Model Analysis of the Human Resource Crisis Management among DOT-Accredited Hotels in Western Visayas, Philippines

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Abstract

The study aimed to analyze and synthesize the human resource crisis management model adopted by DOT-accredited hotels in Western Visayas, Philippines. A predictive non-experimental research design was used utilizing a researcher-made survey questionnaire to 67 managers representing the 67 DOT-accredited hotels in Western Visayas. Generally, the hotels have very good crisis management practices in pre-crises, during crises, and post-crisis, and the hotels' human resource crisis management performance was rated very good, by the managers. No significant differences in the managers' level of knowledge, skills, and attitude towards human resource crisis management when grouped by profile indicators while a significant difference in the hotels' human resource crisis management in pre-crises when grouped by type of guests, specifically commercial and MICE guests. A strong positive correlation between the managers' level of knowledge, skills, attitude, and the hotels' human resource crisis management performance exists which indicates that when the knowledge, or skills are increased or when there is a more positive attitude, the hotel's human resource crises management performance is expected to increase. The hotels' pre-crisis practices were found to be the strongest significant predictor of the hotels' human resource crisis management performance.

Keywords: human resource crisis management, practices, knowledge, skills, attitude, model analysis, human resource management performance

Introduction

Background of the Study

The Philippine Department of Tourism (2020) reported USD 9.31 billion in tourism earnings in 2020, a 20.81% increase from USD 7.71 billion in 2018, before the COVID pandemic. The rise in international visitors and domestic travel is expected to boost demand for new products, facilities, and services, creating investment opportunities. However, the global tourism industry faces challenges from economic volatility, social issues, and environmental problems, such as natural disasters, civil unrest, disease outbreaks, and technological failures, which threaten its long-term profitability (Gurtner, 2018)

A crisis is defined as a condition of instability or danger in social, economic, political, or international affairs, leading to decisive change or emergencies that disrupt organizations and society (Razone, 2020). Immediate action is often necessary to address crises, as they significantly impact profitability and stability (Rongier et al., 2022; Human Resource Management Association, 2021). Crises are high-impact, often unexpected events caused by organizational structures, people, technology, economics, or natural disasters.

The hotel industry, a major tourism sector, is vulnerable to crises due to its high employment, investment, and infrastructure demands. This has led to increased interest in developing effective crisis management systems to prevent or mitigate negative consequences (Gurtner, 2018). Tourism firms prioritize staff and customer safety, brand image, and cash flow, often through proper crisis management systems (Sigala, 2020; Chan et al., 2019). Human resource responsibilities in crisis management include issue resolution, change management, intervention, design, empowerment,

and human capital development (Ritchie & Jiang, 2019).

Human resource problems can negatively impact an organization's performance during crises, making it vital to have strategies to manage operations with minimal losses and disruptions. HR managers play a critical role in developing and implementing crisis management plans to respond immediately to potential threats. Crisis management skills are essential for HR managers to lead successful organizations and maintain their jobs during challenging times (Department of Management Services, 2020).

Several models enhance organizational capacity to foresee, prevent, and mitigate crises, emphasizing proactive rather than reactive strategies. These include the structural-functional system highlighting communication, the diffusion of innovation model for information sharing during emergencies, and the unequal human capital model addressing workplace inequality (Marker, 2020; Zulkarnaini & Sarip 2019).

Recent studies on crisis management focus on business restoration, recognizing the importance of people in crisis management. This study aims to analyze human resource crisis management models used by DOT-accredited hotels in Western Visayas, providing evidence of effective crisis management strategies.

Objectives of the Study

Generally, this study aimed to analyze and synthesize the human resource crises management models adopted among DOT accredited hotels in Western Visayas.

Specifically, the study aimed to:

1. describe the hotel personnel profile in terms of age, sex, education, number of years in service, and number of years in current position.

2. describe the hotel profile in terms of size, number of years of operation, number of employees, type of guests, type of service, and type of ownership.

3. determine the level of crisis management knowledge, skills, and attitude of human resource personnel among DOT-accredited hotels in Western Visayas.

4. determine the human resource crisis management practices among DOT-accredited hotels in Western Visayas in terms of pre-crisis, during a crisis, and post-crisis.

5. determine the level of human resource crisis management performance among DOT-accredited hotels in Western Visayas.

6. determine whether there are significant differences in the level of knowledge, skills, and attitudes on human resource crisis management of respondents when grouped by respondents' profile indicators.

7. determine whether there is significant differences in the pre-crisis, during-crisis, and post-crisis management practices among DOT-accredited hotels when classified in terms of hotel profile indicators.

8. determine whether significant correlations exist between the respondents' level of knowledge, skills, attitude, hotel human resource management practices, and human resource crisis management performance.

9. determine which of the study variables is a significant predictor of human resource crisis management of DOT-accredited hotels.

Hypotheses

Given the aforementioned objectives, the following hypotheses were advanced:

1. There are no significant differences in the respondents' level of knowledge, skills, and attitude on human resource crisis management by profile indicators.

2. There is no significant differences in the pre-crisis, during-crisis, and post-crisis management practices among DOT-accredited hotels when classified by hotel profile indicators.

3. No significant correlations exist between the respondents' level of knowledge, skills, attitude, hotel human resource management practices, and human resource crisis management performance.

4. None of the study variables is a significant predictor of human resource crisis management performance among DOT-accredited hotels.

Theoretical Framework of the Study

The crisis Management Theory outlines how organizational communication relies on a structured network and hierarchy for information flow and management. Crisis management is crucial for preventing or mitigating damage to an organization and its stakeholders (Coombs, 2007 as cited in Masu, 2018). It encompasses leaders' actions and communication to reduce crisis likelihood, minimize harm, and restore order

(Bundy & Pfarrer, 2015; Pearson & Clair, 1998 as cited in Masu, 2018).

In human resource management (HRM), the Ability, Motivation, and Opportunity (AMO) theory is widely used to explain the relationship between people management and performance outcomes. The theory posits that an individual's performance (P) is a function of their ability (A), motivation (M), and opportunities (O) (AMO = P), which in turn influences organizational performance. The AMO model also helps understand the link between HR initiatives and performance improvements (Purcell et al., 2003). It groups various practices into three performance dimensions, suggesting their interaction can predict numerous outcomes (Kellner, A et al., 2019).

Resource-based theory posits that resources that are valuable, rare, difficult to imitate, and non-sustainable are key to a company's long-term success. These resources form the basis for developing company skills that enhance performance over time. The resource-based view (RBV) has long been discussed in strategic management, identifying critical resources and their impact on competitive advantage and other organizational issues like environmental performance, profitability, and strategic alliances (Zulkarnaini, 2019). RBV emphasizes the importance of valuable, rare, unique, and irreplaceable human resources for creating a competitive edge (Evanz et al., 2021).

Conceptual Framework of the Study

Based on the theoretical perspectives presented above, it is assumed that the crises management knowledge, skills, and attitudes of employees and the organization's human resource crisis management practices (pre-crises, during crises, and post-crises) may influence its human resource crisis management performance. In addition, it is assumed that the knowledge, skills, and attitudes of human resource personnel differ by personal profile so does the human resource crisis management of hotels by their structural indicators. Analyzing the relationships that exist between these variables and determining the predictive ability of each of these variables to the human resource crisis management performance would enable the development of a crisis management model adopted by these DOT-accredited hotels. Moreover, the researcher assumed that organizations under study operate in a very volatile business environment where environmental shocks or crises like disasters, calamities, epidemic, and the like happen every now and then, which may threaten the business operation and its sustainability and that to mitigate the negative effect of these crises, the management implement crises management programs. It is in this context the researchers aimed to analyze and synthesize the human resource crises management model adopted by DOT-accredited hotels in Western Visayas. Figure 1 below depict the conceptual framework of this study.
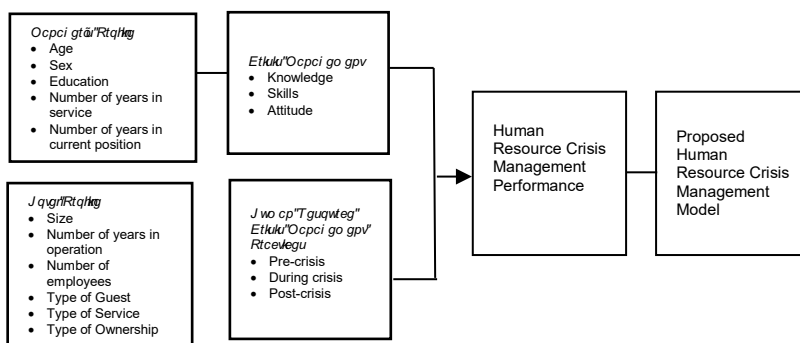

Figure 1. *Model Analysis of the Human Resource Crisis Management among DOT-Accredited Hotels in Western Visayas, Philippines*

Scope and Limitation of the Study

This research study is a model analysis of the human resource crisis management of 67 DOT accredited hotels in Western Visayas, Philippines conducted in 2022-2023. A quantitative research methodology was used utilizing a survey among 67 DOT-accredited hotels represented by their

respective human resource manager as respondents. The inclusion criteria included hotels with at least five years of operation in Western Visayas and had experience human resource crises in the last five years. Non DOT-accredited hotels and accommodation establishments and those outside Western Visayas were excluded from the population. The managers' knowledge, skills, and attitude on human resource crisis management, the human resource pre-crises, during-crises, and post-crises practices, and the hotel's human resource crisis management performance were included in addition to the profile indicators of managers and hotels.

Methodology

The study used the survey predictive non-experimental research design among the 67 DOT-accredited hotels in Western Visayas represented by their respective human resource manager. These 67 hotels is the total population of DOT-accredited hotels in Western Visayas in 2023 that have been in operation for at least five years and have encountered crisis in the last five years.

Research Instrument

A researcher-made questionnaire was used which undergone content and construct validation by five-panel jurors and has reliability Cronbach Alpha of 0.98. A 5 point Likert Scale was used to measure the skills, knowledge and attitude of managers which were transformed into three levels of measurement - high, average, and low. Likewise, the same levels of scale were used to measure the human resource crises practices and performance.

Ethical Consideration

To ensure ethical compliance on the conduct of the study, a permission to conduct the research were secured from each hotel management as well as the respondents' consent on the use of their information. Anonymity of the participating hotels and of the respondents were observed and a no conflict of interest disclosure statement was also made by the researcher.

Data Gathering and Processing Procedures

The researcher personally distributed and collected the filled-in survey instrument from each of the human resource managers of the hotels. The collected data were reviewed by the researcher as to completeness, consistency, and validity. Then the cleaned data were encoded and analyzed using Statistical Package for social Sciences software. Frequencies and central tendencies were used to describe the profile of the respondents and hotels, measure their level of knowledge, skills and attitudes on human resource crises managements as well as the hotels pre-crises, during, and post crises management practices and the assessment of human resource crisis management performance.

A normality test was performed to determine data homogeneity. After it was determined that the data are normally distributed, tests of differences in group mean scores such as t-test and ANOVA were used while Pearson's r coefficient was used to test if there are significant correlations among study variables. Linear regression analysis was used to determine significant predictors of the human resource management performance. Test of stability was also performed to determine how stable the model was. All tests were set at 95% level of confidence and 5% margin of error.

Results and Discussion

Profile of Managers

The data presented in Table 1 indicate that the majority of hotel managers share several key characteristics. Specifically, 76% of the managers are 35 years old or younger, and 75% are female. Furthermore, a significant portion, 84%, hold a bachelor's degree. Regarding their tenure, 85% have been in service for 10 years or less, and 63% have held their current position for 5 years or less. These findings suggest that hotel managers tend to be young, well-educated women with a notable amount of experience in the industry, albeit relatively new to their current roles.

Table 1
Profile of the Managers

Variables	f	%
Entire Group Age	67	100
35 years old and below	51	76
36-45 years old and above	11	16
46-55 years old and above	5	8
Sex		
Sex		
Male	17	25
Female	50	75
Education		
With units in bachelor's degree	8	12
Bachelor's Degree Holder	56	84
With units in master's degree	3	4
Number of years in service		
5 years or less	27	40
6-10 years	30	45
11-15 years	7	10
16 or more years	3	5
Number of years in current position		
5 years or less	42	63
6-10 years	21	31
11 years and more	4	3

Table 2
Profile of DOT Accredited Hotels

Variables	f	%
Entire Group Age	67	100
Size of an enterprise		
Small (150 rooms or less	56	83
Medium (151-299 rooms)	9	13
Large (300 or more rooms	2	3
Number of years in operation		
5 years or less	12	18
6-10 years	25	47
11 years or more	30	35
Number of employees		
1-20 employees	2	3
21-50 employees	56	82
51 or more employees	10	15
Type of Guests		
Commercial	21	32
MICE	23	34
Resort	23	34
Type of Service		
Economy	8	12
Standard	12	18
First Class	37	55
Deluxe	10	15
Type of Ownership		
Sole Proprietorship	24	36
Partnership	4	6
Corporation	39	58

Profile of the Hotel

The data in Table 2 reveal that most of the hotels are small enterprises, with 83% having 150 rooms or fewer. The majority have been in operation for 6-10 years (47%) or over 11 years (35%). These hotels typically employ 21-50 staff members (82%). They cater to a diverse clientele, including commercial guests (32%), MICE (Meetings, Incentives, Conferences, and Exhibitions) attendees (34%), and resort visitors (34%). Additionally, 55% of these hotels offer first-class service. Regarding ownership structure, 58% are corporations and 36% are single proprietorships. This indicates a landscape dominated by small, established hotels providing high-quality service under varied ownership models.

Managers' Human Resource Crises Management Knowledge, Skills, and Attitude

The data in Table 3 indicate that hotel managers have a high level of knowledge regarding human resource crisis management, with a mean score (M) of 4.06 and a standard deviation (SD) of 0.649. Their skills in this area are also rated high, with a mean of 4.088 and an SD of 0.686. Furthermore, their attitude towards human resource crisis management is positive, reflected by a mean score of 4.092 and a very low SD of 0.057. The low variability (SD < 1.0) in their responses suggests that the managers' opinions are consistently close to the average.

These findings suggest that managers are well-versed in human resource crisis planning and implementation. They are capable of devising effective solutions and strategies to mitigate the impacts of crises on the organization. Additionally, they are proficient in promoting crisis management awareness among employees, identifying the causes of crises, and breaking down solutions into manageable steps. They are also adept at detecting and identifying external hazards that could threaten the hotel's sustainability. As noted by Antonacopoulou et al. (2020), such knowledge and skills are crucial for preventing or averting crises, responding effectively when they occur, and aiding in the recovery process.

Table 3
Manager's Human Resource Crisis Management Knowledge, Skills and Attitude

Variables	SD	Mean	Description
Level of Knowledge	0.649	4.06	High*
Level of Skills	0.686	4.088	High*
Attitude	0.057	4.092	Positive**

Legend: 1.0-1.80 Very low; 1.81-2.60 - Low; 2.61-3.40- Moderate, 3.41-4.20 High; 4.21 – 5.00-Very high

**Legend: 1.0-1.80 Extremely negative; 1.81-2.60 - Negative; 2.61-3.40- Slightly positive, 3.41-4.20 Positive; 4.21 – 5.00-Extremely positive*

Hotel Human Resource Crises Management Practices

The data in Table 4 indicate that the crisis management practices before, during, and after crises among DOT-accredited hotels in Western Visayas are rated as "Very Good," with mean scores ranging from 3.41 to 4.20 and standard deviations less than 1.0. This suggests that these hotels consistently apply effective crisis management practices throughout all phases of a crisis, and their responses are relatively uniform.

These practices encompass the identification and classification of crises, strategic planning, collaboration with employees and business partners, and quick response actions. The findings align with Luvita's (2018) study on the crisis management of MSMEs in Jakarta, which highlighted that even small organizations, such as hotels, can implement robust crisis management practices. Consequently, these practices are likely to reduce the impact and financial losses associated with disasters.

Table 4
Hotel's Human Resource Crisis Management Practices

Variables	SD	Mean	Description
Pre-crises management	0.630	4.033	Very good
During crises management	0.811	3.457	Very good
Post-crises management	0.694	3.870	Very good

Legend: 1.0-1.80 Poor; 1.81-2.60 - Fair; 2.61-3.40- Good, 3.41-4.20 Very good; 4.21 – 5.00-Excellent

Hotels' Human Resource Crisis Management Performance

The data in Table 5 showed that the human resource crisis management performance among the DOT accredited hotels in Western Visayas is "Very good"(M=4.056, SD=0.814) as assessed by the managers and their responses are homogeneous as reflected by the standard deviations. The indicators on human resource crises management among others, include the ability to minimize the negative impact of crises on business operation, the management responded and managed the crises, organization immediately identified vulnerability or risks through scanning and impact assessment, the organization have formulated effective crisis management policy and crisis communication plan, and the organization have kept records of crisis and how it was addressed. This means that the hotel managers believed that the hotel has a "*very good*" human resource crises management performance as the result of very good human resource crises management.

Table 5
Hotel's Human Resource Crisis Management Performance

Variable/Questions	SD	Mean	Description
Overall human resource management performance	0.814	4.056	Very good
1. The organization have prevented and reduced the impacts of crisis.	3.940	.756	Very good
2. The organization have responded and managed the crisis.	4.059	.795	Very good
3. The organization have quickly and effectively recovered from the crisis.	3.910	.792	Very good
4. The organization have quickly identified (internal and external) and analyzed the crisis.	3.880	.749	Very good
5. The organization immediately identified vulnerability or risks through scanning and impact assessment.	3.761	.854	Very good
6. The organization have formulated effective crisis management policy and crisis communication plan.	3.895	.818	Very good
7. The organization have improved action plans.	3.835	.784	Very good
8. The organization have trained, tested, and insured means and ways for crisis management.	3.820	.845	Very good
9. The organization have conducted crisis management leadership initiatives.	3.806	.815	Very good
10. The organization have measured crisis team member performance.	3.925	.874	Very good
11. The organization have coordinated, measured, and monitored impacts of crisis.	3.820	.822	Very good
12. The organization have kept records of crisis and how it was addressed.	3.955	.833	Very good
13. After a crisis, the organization have formulated recovery goals, plans, and provide resources, define accountability, and improve internal and external communications.		.805	Very good

Legend: 1.0-1.80 Poor; 1.81-2.60 - Fair; 2.61-3.40- Good, 3.41-4.20 Very good; 4.21 – 5.00-Excellent

Differences in Human Resource Crises Management Knowledge, Skills, and

Attitude by managers' profile Indicators

The data in Table 6 show that all managers, regardless of age, possess a "high" level of knowledge on crisis management. Among them, those aged 20-35 years have the highest knowledge scores (M=4.11, SD=0.63). This suggests that younger managers have a better understanding of crisis management. However, the difference in mean scores is not statistically significant at the 95% confidence level, so the null hypothesis is retained, indicating no significant difference in knowledge levels across different age groups.

This finding also holds true when managers are grouped by sex, education, years of service, and years in their current position. Similar results were observed for the levels of skills and attitudes toward crisis management. The results reveal that the knowledge, skills, and attitudes of managers regarding human resource crisis management do not significantly vary based on these demographic factors. Therefore, the null hypothesis is retained due to insufficient evidence to reject it.

These findings contradict Cvetcovic's (2018) study, which found that men were more confident in their ability to cope with flooding and perceived greater individual preparedness compared to women.

Table 6

Differences in Human Resource Crises Management Knowledge, Skills, and Attitude of Respondents when grouped by managers' profile indicators

Variables	Knowledge			Skills			Attitude		
	SD	Mean	Description	SD	Mean	Description	SD	Mean	Description
Age									
20-35 years old	.63	4.11	High	.65	4.15	High	.60	4.17	Positive
36-45 years old	.66	3.94	High	.87	3.73	High	.70	3.87	Positive
46 years old and above	.78	3.73	High	.78	3.98	High	.85	3.62	Positive
F-value		2.79			2.09			1.48	
p-value		0.07			0.13			0.23	
Decision		Retain Ho			Retain Ho			Retain Ho	
Sex									
Male	.65	4.16	High	.74	4.18	High	.66	4.17	Positive
Female	.64	4.02	High	.66	4.05	High	.65	4.06	Positive
t-Value		0.77			0.66			0.58	
p-value		0.44			0.54			0.56	
Decision		Retain Ho			Retain Ho			Retain Ho	
Education									
BS Undergraduate	.89	3.90	High	.87	3.87	High	.80	3.98	Positive
BS Graduate	.62	4.09	High	.64	4.14	High	.63	4.12	Positive
With units in Maters	.43	3.73	High	.80	3.51	High	.69	3.75	Positive
F-Value		0.69			1.67			0.56	
p-value		0.54			0.97			0.57	
Decision		Retain Ho			Retain Ho			Retain Ho	
N*o. of years in service*									
1-5 years	.66	4.10	High	.89	4.17	High	67	4.14	Positive
6-15 years	.55	3.99	High	.58	3.95	High	.54	4.01	Positive
16 years and above	.94	3.97	High	1.0	3.95	High	.98	3.93	Positive
F-Value		0.25			0.54			0.13	
p-value		0.87			0.66			0.94	
Decision		Retain Ho			Retain Ho			Retain Ho	
No. Of years in current position									
1-5 years	.66	4.10	High	.71	4.12	High	.66	4.15	Positive
6-15 years	.46	3.74	High	.41	3.76	High	.45	3.69	Positive
16 years and above	.51	4.63	High	.39	4.72	High	.75	4.46	Positive
F-Value		0.56			0.73			1.26	
p-value		0.58			0.49			0.29	
Decision		Retain Ho			Retain Ho			Retain Ho	

*Legend: 1.0-1.80 Very low; 1.81-2.60 - Low; 2.61-3.40- Moderate, 3.41-4.20 High; 4.21 – 5.00-Very high

**Legend: 1.0-1.80 Extremely negative; 1.81-2.60 - Negative; 2.61-3.40- Slightly positive, 3.41-4.20 Positive; 4.21 – 5.00-Extremely positive

Differences in Human Resource Crises Management Practices of Hotels when group by profile indicators

The data in Table 7 illustrate the human resource crisis management practices among DOT-accredited hotels in Western Visayas during pre-crisis, during-crisis, and post-crisis phases, categorized by hotel profile.

a. Small hotels were rated "Excellent" in pre-crisis management (M=4.47, SD=0.63).

b. Medium hotels were rated "Very Good" in pre-crisis management (M=4.05, SD=0.56).

c. Large hotels were also rated "Very Good" in pre-crisis management (M=4.03, SD=0.49).

This suggests that medium-sized hotels have implemented very good pre-crisis management practices, including effective emergency response plans, timely information dissemination, and necessary actions to mitigate crises and protect individuals.

During the COVID-19 crisis, all hotel sizes received "Very Good" ratings for their crisis management practices, with mean scores ranging from 3.40 to 4.21 and a standard deviation greater than 1.0.

In the post-crisis phase, only large hotels were rated "Excellent" in human resource crisis management, while small and medium-sized

hotels were rated "Very Good." The consistency in ratings across respondents is supported by ANOVA test results, indicating no statistically significant variations in responses. Therefore, the null hypothesis is retained.

Other Factors: When categorized by the number of years in operation, number of employees, type of service, and type of ownership, respondents rated all hotels as "Very Good" in crisis management practices. However, in the pre-crisis phase, a significant difference was found in the mean scores of hotels serving MICE guests compared to those serving commercial guests, with MICE-serving hotels rated better. Therefore, the null hypothesis in this regard was rejected.

Overall, these findings indicate that while hotel size influences pre-crisis and post-crisis management ratings, other factors such as years in operation, number of employees, and type of ownership show uniformity in ratings, except in the specific case of hotels serving MICE guests compared to commercial guests.

Table 7

Differences in Human Resource Crises Management Practices of Hotels when group by profile indicators

Variables	SD	Pre-Crisis Mean	Description	SD	During Crisis Mean	Description	SD	Post Crisis Mean	Description
Size									
Small	.63	4.41	Excellent	.76	3.78	Very good	.68	3.80	Very good
Medium	.56	4.05	Very good	1.08	3.95	Very good	.75	4.17	Very good
Large	.49	4.03	Very good	.35	3.45	Very good	.21	4.45	Excellent
F-value p-value		1.47			2.79			1.59	
Decision		.24			0.07			0.21	
		Retain Ho			Retain Ho			Retain Ho	
No. of years in operation									
5 years or less	.83	4.11	Very good	.96	3.67	Very good	.87	3.96	Very good
6-10 years	.50	4.24	Excellent	.82	3.37	Very good	.65	4.05	Very good
11 years or more	.58	3.83	Very good	.75	3.44	Very good	.61	3.68	Very good
F-Value p-value		0.77			0.66			0.58	
Decision		0.44			0.54			0.56	
		Retain Ho			Retain Ho			Retain Ho	
No. of employees									
1-20 employees	.35	4.75	Excellent	.42	3.10	Very good	.28	4.40	Excellent
21-50 employees 51	.62	3.99	Very good	.82	3.55	Very good	.71	3.87	Very good
or more employees	.66.	4.08	Very good	.63	2.97	Very good	.66	3.75	Very good
F-Value p-value		3.329			.525			2.195	
Decision		0.042			.594			.120	
		Retain Ho			Retain Ho			Retain Ho	
Type of guests									
Commercial	.70	3.77	Very good	.63	3.27	Very good	.64	3.47	Very good
MICE	.54	4.26	Excellent	.90	3.31	Very good	.68	4.10	Very good
Resort	.57	4.04	Very good	.79	3.76	Very good	.61	3.99	Very good
F-Value p-value		3.593			2.763			5.805	
Mean difference		0.033*			0.071			0.055	
Decision	0.489	(Commercial and Mice)							
		Reject Ho			Retain Ho			Retain Ho	
Type of service Economy	.55	4.08	Very good	.62	3.46	Very good	.49	3.80	Very good
Standard	.74	3.85	Very good	.75	3.09	Very good	.75	3.87	Very good
First class	.59	4.00	Very good	.77	3.54	Very good	.68	3.77	Very good
Deluxe	.68	4.33	Excellent	1.10	3.59	Very good	.75	4.26	Excellent
F-Value p-value		1.13			1.03			1.31	
Decision		0.34			0.39			0.28	
		Retain Ho			Retain Ho			Retain Ho	
Type of ownership Sole	.58	3.67	Very good	.63	3.47	Very good	.60	3.55	Very good
proprietorship	.46	4.58	Excellent	.53	4.25	Excellent	.59	4.15	Very good
Partnership	.57	4.20	Very good	.89	3.37	Very good	.59	4.03	Very good
Corporation	.63	4.03	Very good	.81	3.45	Very good	.69	3.87	Very good

*Legend: 1.0-1.80 Poor; 1.81-2.60 - Fair; 2.61-3.40- Good, 3.41-4.20 Very Good; 4.21 – 5.00-Excellent

Correlations between Manager's Level of Knowledge, Skills, Attitude, Hotels

Human Resource Crisis Management Practices and Performance

The data in Table 8 shows the results of Pearson's correlation tests conducted to examine the correlations between the managers' level of knowledge, skills, and attitude toward human resource crisis management, the hotels' human resource crisis management pre-, during, and post-crisis practices, and performance.

The results indicated a strong positive correlation between the managers' level of knowledge, skills, and attitude, and the hotels'

human resource crisis management performance. This means that the increase in knowledge, skills, or a more positive attitude is related to the hotel's increased human resource crisis management performance. The strength of the relationship is strong (r>.50>.99) and is statistically significant at 5% level (p-value<.05). This finding is consistent with the findings of Gigauri (2020), wherein, team spirit, friendship, collaboration, and cooperation are essential to survive in a changing environment and this can be done through training employees not only in skills required for performing current jobs, but also for developing those skills necessary for the future in case the circumstances change.

Table 8
Correlations between Managers' Level of Knowledge, Skills, Attitude, Hotels' Practices, and Performance on Human Resource Crises Management (N=67)

Variables	Knowledge (df=65)		Skills (df=65)		Attitude (df=65)		Pre-Crises (df=65)		During Crises (df=65)		Post Crises (df=65)	
	r	p-value	r	p-value	r	p-value	r	p-value	r	p-value	r	p-value
Knowledge	.70	.000*	-	-	-	-						
Skills	.60	.000*	.82	.000*	-	-						
Attitude	.75	.000*	.73	.000*	.761	.000*	-	-				
Pre-Crises	.84	.000*	.65	.000*	.587	.000*	.70	.000*				
During Crises	.37	.002*	.21	.093	.306	.012*	.36	.002*	.24	.046*		
Post Crises	.78	.000*	.72	.000*	.598	.000*	.65	.000*	.74	.000*	.29	.017*

*Statistically significant at 5% level r = +1: Perfectly positively correlated, r = -1: Perfectly negatively correlated, r = 0: No linear relationship between variables, r between 0.30 and 0.50: Moderate correlation, r between .51.99: Strong, r between 0 and 0.30: Negligible correlation (https://sites.education.miami.edu/)

Predictors of Hotels' Human Resource Crises Management Performance

Table 9 presents the results of a stepwise regression analysis on various predictors of human resource crisis management performance in hotels, including managers' level of knowledge, skills, attitude, and the hotels' pre-crisis, during-crisis, and post-crisis practices. Each successive model incorporates additional predictors, enhancing the overall model fit.

Model 4, which includes all variables (managers' knowledge, skills, attitude, and pre, during, and post-crisis practices), shows the highest correlation (R = 0.897). This model explains 80.5% of the variance in human resource crisis management performance (R^2 = 0.805). The close values of adjusted R^2 (0.785) and R^2 (0.805) indicate a good fit

of the model. The regression value for Model 4 is 26.350, suggesting that 26.35% of the variation in crisis management performance can be attributed to this model. The F-value of 41.178 with a p-value of .000 signifies a strong, significant overall model fit. These results lead to the rejection of the null hypothesis, demonstrating that the managers' knowledge, skills, and positive attitude, along with effective pre, during, and post-crisis human resource management practices, are significant predictors of the hotels' crisis management performance.

This finding aligns with established crisis management models, which emphasize that employees' knowledge, skills, and attitudes, combined with practical crisis management experience, can significantly predict an organization's crisis management performance.

Table 9.1
Predictors of Hotels' Human Resource Crises Management Performance (N=67)

Models	R	R2	Adj R²	F-Change	df	p-value of change	Regression	Residual	F	p-value
1	.835[a]	.698	.693	150.094	65	.000	22.853	9.897	150.094	.000
2	.870[b]	.757	.749	15.62	64	.000	24.794	7.956	99.728	.000
3	.887[c]	.788	.777	9.022	63	.004	25.790	6.959	77.827	.000
4	.897[d]	.805	.785	41.178	60	.000	26.350	6.399	41.178	.000

Statistically significant at 5% level [a] Predictor: Pre-crises [b] Predictors: Pre-crises, Post crises [c] Predictors: Pre-crises, Post crises, Attitude [d] Predictors: Knowledge, Skills, Attitude, Pre-crises, during crises, post crises

When the beta coefficients of each variable in Model 4 were tested against the human resource crisis management performance of hotels, the results revealed the following insights

Pre-crisis practices emerged as the strongest significant predictor (β = .493, p-value = .000). This indicates that for every unit change in pre-crisis practices, there is a corresponding .493 unit change in the hotel's human resource crisis management performance.

Managers' attitude towards human resource crisis management was the next significant predictor (β = .267, p-value = .020). This means that a unit change in managers' attitude results in a .267 unit change in performance.

Post-crisis practices also significantly contributed (β = .241, p-value = .017), suggesting that a unit change in post-crisis practices leads to a .241 unit change in performance.

Other variables, including knowledge, skills, and during-crisis practices, showed some contribution but were not statistically significant (p-value > .05). This implies that knowledge and skills, as well as during-crisis practices, need to be integrated with attitude, pre-crisis, and post-crisis practices to be effective predictors of human resource crisis management performance. Therefore, the study suggests that knowledge, skills, or practices alone may not be sufficient to predict crisis management performance. Instead, a combination of knowledge, skills, positive attitude, and comprehensive practices across all crisis phases (pre, during, and post-crisis) can significantly enhance the hotels' human resource crisis management performance.

Table 9.2
Coefficient of Managers' Knowledge, Skills, Attitude, Hotels' Pre, during, and Post Crises practices on Human Resource Crises Management Performance (N=67)

Model 4	Beta	Standardized Beta	t	Sig
Knowledge	.190	.175	1.502	.138
Skills	.174	.169	1.533	.138
Attitude	.267	.250	2.397	.020*
Pre-Crises	.493	.440	4.626	.000*
During Crises	.099	.114	1.813	.075
Post Crises	.241	.238	2.449	.017*

Statistically significant at 5% level

Conclusions

The human resource departments of DOT-accredited hotels in Western Visayas are predominantly staffed by women with at least five years of experience in their roles. These positions do not typically require a post-graduate degree. The HR managers possess high levels of knowledge, skills, and a positive attitude, enabling them to effectively manage and mitigate the impact of crises on their hotels. They have successfully implemented crisis management programs and action plans, allowing the hotels to sustain operations during crises.

The hotels demonstrate excellent crisis management practices across all phases: pre-crisis, during the crisis, and post-crisis. Managers reported having updated and reliable information, with employees being well-informed about crisis management programs. They have also practiced business continuity plans to mitigate negative effects and have identified and detected various warning signs during crises, indicating strong preparedness.

The high knowledge, skills, and attitudes of the HR managers contribute significantly to the hotels' robust crisis management performance. Their effective human resource practices include pre-crises preparation, damage control, and recovery plans. Developing and maintaining a crisis communication plan was a major challenge due to the time and effort required, but the hotels have managed this well.

All department heads, including general managers, frequently meet to discuss issues and developments, collaboratively contributing to crisis solutions and plans. They have formulated formal, specific crisis management plans to address future crises, aiming to minimize their impact on employees, operations, the environment, and society.

The human resource crises management model adopted by the DOT-accredited hotels can be described having the construct of knowledge, skills, attitude, and crisis management practices in pre-crises, during, and post crises as predictor variables of the outcome variable crisis management performance, wherein a unit change in the level of knowledge, or skills, attitude, and management practices, a corresponding unit change of 0.190, or 0.174, 0.627, 0.493, 0.099, and 0.241 are expected in human resource crisis management performance respectively. This model is best described below:
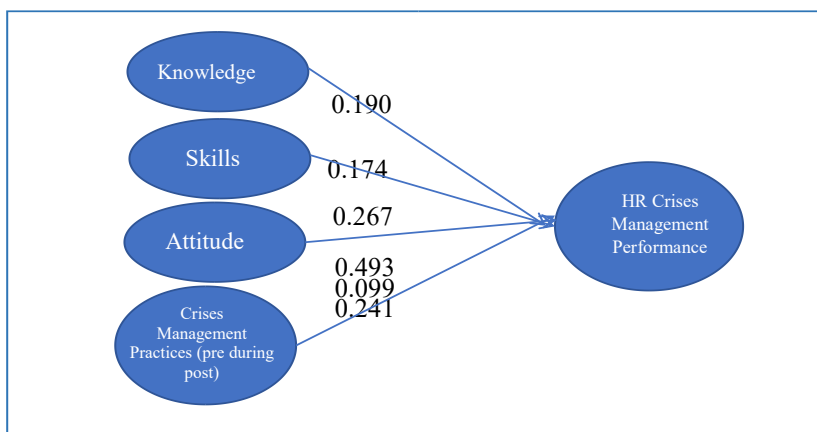
Legend:
  Predictor variables: Knowledge, skills, attitude, and crisis management practices
  Dependent variable: HR Crises management performance
  Values indicate the Beta coefficient indicating the predictive ability of each of the predictor variables
  Line and arrows indicate the direction of the relationship

Figure 2. *The human resource crises management model adopted by the DOT-accredited hotels in Western Visayas*

Recommendations

Based on the findings and conclusions, the following recommendations are advanced:

1. *Diversifying HR Management.* Consider hiring more male HR managers to promote gender equality in the field. Additionally, prioritize advanced educational qualifications for HR manager positions to enhance professionalism and expertise.

Implement programs to increase the retention of HR managers.

2. *Hiring Practices.* DOT-accredited hotels should optimize staffing levels during the hiring process to meet service standards and guest expectations effectively.

3. *Training and Development.* Employees should regularly attend training, seminars, and orientations on crisis response to improve their knowledge and crisis management skills. Maintaining professional attitudes, skills, and practices is crucial for effective crisis handling and guest loyalty.

4. *Crisis Management Updates.* Hotels should continually update their crisis management practices adapting to changing environments. Develop specific, actionable plans to address various crises, ensuring effective execution and rapid recovery.

5. *Crisis Management Performance.* Continuously enhance crisis management performance to deliver quality service and maintain global competitiveness. Employees should focus on improving their crisis management skills and maintaining a positive attitude during crises.

6. *Professional Development.* Hotel personnel should engage in ongoing professional development to handle crises effectively, creating positive impacts for guests.

7. *Consistent Crisis Management Practices.* Maintain strong crisis management practices during pre-crises, crises, and post-crises phases to ensure guest satisfaction and quick restoration of normal operations.

8. *Employee Support.* Hotels should support employees in overcoming trauma caused by crises, fostering a resilient workforce.

9. *Positive Impact Programs.* Develop crisis management programs with a positive impact on all stakeholders. Adopt crisis management models to minimize crisis effects, ensuring clear response strategies to protect profitability, reputation, and operations.

10. *Community Awareness.* Educate the community on crisis management to reduce property loss and enhance overall crisis preparedness. Community officials should adopt crisis management models and raise awareness among citizens.

11. *Future Research.* Researchers should explore additional crisis management models to benefit hotels worldwide. Future studies could examine other factors affecting hotel crisis management, involving more respondents from various tourism and hospitality sectors, including food and beverage, recreation, and travel and tours.

Acknowledgment

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