

Strategic Human Resource Management (SHRM) Practices of Hotel and Resort Managers in an Eco-Cultural Destination Province of Bohol

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ABSTRACT

This study investigated whether Strategic Human Resource Management (SHRM) is applied or practiced by hotels and resorts in an eco-cultural destination. The research intends to deepen understanding of SHRM among accommodation establishments in Bohol, helping them craft policies and enhance strategies to promote employee welfare and thereby improve the services provided by hotel staff. This study employed the descriptive design to obtain raw data. A Focus Group Discussion (FGD) was also conducted to validate the survey results. The study participants included 18 human resource managers from accredited hotels and resorts in the Bohol province. As an outgrowth of the findings of this study, the researcher concluded that Strategic Human Resource Management (SHRM) was practiced in Moderate Extent, mainly in the various hotels and resorts in the province of Bohol. The study established that with a standard HR practice, chain hotels or resorts demonstrated a better application of SHRM than independent hotels or resorts that were more reactive. This study confirmed the minimum participation of hotel managers in research, especially if it focuses on employees. The lack of participation and involvement in research has implications regarding data, drawing linkages, and making practice recommendations.

Keywords: Strategic Human Resource Management, Hotel and Restaurant Industry, Eco-Cultural Destination, Bohol.

INTRODUCTION

Tourism is recognized as one of the most critical global industries within the service sector (Jones et al., 2014; Whitla et al., 2007). According to Gloria Guevara Manzo, President and CEO of the World Travel and Tourism Council, "As one of the world's largest economic sectors, travel and tourism create jobs, drive exports, and generate global prosperity. In our annual analysis of the global economic impact of travel and tourism, the sector accounts for 10.4% of global Gross Domestic Product (GDP) and 313 million jobs, or 9.9% of total employment in 2017."

2017 was marked by strong GDP growth, driven by robust consumer spending worldwide. This global economic expansion translated into the travel and tourism sector, with a direct growth rate of 4.6%, outpacing the global economy for the seventh consecutive year. Inbound tourist arrivals have been consistently increasing globally. According to the World Tourism Organization (UNWTO)'s latest barometer, international tourist arrivals grew by 6% in the first half of 2018, following a record growth year in 2017. All world regions experienced robust growth in tourist arrivals from January to June 2018, fueled by strong demand from major source markets and supported by a strengthening global economy. This follows a record annual growth rate of 7% in 2017.

UNWTO Secretary-General Zurab Pololikashvili stated, "Today's release of international tourism data for the first half of 2018 further proves the sector's resilience and relentless growth trajectory. It continues to work with our many partners to translate this growth into better jobs, more benefits to societies, and more sustainable livelihoods and destinations opportunities."

In the Philippines, the tourism industry significantly contributes to economic development. The booming travel and tourism sector drives the growth of various industries, including real estate, as the influx of foreign and domestic travelers increases the demand for new hotels and resort projects (Remo, 2018). The Province of Bohol has been declared an eco-cultural tourism destination by Republic Act No. 9446 on May 9, 2007. This designation presents challenges for the management of resorts and hotel operators in the province, as company strategies must align with the province's strategic directions and development agenda for sustainable eco-cultural tourism.

This study investigated whether Strategic Human Resource Management (SHRM) is applied or practiced by hotels and resorts in an eco-cultural destination. The research intends to deepen understanding of SHRM among accommodation establishments in Bohol, helping them craft policies and enhance strategies to promote employee welfare and thereby improve the services provided by hotel staff.

METHODOLOGY

2.1 Research Design

This study employed the descriptive design to obtain raw data. In research, this method involves gathering quantitative data through carefully conducted surveys. The collected quantitative data were then analyzed and interpreted to address the research questions identified in this study. A Focus Group Discussion (FGD) was also conducted to validate the survey results.

2.2 Research Participants

The study participants included 18 human resource managers from accredited hotels and resorts in the Bohol province. A purposive sampling method was employed, and a non-probability sampling technique was selected based on specific population characteristics and the study's objectives. Assistance was sought from the Department of Tourism (DOT), which classifies accommodations as either hotel or resort. This classification system was utilized in this research. According to records from the Department of Tourism-Bohol Satellite Office, six accredited hotels and 32 accredited resorts are in the province. These accredited establishments are located in various municipalities across Bohol, including the city proper.

2.3 Research Instrument

The researcher utilized a modified questionnaire based on the study by Agbodo-Otinpong (2015), which focused on strategic human resource management (SHRM) practices among HR managers in the hospitality industry. Additionally, review schedules for focus group discussions (FGDs) were employed to explore aspects not covered by the questionnaire. To establish the validity and reliability of the SHRM instruments, pilot testing was conducted with key educators who were not directly involved in the study. Prior to the pilot test, two colleagues well-versed in SHRM reviewed the questionnaires for congruence of interpretation. Following the pilot test, statistical procedures were performed to verify the data gathered and stabilize the tool.

The interview schedules used in the FGDs contained question guides designed to explore aspects and issues identified through SHRM responses or emergent interactions during the study. These interview schedules managed the sharing of ideas during the FGDs and reinforced the data collected from the questionnaires. They were also instrumental in triangulating data and verifying the accuracy of claims made. The first and second questions elicited responses about participants' perceptions and assessments of their SHRM practices in their respective resorts or hotels. Responses to the third question contributed to the development of an enhancement program, which is the proposed output of this study.

2.4 Data Gathering Procedure

The researcher conducted the survey, distributing the questionnaires to the respondents to gather data. Each respondent was explained the study's purpose and was encouraged to answer the questionnaires truthfully and wholeheartedly. The respondents were provided sufficient time to complete the questionnaires, and follow-ups were conducted to ensure completion.

2.5 Data Analysis

The mean was computed for each area to determine the prevailing SHRM Practices among hotels and resorts in the province of Bohol—items with a mean below 3.26 needed interventions via the proposed enhancement program.

The difference in the assessment of SHRM Practices among hotels and resorts in the province was determined, and the findings became the basis for designing a proposal for enhancement training for human resource managers. To determine whether there was a significant difference in the responses, the datasets ensured a normal distribution as reflected in the normality test; thus, an independent t-test was utilized.

2.6 Ethical Considerations

Strict adherence to research guidelines and procedures was followed to ensure the study's integrity, quality, and trustworthiness. This included identifying and minimizing any ethical issues in obtaining information from the participants. Full disclosure of the reasons for conducting the research was provided. Participants were informed about the time commitment required, and assurances of anonymity and confidentiality were given for both the interviews and the data obtained.

RESULTS AND DISCUSSION

3.1 Strategic Human Resource Management Practices

In terms of Recruitment and Selection Practices

Table 1 presents the strategic human resource practices in recruitment and selection.

Table 1. Recruitment and selection practices (n=18)

Indicators	Resorts		Hotels	
	Mean	Interpretation	Mean	Interpretation
1. The recruitment and selection policy of the organization is linked with organizational strategies and objectives.	3.50	Great Extent	3.50	Great Extent
2. The recruitment and selection policy of the organization is designed to analyze the cost/benefit of every hire.	3.38	Great Extent	3.25	Moderate Extent
3. The recruitment process begins with creating a large pool of qualified applicants.	3.38	Great Extent	2.50	Less Extent
4. Candidates are treated like customers of the business.	3.75	Great Extent	3.25	Moderate Extent
5. There is a recruitment and selection committee to handle the process.	3.50	Great Extent	2.75	Moderate Extent
6. The recruitment committee is trained in the latest interview techniques.	3.13	Moderate Extent	2.50	Less Extent
7. Vacancies are advertised through various media.	3.00	Moderate Extent	3.50	Great Extent
8. There is a collaboration with hospitality educational institutions as a source of labor supply.	2.88	Moderate Extent	3.25	Moderate Extent
9. Social media are used to attract applicants.	2.88	Moderate Extent	3.00	Moderate Extent
10. Recruitment is done through employment agencies.	2.50	Less Extent	1.75	No Extent
11. Specific details about job titles and roles are posted.	2.88	Moderate Extent	2.75	Moderate Extent
12. The mobile-friendly application process is designed for job applicants.	2.75	Moderate Extent	1.50	No Extent
13. Aside from full-timers, the on-call crew is also hired.	2.63	Moderate Extent	2.75	Moderate Extent
14. There is a recruitment collaboration with alumni associations in educational institutions.	2.50	Less Extent	2.00	Less Extent
15. The company sponsors job fairs in strategic locations.	1.88	Less Extent	1.50	No Extent
16. Apprenticeship/OJT programs are	3.75	Great Extent	3.50	Great Extent

designed to attract new entrants.					
17.	Employees are empowered to refer applicants.	3.25	Moderate Extent	2.75	Moderate Extent
18.	Former mentors/instructors are interviewed via phone call for applicant background checking.	2.63	Moderate Extent	2.00	Less Extent
19.	Selective hiring is employed to attract well-qualified applicants.	3.25	Moderate Extent	3.25	Moderate Extent
20.	Shortlisting of candidates based on competence is practiced.	3.13	Moderate Extent	2.50	Less Extent
21.	Organizational fit is considered when selecting a candidate.	3.13	Moderate Extent	3.25	Moderate Extent
22.	Job applicants undergo a selection process that includes interviews, skills and competence assessments, and personality tests.	3.38	Great Extent	3.50	Great Extent
Overall Mean		3.04	Moderate Extent	2.75	Moderate Extent

The data shown indicate the extent to which the HR managers of the different hotels and resorts in the province of Bohol have practiced recruitment and selection practices. When taken as a whole, the weighted mean of 3.04 in resorts and 2.75 in hotels show that the recruitment and selection practices were practiced to a “Moderate Extent” by the Human Resource Managers. Moving on to specifics, the item with the highest mean pertains to *candidates treated as business customers*, with a mean of (3.75). This affirms the thing pointed out by Chand & Katou, 2007 (as cited in Agbodo-Otinpong, 2016) that the hotel industry is a more service business, being labor-intensive, and it needs people as its key players in providing efficient and effective service to the clientele. The need to treat candidates like customers is a new trend shared by one of the respondents during the FGD. Job seekers essentially “shop” around for the right job also. Candidates are the customers of the recruitment department; recruiters have to fundamentally sell the role to acquire the best fit for the target market. The researcher also found that 14.4% of candidates said company values were the principal marketing material influencing their application. The company's values are just as important, if not more important, as the work from attracting candidates. Moreover, fostering a positive candidate experience also helps the organization in the long run- it is not just to make the company look nice also, a positive candidate experience increases productivity; 15% of the candidate has a positive hiring experience are more likely to put in more effort in their new job. It also helps to increase retention, with 38% of candidates saying they are more likely to stay with their new employer.

On the other hand, the aspect that got the lowest rating is *the company sponsors job fairs in strategic locations*, with a mean of 1.88 in resorts and 1.50 in hotels, which means that the majority of the respondents did not conduct job fairs not because they are not doing it totally but as being shared mostly by the respondents during the FGDs there is no need for them to conduct such activity because they are closely working hand in hand with the Bohol Employment and Placement Office (BEPO) the local employment arm of the province. Also, they are partnering with the alumni and placement center in every university for possible posting of job openings and applications.

In summary, recruitment and selection work in tandem. By recruiting a large and diverse pool of applicants, assessing them with validated predictors, and selecting the most qualified applicants, an organization can ensure that it acquires a large pool of human resources.

In terms of Training and Development Practices

Table 2 presents the strategic human resource practices in training and development.

Table 2. Training and development practices (n=18)

Indicators	Resorts		Hotels	
	Mean	Interpretation	Mean	Interpretation
1. Strategic training and development	3.25	Moderate Extent	3.00	Moderate Extent

initiatives are based on the organization's mission and goals.				
2. The employee development plan implements training and development initiatives.	2.88	Moderate Extent	2.75	Moderate Extent
3. Employee development needs are properly deciphered	3.25	Moderate Extent	3.00	Moderate Extent
4. Training needs assessment and analysis are conducted to identify the types of training needed by the organization and the employees.	3.00	Moderate Extent	2.75	Moderate Extent
5. Training designs are prepared before conducting in-house training activities.	3.25	Moderate Extent	2.00	Less Extent
6. Training media are carefully selected to suit employee needs.	2.38	Less Extent	2.75	Moderate Extent
7. There is constant monitoring during the training and development activities.	2.63	Moderate Extent	2.75	Moderate Extent
8. Metrics for measuring training effectiveness are in place.	2.63	Moderate Extent	2.75	Moderate Extent
9. Participant employees evaluate training activities in light of the objectives found in the training design.	2.75	Moderate Extent	2.75	Moderate Extent
10. Feedback on training activities is required from participants.	2.63	Moderate Extent	2.75	Moderate Extent
11. The participant employees do a re-echo of training insights and inputs.	2.88	Moderate Extent	2.25	Less Extent
12. A website is built exclusively for employees for knowledge-sharing and coaching purposes.	2.25	Less Extent	1.50	No Extent
13. Employee development needs are properly deciphered.	2.50	Less Extent	2.75	Moderate Extent
14. A re-entry action plan is accomplished by employees undergoing development processes.	2.25	Less Extent	2.00	Less Extent
15. Return-service agreements are accomplished and notarized for long-term training and development.	2.13	Less Extent	1.75	No Extent
Overall Mean	2.39	Less Extent	2.50	Less Extent

The significance and importance of training and development in the hotel industry have been recognized by many researchers (Cheng & Brown, 1998; Cho et al., 2006b; Thang et al., 2010). Training and development have been identified as supportive of and central to business strategy (Chand, 2010). In this study, it was found that hotels and resorts recognize the importance of training and development and agree that there is a strong connection between HRM and business. That is why strategic training and development initiatives are based on the organization's mission and goals, and employee development needs are properly deciphered, getting the highest rate of 3.25 and 3.00 with the interpretation of "Moderate Extent."

However, the two items got the rate of 2.25 in resorts, 1.50 in hotels, 2.13 in resorts, and 1.75 in hotels with the interpretation of "No Extent." These are items no. 12 and 15 which tackle *website development for knowledge sharing and return-service agreements*. Getting employees to share their skills and knowledge with co-workers is a simple way to improve strategy and quality within your teams drastically. However, there are many reasons why employees often withhold knowledge. To some degree, withholding knowledge seems to stem from the belief that giving up valuable information will decrease one's perceived value to his or her employer. For example, if one employee always makes more sales than the rest of his team, he likely looks very valuable to management. Therefore, if he shares his knowledge with the team, that employee may fear that the whole team will make more sales and that he will no longer stand out. A team of top-rate salespeople would be great for your company, but it is

only natural for employees to try to look out for their well-being. As McMaster University's associate business professor, David Zweig, points out, despite many companies' emphasis on teamwork, most promotions and rewards are based on individual contributions.

Accordingly, it is good to note that you should encourage more knowledge-sharing among your employees to emphasize the importance of effective teams over effective individuals. The other item that got the lowest rate is item no. 15 that deals with *return-service agreements*; as asked during the FGD follow-up questions, one of the respondents said that they encountered problems with employees being sent to training and eventually resigned. Thus, it is considered to be a waste of investment. Thus, strengthening a return-service agreement must be accomplished and notarized. It is a must to know that training benefits both employers and employees. Employers invest in comprehensive training and development programs to help deliberate on the knowledge, skills, and attitudes necessary to achieve organizational goals and create competitive advantage. It is also necessary to consider item no.14 since it got a rate of 2.25 in resorts and 2.00 in hotels with an interpretation of "Less Extent," which makes it part of the second lowest item. Which has a great connection with item no. 15 since the said practice is not strongly implemented. Return service and a re-entry action plan are vital components to be accomplished in order to keep good talents in your company.

In terms of Performance Appraisal Practices

Table 3 presents the strategic human resource practices in performance appraisal.

Table 3. Performance appraisal practices (n=18)

Indicators	Resorts		Hotels	
	Mean	Interpretation	Mean	Interpretation
1. A performance appraisal system is in place and functional.	3.50	Great Extent	3.25	Moderate Extent
2. Measurement of performance is based on mutually agreed performance measures.	3.50	Great Extent	3.00	Moderate Extent
3. Set goals and standards are the bases for appraising performance.	3.50	Great Extent	3.50	Great Extent
4. Performance expectations are properly defined to ensure that all job responsibilities and standards are carefully spelled out.	3.50	Great Extent	3.25	Moderate Extent
5. Performance reviews and tools are aligned with the organization's and unit's goals.	3.00	Moderate Extent	3.00	Moderate Extent
6. Employees are formally appraised at least once a year.	3.63	Great Extent	3.25	Moderate Extent
7. Performance appraisals are used to set goals for the following period.	3.38	Great Extent	2.75	Moderate Extent
8. Interim checks and performance monitoring is practiced.	3.13	Moderate Extent	2.50	Less Extent
9. The workforce is engaged in conducting appraisals.	3.50	Great Extent	2.75	Moderate Extent
10. Post-conference between the superior and subordinate is conducted to give feedback on the employee's strengths and weaknesses in the performance review.	3.25	Moderate Extent	3.00	Moderate Extent
11. When appraising performance, employees normally need one or several feedback sessions to deliberate on their performance,	2.88	Moderate Extent	2.75	Moderate Extent
12. Performance appraisal is used as one of the bases for training and development.	3.00	Moderate Extent	2.75	Moderate Extent
13. Individual performance appraisal result is used as the basis for salary adjustments and other	3.38	Great Extent	3.25	Moderate Extent

incentives for an employee.					
14.	Personal appearance and grooming are used as other forms of appraisal	3.13	Moderate Extent	2.75	Moderate Extent
Overall Mean		3.30	Great Extent	2.98	Moderate Extent

Obis (2011) defines performance appraisal as any work process that entails setting work standards; as a result, in this study, *set goals and standards are the basis for appraising performance, and employees are formally appraised at least once a year* got the highest rate of 3.63 and set goals and standards are bases for performance appraisal with the rate of 3.50 which are interpreted as “Great Extent” respectively. This means that both hotels and resorts appraise their employees. It is good to know that during the FGDs, one of the respondents said that the standard that they are referring to is the use of the KPI. Regarding the study, in SHRM literature, KPIs require organizations to break their top-level objectives down into smaller concrete targets (KPIs) (Sourouklis & Tsagdis, 2013). This makes it easier for organizations to manage, deliver, and measure employee performance.

On the other hand, item no. 11. *When appraising performance, employees normally need one or several feedback sessions to deliberate on their performance*, though interpreted as “Moderate Extent,” still got the lowest rate of 2.88 in the resort and 2.75 in hotels. This means that feedback was not seriously done. As a result, providing feedback to the individual to encourage the employee to address any performance deficiencies and perform above par is necessary. When managers regularly provide feedback about the quality and quantity of their employees' work, they are more likely to fully understand what is needed to continue the good performance, correct poor performance, or improve on mediocre performance. Feedback also provides clues about how you are aiding or hindering your subordinates' work. When you actively solicit feedback from your subordinates and discover obstacles to their success, you can remove them promptly. The best way to find solutions to common problems is to collaborate, and this collaboration requires conversation.

Feedback also builds relationships because when major challenges are presented, the environment of dialogue—and hopefully trust—is already established. This makes it easier to discuss and deal with real issues when they occur. Periodic feedback sessions give the manager and employee multiple opportunities to calibrate and recalibrate their joint efforts. Like two paths diverging, the longer it takes between the time the manager and employee speak about a performance problem, the greater the distance between planned and actual performance improvement will be. Continuous feedback is required for increased productivity and successful partnerships (Mayhew, 2019).

In terms of Compensation Management Practices

Table 4 presents the strategic human resource practices in compensation management.

Table 4. Compensation management practices (n=18)

Indicators	Resorts		Hotels	
	Mean	Interpretation	Mean	Interpretation
1. Salary ranges are developed by benchmarking with jobs in the industry.	3.38	Great Extent	3.00	Moderate Extent
2. reviewing the first job descriptions determines an appropriate salary structure.	3.50	Great Extent	2.75	Moderate Extent
3. A salary administration policy is in place.	3.25	Moderate Extent	3.00	Moderate Extent
4. Any revision of the salary administration policy is communicated to employees and managers.	3.00	Moderate Extent	2.50	Less Extent
5. Cost impact studies are developed, projecting the expenses of bringing the present staff up to the proposed levels.	3.25	Moderate Extent	2.00	Less Extent
6. Routine salary audits are performed to reflect the latest compensation trends.	3.13	Moderate Extent	2.50	Less Extent
7. Compensation strategies incorporate legal	3.63	Great Extent	3.25	Moderate Extent

requirements to ensure compliance with labor laws.				
8. Feedback from managers on the salary administration program is monitored.	3.38	Great Extent	2.75	Moderate Extent
9. The HR department makes adjustments or modifications to the program where necessary.	3.13	Moderate Extent	2.25	Less Extent
10. A complete compensation package is given to employees in terms of base salary, incentives, and other benefits and perquisites.	3.13	Moderate Extent	2.50	Less extent
Overall Mean	3.27	Great Extent	2.65	Moderate Extent

The table shown indicates the extent to which the HR managers of the different hotels and resorts in the province of Bohol had practiced the compensation practices. When taken as a whole, the weighted mean of 3.27 shows that the compensation practices were implemented to a “Great Extent” in resorts and hotels. It has a weighted mean of 2.65 with a Moderate Extent, as the human resource managers interpret. This means that giving employees a complete compensation package motivates them for effective performance. Service industries, including hotels, rely heavily on employees to provide high-quality services to their guests. This affirms the point of Ingram and Barum (1997) that direct and indirect compensation is very significant for the hiring and retention of staff in the service industry. Compensation is a critical component of the employment relationship, including direct cash payments and indirect payments in employee benefits. The study findings show that hotel and resort managers have similar ways to compensate their employees. The SHRM literature suggests that adopting this kind of compensation system can lead to employee motivation empowerment (Davidson et al., 2010), retention (Guthrie et al., 2009), increased performance, and the attraction of quality staff.

In terms of Occupational Safety and Health Practices

Table 5 presents the strategic human resource practices in occupational safety and health.

Table 5. Occupational safety and health practices (n=18)

Indicators	Resorts		Hotels	
	Mean	Interpretation	Mean	Interpretation
1. The employees are oriented to the Occupational Safety and Health Standards for hotels issued by the DOLE.	3.75	Great Extent	3.00	Moderate Extent
2. The hotel has a Safety Officer.	3.63	Great Extent	3.75	Great Extent
3. The hotel has a Pollution Control Officer.	3.50	Great Extent	2.75	Moderate Extent
4. Orientations and training are conducted for new and old employees on OSH standards applicable to their respective workstations.	3.63	Great Extent	3.00	Moderate Extent
5. All staff follow ergonomic practices and working postures.	3.38	Great Extent	3.00	Moderate Extent
6. All bellmen are trained in the proper lifting and handling of luggage.	3.38	Great Extent	3.00	Moderate Extent
7. Trolleys are used to transport heavy luggage.	3.25	Moderate Extent	3.75	Great Extent
8. Proper maintenance of hotel tools, equipment, and facilities is ensured for the safety and security of employees and guests.	3.63	Great Extent	3.75	Great Extent
9. Front desk staff practice what is mandated in the inspection checklist for safety and health.	3.75	Great Extent	3.25	Moderate Extent
10. Room attendants follow safe practices for using housekeeping tools and equipment and storing chemicals and other cleaning agents.	3.88	Great Extent	3.50	Great Extent

11. Room attendants are trained in properly handling and storing chemicals and other cleaning agents.	3.88	Great Extent	3.75	Great Extent
12. Chefs and other kitchen staff practice safety measures in the kitchen.	3.75	Great Extent	3.75	Great Extent
13. Waiters and servers practice proper lifting, carrying, and serving methods.	4.00	Great Extent	3.75	Great Extent
14. Personnel in charge of laundry operations practice safety measures when washing, drying, and ironing guests' laundry.	3.38	Great Extent	3.75	Great Extent
15. Seminars on health issues and matters are conducted every year.	3.00	Moderate Extent	2.75	Moderate Extent
16. Safety and health personnel ensure the clinic has first aid tools and medicines.	3.38	Great Extent	3.75	Great Extent
Overall Mean	3.57	Great Extent	3.62	Great Extent

The data in Table 5 shows the extent of the Occupational Health and safety practices these hotel and resort managers demonstrated in their establishment. Item no. 13. *Waiters and servers practice proper lifting, carrying, and serving methods got the highest rate of 4.00 with the interpretation of "Great Extent," meaning that waiters and servers strictly adhere to the required standards to be observed when serving a customer.* Workers in the hospitality industry are usually judged by the services they provide to their guests. Further, during the FGDs, one of the respondents shared that it's already an edge for the employees once they have national certification acquired from the Technical Education and Skills Development Authority (TESDA)—competencies about front office services, food and beverage, housekeeping, etc. Most of the time they are the first point of contact for guests. Hence, it is significant for them to manifest both professionalism and an air of dexterity.

On the other hand, item no.15, Seminars on health issues and matters are conducted every year, got the rate of 3.00 in resorts and 2.75 in hotels with an interpretation of "Moderate Extent," which means that the employees anticipate the need for more seminars on health issues related. However, during the FGDs, the respondents honestly shared that they have seminars conducted but only seldom or a few. The reality is that accidents can happen at any time in any industry. In the hospitality industry, managers are responsible for the health and safety of their employees and every guest who enters their establishment. Employees must understand how to protect themselves, co-workers, and customers. Effective training ensures no one gets hurt, and your business is not penalized for failure to adhere to regulations. Health and safety training is the ideal tool to teach employees how to make the best decisions for their safety, for the safety of their customers, and to avoid potential hazards and risks. Safety and security are among the most important issues within the hospitality industry. From ensuring guests have an exceptional experience to protecting everyone who walks in the door, managers have a tremendous responsibility. As challenging as that responsibility may be, training can provide hospitality managers the tools to keep their establishments safe, reduce employee turnover, and provide guests with a superior experience.

3.2 Difference Between the Assessment of Resorts and Hotels on Strategic Human Resource Management.

Table 6. Difference between the assessment of resorts and hotels on strategic human resource management (SHRM) practices (n=18)

Compared Groups	Aspects	Weighed Mean		t value	Sig.	Interpretation	Decision
		Resorts	Hotels				
Resorts and Hotels	Recruitment	3.05	2.75	1.524	0.158	There is no significant difference.	Do not reject the null hypothesis.
	Training	2.71	2.50	0.646	0.533	There is no significant	Do not reject the null

						difference.	hypothesis.
	Performance Appraisal	3.30	2.98	0.804	0.440	There is no significant difference.	Do not reject the null hypothesis.
	Compensation	3.28	2.65	1.646	0.131	There is no significant difference.	Do not reject the null hypothesis.
	Occupational Safety and Health	3.57	3.39	0.545	0.598	There is no significant difference.	Do not reject the null hypothesis.
	Overall	3.17	2.87	1.179	0.266	There is no significant difference.	Do not reject the null hypothesis.

As shown in Table 6, in the aspect of recruitment, as revealed in the results of the t-test of difference for independent samples, the t-computed value is 1.524. It is comparing its sig. value with a 0.05 significance level at 10 degrees of freedom, the sig. value is higher, which can be interpreted as insignificant. This means that there is no significant difference between the assessments of the human resource personnel of hotels and resorts in their recruitment function, which leads to the decision not to reject the null hypothesis.

In overall aspects of strategic human management practices (SHRM), as revealed in the results of the difference t-test for independent samples, the t-computed value is 1.179. Comparing its significant value with a .05 level of significance at 10 degrees of freedom, the value 0.266 is higher, which can be interpreted as insignificant. This means that there is no significant difference between the assessment of the human resource personnel of the hotels and resorts in their recruitment, training, performance appraisal, compensation, and occupational and health practices function, which leads to the decision of not rejecting the null hypothesis. Hotels and resorts have fairly the same assessments on their SHRM practices.

3.3 Difference Between the Independent and Chain of Hotels and Resorts on Strategic Human Resource Management

Table 7 presents the assessment of the two groups of respondents- chain and independent accommodation establishment on the Strategic Human Resource Management (SHRM) Practices on the HR functions of recruitment and selection, training and development, performance appraisal, compensation management, and occupational safety and health practices. The null hypothesis that there is no significant difference between the assessment of chain and independent accommodation establishment is not rejected in the overall result. This means that both chain and independent hotels and resorts share the same perspectives in their SHRM practices.

Table 7. Difference between the assessment of resorts and hotels on strategic human resource management (SHRM) practices (n=18)

Compared Establishments	Aspects	Weighted Mean		t value	Sig.	Interpretation	Decision
		Chain Hotel & Resort	Independent Hotel & Resort				
Chain and Independent	Recruitment	3.20	2.90	1.217	0.252	There is no significant difference.	Do not reject the null hypothesis.
	Training	3.30	2.51	2.385	0.038	There is a significant difference.	Reject the null hypothesis.
	Performance Appraisal	3.75	3.09	1.390	0.195	There is no significant	Do not reject the null

						difference.	hypothesis.
	Compensation	3.70	2.94	1.566	0.148	There is no significant difference.	Do not reject the null hypothesis.
	Occupational Safety and Health	3.97	3.42	1.426	0.184	There is no significant difference.	Do not reject the null hypothesis.
	Overall	3.55	2.97	1.978	0.076	There is no significant difference.	Do not reject the null hypothesis.

On the other end, when grouped as chain and independent establishments, only the training and development practices aspect had a t-value of 2.385 with a significant value of .038. at 16 df using a .05 level of significance discloses a significant difference. The result implies that hotels and resorts have different assessments of training and development. This affirms that the chain of hotels and resorts strictly follows the structured training and development standard designed by the original division. Having this recognition is very important because Karatepe (2013) advises that once employees acquire new skills and knowledge through training, they are motivated and empowered, which have been identified by several researchers Aguinis and Kraiger (2009); Thang et al. (2010) and Kehoe and Wright (2013) as key ingredients for the attainment of organizational strategic goals. Regarding training, one of the respondents in chain accommodation shared during the FGD has well-structured and planned training and development plans for their employees. New employees are given organized induction at the time of employment, where the vision, mission, and strategic directions of the organization are given to the employees. This is inconsistent with the training and development literature, which states that hotels or resorts, like any other organization, should emphasize induction because it enhances employee retention (Cheng & Brown, 1998). McGunnigle and Jameson (2000) add further that for the organizations to enjoy the full benefits of inaction, it must be formal and conducted, possibly in the first week of employment. This is exactly what was found, as shared by one of the respondents in chain accommodation during FGDs, that induction training is organized on the first day or the first week of employment; the General Manager and heads of departments are all present to address and welcome the new employees, this gives them the sense of belonging.

CONCLUSION

As an outgrowth of the findings of this study, the researcher concluded that Strategic Human Resource Management (SHRM) was practiced in Moderate Extent, mainly in the various hotels and resorts in the province of Bohol. The study established that with a standard HR practice, chain hotels or resorts demonstrated a better application of SHRM than independent hotels or resorts that were more reactive. This study confirmed the minimum participation of hotel managers in research, especially if it focuses on employees. The lack of participation and involvement in research has implications regarding data, drawing linkages, and making practice recommendations.

Further study is suggested since this study focused on managers' perceptions of five SHRM concepts: recruitment and selection, training and development, compensation, appraisal, and occupational safety and health practices. Future research could, therefore, possibly consider other areas of SHRM, such as employee relations and performance management, and include other hotels and resorts that participated in the study's conduct.

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