indicate Human Resources Management, such as Diversity, a distinction Storey (1989) made between the hard and soft versions of Human Resources Management. The complex version emphasizes that people are necessary resources through which

organizations achieve competitive advantage. The soft version of Human Resources Management traces its roots to the human relations school. It emphasizes communication, motivation, leadership, and strategy, emphasizing integration. It is a key policy goal of Human Resources Management, which is concerned with the ability of the organization to integrate Human Resources Management issues into its strategic plans to ensure that the various aspects of Human Resources Management cohere and to encourage line managers to incorporate a Human Resources Management perspective into their decision-making and commitment.

Table 6. Significant Themes and Core Ideas as Perceived by the Key Informants in Terms of Encountered Challenges on Human Resource Management

Major Themes	Core Ideas
Challenges in Recruitment	Recruitment is the most challenging experience. This is due to the scarcity of talent, as people seem only to like to stay in their homes after the pandemic for several reasons.
Resignation	Some qualified and well-trained personnel have resigned and applied for work abroad.
Disciplining People	Disciplining people in the workplace is difficult because of their different views, perspectives, and thoughts.
Employee Relation	Maintaining positive relationships with a significant role of liaising between employers and employees and building benefits and policies to create a healthy workplace is challenging. An argument between two employees may spread gossip around the business, leading to decreased productivity and employee morale.
Communication	Difficulty in handling communication barriers in the workplace. It comes in many shapes and sizes, all forming obstacles to sharing or receiving information. They include physical boundaries, such as for remote and field teams. Colleagues are working different schedules.
Accounting Slash	Cost-cutting measures include laying off employees, reducing employee pay, closing facilities, streamlining the supply chain, downsizing to a smaller office, moving to a less expensive building or area, reducing or eliminating outside professional services, such as advertising agencies and contractors, etc.
Time Management	Low motivation. Sometimes, finding the motivation to complete essential tasks can be the first obstacle to good time management: too little time, multitasking because of more work to accomplish, and compounding to it is the lesser number of assigned personnel.
Risk Management	Inactive Contingency Funding Planning (CFP) risk management, like health crises, ensures preparedness when facing real-world and real-life challenges.
Job security	Job insecurity is a common challenge due to the economic and social changes that have come about.
Housekeeping issues	High Turnover Rates due to repetitive tasks and long hours of work.
Change Management	Managing change in the transition or transformation of an organization's goals, processes, or technologies. It is not easy to handle.

The human resource management challenges within the hotel organization included but were not limited to competitive position and flexibility, organizational restructuring, and difficulties in recruitment due to scarcity of qualified talents and resignation wherein trained and skilled personnel apply for work abroad. Disciplining personnel is also a great challenge because people in the workplace have different thoughts, attitudes, perspectives, and views.

Employee relations, communication gaps, and time management are common challenges because it is not easy to maintain positive relations. After all, it is challenging to handle communication barriers due to obstacles in sharing and receiving information, resulting in poor time management. Risk management, Job Security, and change management are also challenges due to technological and social changes.

Essence of the Meaning of the Experience

The lived experiences of the informants in the Human Resource Management and Practices under the five hotels in the study provide a better understanding of how human resources perceive and experience engagement and participate in its meaning-making process.

While employee engagement has been primarily explored within the business, the human resources, and management disciplines, Human Resources Management Best Practices have only recently taken an interest in furthering employees' understanding. Within these disciplines, the functional perspective has dominated employee engagement toward retention in the hotel institutions of the study. Eventually, after all the data have been gathered from the responses of the key informants considered, all of these will center on the concept of employee retention or loyalty.

From the data gathered, it can be gleaned that it also examines employee interest from an array of organizational voices, how employees contribute to the meaning-making process of employee satisfaction in the workplace, and inductively understanding the presence of internal communication in the reconstruction of employee engagement and retention.

The approach is the most appropriate methodology to study employee experiences because it concerns what it means to feel and experience. It uses participants' everyday lived experiences to uncover the meaning-making associated with the phenomenon. So, the experiences that the key informants shared will lead to unearthing the meaning of the said experience. The experiences developed the zones of engagement, which offer a new way to conceptualize human resource management and practices in hotel institutions, shifting to a more profound comprehension and precise understanding. Employee engagement measures how connected your employees are with each other and to the company. In other words, their work matters to them, as does their co-workers' success and the company's. It leads to employee retention; thus, fewer employees leave the organization for other opportunities outside.

The six zones of engagement towards employee retention include the following: (1) employee engagement experiences occur from non-work-related experiences at work, (2) employee engagement is freedom in the workplace, (3) employee engagement is going above and beyond roles and responsibilities, (4) employee engagement occurs when work is a vocational calling, (5) employee engagement is creating value, and (6) connections build employee engagement experiences. This shows that the respondents' experiences align with the initial personal engagement model (Kahn, 1990). Specifically, the psychological conditions of meaningfulness and safety emerged as important factors defining the informants' lived experiences in the Human Resource Management and Practices of Hotel Industries.

Accordingly, by keeping the employees engaged, one can keep them in the organization longer. A Gallup study found that engaged employees are 59 percent less likely to seek a job with a different organization in the next 12 months. It, therefore, helps promote employee retention.

Conclusion

The process of human resource planning is vital in assessing both the current and future personnel needs of an organization in terms of quantity as well as quality. It is a fundamental process that links human resource activities to

organizational plans and objectives. Furthermore, this process cushions organizations from different challenges by preparing them for external and internal factors that may affect their activities. It should thus be taken seriously, considering that it determines the successful implementation and achievement of an organization's objectives and goals.

While the data results generally lean toward the positive side, there is room for further improvement. While there are opportunities for improvement, these can be take-off points wherein management can craft programs or projects to better further the practice of human resources management in hospitality industries.

The data pointing towards the challenges in human resources management can also be an eye-opener for management, for if left addressed, it can cause more significant, more prominent, or more grave problems and challenges for the organization.

Conclusion

As a reflection, the process of human resource planning is vital in assessing both the current and future personnel needs of an organization in terms of quantity as well as quality. It is a fundamental process that directly links human resource activities to organizational plans and objectives. Furthermore, this process cushions organizations from different challenges by preparing them for other external and internal factors that may affect their activities. It should thus be taken seriously, considering that it determines the successful implementation and achievement of an organization's objectives and goals.

While the results of the data generally lean toward the positive side, there is still room for further improvement. While there are items that are opportunities for improvement, these can be take-off points wherein management can craft programs or projects to better further the practice of the different facets of human resources management in the context of hospitality industries.

The data pointing towards the challenges in human resources management can also be an eye-opener for management, for if left addressed, it can cause larger, bigger, or more grave problems and challenges for the organization.

Recommendations

The following recommendations are to be advanced based on the study's findings.

1. Beef up the workforce pooling activity of the company because of the recognition that there is a scarcity of qualified talents coupled with fast employee turnover. (data from the challenges on human resources management from the previous chapters)

2. A general monthly training program must be set up in Human Resource Management to address the challenges mentioned in the study, like challenges in change management, dealings with abusive employees, etc. A handbook of the code of discipline and modules for every area of the challenges mentioned should be revisited by the HR Department as part of the training tools. (data from the challenges on human resources management from the previous chapters).

3. A thorough review of the existing policies related to recruitment, training and development, employee discipline, and other relevant HR facets must be undertaken to ascertain its relevance to the present time and situation.

4. the concerned line departments must regularly undertake Objective-based HR planning to determine the ideal quantity and quality of talents to be identified or tapped. (data from human resource planning from the previous chapters)

5. Weekly lectures, pep talks, or even Huddle Sessions to be exercised by the supervisors and managers using the handbook and modules made by the HR department. In this manner, bottlenecks can be identified immediately and addressed quickly.

6. Capacity-building activities must be regularly conducted by HR and in close coordination with the line heads to aid in talent retention, including training and development

7. Management may consider an objective review of the compensation and benefits of employees to stay competitive in the

market and to avoid fast employee turnover rates.

8. Further research study will be recommended focusing on the challenges in this study. We may also consider work competencies, development needs, stress management, conflict management, and others as corollary research areas to consider.

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