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EDUCATING THE  
**MIND**  
**BODY**  
AND  
**SOUL**

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## FOREWORD



*“One of the greatest discoveries a man makes, one of his great surprises, is to find that he can do what he was afraid he couldn’t do.” – Henry Ford*

The THM research publication – THE GATEWAY is evidence that at times, what we fear gives us extraordinary strength. It pushes us to believe in our abilities and allows us to believe that we really can overcome anything that we fear. This is a testament that THM students take the challenges and allow for themselves to further grow through their studies and explorations.

The Gateway breaks stereotypes for Hospitality and Tourism Management students. That these students are not just skilled but also analytic and focused on outputs. Along with discovering their skills in the laboratories is their budding joy from understanding the real essence of their research’ purpose and its contributions.

Allow me to extend gratitude to the researchers of the studies in this publication. I know you overcome your fear of writing your paper, not to mention the agony due to the many delays brought about by the pandemic. Thank you for your contributions despite the tribulations.

May this serve to be inspirational to the next generation of THM researchers. That you too, may overcome your fears and realize that you have that power to make the impossible possible. I hope that THE GATEWAY will be the gateway for you to realize that you have it in you.

**Ma. Mildred A. Lago, LPT, MBA**  
Editor-in-Chief

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# OCT – The GATEWAY



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***“Excellence Amidst Quarantine”***

**Managerial Adversities in the Restaurant Sector of Tagaytay City: An Input towards  
Building Resilient Leaders In The Midst Of Pandemic**

Angelo Angala, Mae Balasan, Princess Ann Jacosalem,  
and Renjo Peralta

**I. ABSTRACT**

Resilience is crucial for a system to be able to respond adequately to events of its magnitude (Clemento, 2020). This study used descriptive research design to determine the managerial adversities in the restaurant sector of Tagaytay City: An input towards building resilient leaders in the midst of pandemic. Respondents are chosen with the use of Quota Sampling and Purposive Sampling. The respondents are selected restaurant managers located in Tagaytay City. Majority of the respondents are ages 28-32 and 33-37 years old, majority of the respondents are female. The respondent's length of years in the position/designation and length of service in the organization are both 4-7 years. Determining the level of workplace adversities experienced by the managers in terms of Emotional Adversity, some of the employees experience a high level of adversity when it comes to turn over, kitchen staff, dining staff, training of employees, employee's schedule, and health safety standards. Physical Adversity, the respondents are having a low-level adversity but some of the employees experienced pain due to the nature of work. And financial adversity the managers experience a low-level of adversity. Competent employees are a critical success factor to business organizations (Pelit et al., 2011). Managers need to hire more skilled professionals to do work with a heart. The recommendation for further research is to create a simulated test training program to identify the level of restaurant manager's adaptive performance in response to COVID-19 pandemic.

**Keywords:** *Resilience, COVID-19 pandemic, Adversities, Restaurants*



## II. INTRODUCTION

In the midst of the Covid-19 crisis, Filipinos have become painfully aware of the fragility of supply chains, health care, and other critical systems. Many leaders have announced the intention to build back their businesses more resiliently, but not many know how to do so. Few organizations and educational institutions teach resilience, and today's managerial toolkit is dominated by financial performance management. As a result, very few companies to be specific with, the restaurant industries are able to explicitly design for, measure, and manage resilience. The Covid-19 outbreak has spread throughout the world.

The World Health Organization (WHO) announced that Covid-19 is a global pandemic, causing significant economic shocks worldwide in efforts to control the virus.

People can usefully define resilience as an individual or company's capacity to absorb stress, recover critical functionality, and thrive in altered circumstances. According (Clementino, 2020) Resilience is crucial for a system to be able to respond adequately to events of this magnitude, and is aimed at the recovery and adaptation of the concerned sector in view of the adversities. In order to overcome adversity, psychological resiliency is the key dynamic to survive but difficult to master (Margolis, Stoltz, 2020). In the commercial restaurant sector, resilience efforts are primarily intended to protect the health of both those who consume food and those who produce

In the face of the COVID-19 pandemic, the commercial restaurant sector is struggling to organize itself. Resilience is crucial for a system to be able to respond adequately to events of this magnitude, and is aimed at the recovery and adaptation of the concerned sector in view of the adversities. According to a survey conducted in March by the National Association of Restaurants (foreign study) , 61.8% of the bars and restaurants had to lay off some of their employees, estimating that between 600 and 800 thousand restaurant workers were laid off at the time. In addition, 53.2% of the surveyed companies reported that they experienced between 50% and 90% reduction in revenue compared to the same period last year. (Wong, 2020) Anyone who wants to work in an industry like restaurants has to have plans. More specifically, strategic management principally investigates the phenomenon of sustainable competitive advantage as a source of performance differences among business firms (Nerur et al., 2008).

According to (Vogus, T.J, 2020) organizational resilience can be defined as the ability to deal with challenging conditions by ensuring the existence and prosperity of the organization. Restaurants are businesses that are vulnerable to survival, so restaurants may struggle in their quest for ambidexterity as local restaurant businesses generally suffer from limited resources and organizational structure. They have fewer resources to withstand existential-threatening crises or to secure day-to-day business [4, 5] Managers cannot afford to fall on short term plans (Neeley, 2020). Tourism and hospitality industry thrives on the patterns of visitations and considerable efforts are placed by decision makers to attract visitors to support the sector and enhance the multiplier effect from the industry.

COVID-19 has dramatically impacted the restaurant industry nationwide especially in the City of Tagaytay. Although outbreak severity varies by the Philippines provinces and cities, nearly every area and local government has enforced physical distancing orders by banning restaurants dine-in services. While these intervention efforts have minimized personal interaction and alleviated the virus's spread, they have greatly threatened the restaurant industry's survival.

According to a National Restaurant Association survey of 6,500 restaurant owners in mid-April, about 60% Philippine restaurants were forced to close due to financial hardship from the loss of dine-in customers ([www.adb.org](http://www.adb.org)). Strategies to scale back costs apparently cannot sustain the industry; national data show that, compared to the same date last year, the industry's total revenue had plummeted by a harrowing 63% as of March 29 and was down 40% as of April 30.

Alternative off-premise models, such as drive-thru and food delivery, were implemented by restaurant corporate and owners to offset the impact. However, these service models offered an edge for fast food restaurants that had already equipped with digital infrastructure and drive-thru windows; full-service restaurants, however, were not able to quickly adapt to the change, and consequently, took the biggest financial hit.

In view of the continued increase and possible reach of new COVID-19 variants in the country, it is urgent that commercial restaurants, as leaders and as systems, develop active resilience in order to face the pandemic and its repercussions. This construction of resilience is based on applying safe practices in receiving, storing, producing, packing, transporting and

delivering meals; welcoming clients in restaurants; as well as ensuring healthy working conditions for all staff, whether they are kitchen workers, managers, cleaners, waiters, or delivery drivers.

This study aims to construct a conceptual model for startup resilience during the global pandemic. Therefore, it requires an in-depth analysis of what factors Tagaytay Restaurants can improve to maintain the business resilience. This study also aims to observe the innovation process carried out by restaurant's leadership in managing a new adapted business model and validating their new products to sustain their business during a pandemic situation. The literature review synthesis method approach is used to build a conceptual framework that is supported by case studies on several restaurants in the city of Tagaytay. Specifically, the study seeks to answer the following questions: The profile of the Respondents According to their Age, Gender and Employment Status; The level of workplace adversities experienced by the managers in terms of: Emotional adversity, Physical adversity, Financial adversity; The level of resiliency do managers have in the aspects of: Self-belief, Optimism, Purposeful direction, Adaptability, Ingenuity, Challenge orientation, Emotional regulation, Support seeking; Is there significant relevance between the respondent profiles in their level of: Workplace adversity, Resiliency; and Based on the findings of the study, what administrative relevant program can be proposed to build resilient leaders in the restaurant sector amidst the pandemic.

### **III. METHODOLOGY**

This section presents the method of the research, sampling design, description of the respondents, research instrument, data-gathering procedure and statistical treatment of the data. It will guide the researchers and future researchers by presenting how the research is planned and accomplished.

This study used a descriptive method. This is designed as descriptive because of the attempts to explore and explain while providing additional information about a topic. The researchers will try to describe what is happening in more detail, filling in the missing parts and expanding individuals' understanding. Moreover, this is also designed as explanatory – it is an attempt to connect ideas to understand the phenomenal – as it looked at how things came together and interacted, as well as how things did not occur, until there is enough understanding to begin to predict what will come next with some accuracy. The percentage and frequency distributions used to gather information on the profile of the respondents. On the other hand, percentage is computed

by dividing the frequency with the total number of respondents who participated in the survey. The data gathered were tabulated and statistically treated. Those that relate to the profile of respondents are treated statistically through using the frequency. The data on adaptation of continuous improvement programs was likewise treated using the weighted mean. Pearson correlation coefficient or Pearson's correlation coefficient or Pearson's  $r$  is defined in statistics as the measurement of the strength of the relationship between two variables and their association with each other.

This used the Quantitative approach to determine the level of workplace adversities experienced by the respondents/managers, the level of resiliency done by the managers in different variables and to identify if there is significant relationship between the respondent profiles in their level of workplace adversity and Resilience. The results of all the information we gathered is to give an interpretation to come up with a recommendation. Descriptive research method describes the nature of activation as it exists at the time of the study and explores causes of particular phenomena and involves the collection of data in order to test the hypothesis or to answer concerning the current status of the subject of the study. The study would be presented in numerical form based on the quantitative method. The respondents are chosen with the use of Quota Sampling and Purposive Sampling. Quota sampling is a non-probability sampling technique wherein the assembled sample has the same proportions of individuals as the entire population with respect to known characteristics, traits or focused phenomenon while Purposive sampling, also known as judgmental, selective or subjective sampling, is a type of non-probability sampling technique.

This study focuses on the managerial adversities in the selected restaurant in Tagaytay City. The respondents are 31 managers of different restaurants located in Tagaytay City. This study used the survey method as a primary way of gathering data, Data collected from the survey were subjected to appropriate statistical tools for analysis and interpretation.

To identify the level of workplace adversities experienced by the managers we used the Likert scale with numerical rating and verbal interpretation.

3.26 – 4.00 = Very High Level of adversity

2.51 – 3.25 = High Level of Adversity

1.76 – 2.50 = medium Level of Adversity

1.00 – 1.75 = Low Level of Adversity

To identify the level of resiliency managers do have in the different aspects the following measures we used:

3.26 – 4.00 = Very High Level of Resiliency

2.51 – 3.25 = High Level of Resiliency

1.76 – 2.50 = medium Level of Resiliency

1.00 – 1.75 = Low Level of Resiliency

Much of the work in research is accomplished through teams. It is therefore crucial to determine the managerial adversities in the restaurant sector of Tagaytay City: An input towards building resilient leaders in the midst of pandemic that lead to effective as well as ineffective team processes and to better specify how, why, and when they contribute. Substantial research has been conducted on the variables that influence the effectiveness, yielding several models of research functioning. Although these models differ in a number of aspects, they share the commonality of being grounded in an input-process-output (IPO) framework. Inputs are the conditions that exist prior to incentives and rewards, whereas processes are the interactions between employees and organization. Outputs are the results of the processes and activity that are valued by the manager/employee or the organization.

#### IV. RESULTS

##### Problem No 1. The profile of the Respondents according to their;

1.1 Age

1.2 Gender

1.3 Employment Status

**Table 1**  
**Age**

Age	Frequency	Percent
18 - 22	1	3.2
23 - 27	7	22.6
28 - 32	9	29.0

2021-2022

33 - 37	9	29.0
38 - 42	1	3.2
43 and Above	4	12.9
<b>Total</b>	<b>31</b>	<b>100.0</b>

Table 1 shows the percentage of the respondent's age. Majority of the respondents are ages from 28-32 years old and 33- 37 for about both 29%, followed by 22.6 % ages 23-27, 12.9% from 43 and above, 18-22 years old and 38-42 years old both have 3.2 % of the total respondents. (Majority of the respondents are 28-32 and 33-37 years old. It implies that the majority of the respondents are professionals. According to the sociologist Julia Evetts (2003), professionalism generally refers to a system of normative values held by people who share a professional identity informed by their similar experiences, education, scientific understandings, and expertise.

Perspectives of practice theory on professional learning can guide assessments of the extent to which the combination of leaders, peers, and their work organization locally stabilize a situated practice and its reciprocal power relations (Gherardi & Perrotta, 2016).

**TABLE 2**  
**Gender**

	<b>Frequency</b>	<b>Percent</b>
Male	15	48.4
Female	16	51.6
<b>Total</b>	<b>31</b>	<b>100.0</b>

Table 2 shows the percentages of the respondent's gender. Where only 48.4 % are male. While 51.6 % are all females of the total respondents. (Majority of the respondents are female.) It implies that women work vigorously nowadays. According to (Berman, 2018) Hive cites research that finds that it has to do with the kind of work allotted to them, noting that, "women are assigned and spend more time on non-promotable tasks than men [our emphasis]. These non-promotable tasks are any activity that is beneficial to the organization, but does not contribute to career advancement." So basically, things men don't want to do are being handed to women (Berman, 2018).

**TABLE 3**  
*Length of Service in the Position/Designation*

	<b>Frequency</b>	<b>Percent</b>
1 - 3	13	41.9
4 - 7	15	48.4
8 - 15	2	6.5
More than 15 years	1	3.2
<b>Total</b>	<b>31</b>	<b>100.0</b>

Table 3 shows the length of service of the employees specific to their position or designation. For 4-7 years it is about 48.4 % while 1-3 years has 41.9 % followed by 6.5%, 8-15 years and 3.2% is the more than 15 years. It implies that the employees are in a median job duration in the organization. Most experts identify employee’s loyalty as someone who has a positive behavior and attitude, does what they desire and it’s credible. When it comes to employee’s loyalty, the group with more experience seemed to have an opportunity to designate a loyal employee. Experience was valued in the group, where a responsive organization with more experience is able to retain personal loyalty (Gargouni, 2017; Janson & Wiklund, 2019; Tomic et al. 2015).

**TABLE 4**  
*Length of Service in the Organization*

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
1 - 3	12	38.7
4 - 7	13	41.9
8 - 15	5	16.1
More than 15 years	1	3.2
<b>Total</b>	<b>31</b>	<b>100.0</b>

Table 4 shows the profile of the respondents in terms of length of service. The data shows that the majority of the respondents are 4-7 years in the company with 41.9% and within 1 – 3

years length of service with 38.7 %, 16.1% are the 8-15 years and 3.2% are the more than 15 years they have been working in their company. It implies that the employees are satisfied in their organization and they can stay in the organization at this time of pandemic. (Douglas, 2020) found out that salary compensation is not the main reason why employees stay in the organization. He discovered that the main reason why employees stayed is because of the perceived level of emotional investment, the work itself, benefits and employees relationship.

**Problem No 2. The level of workplace adversities experienced by the managers in terms of;**

- a. Emotional Adversity
- b. Physical Adversity
- c. Financial Adversity

**Table 5**  
*Emotional Adversity*

EMOTIONAL ADVERSITY	Mean Score	VI
1. I have faced adversity in my career as a Restaurant Manager/ Restaurant employee	2.87	HLA
2. I have faced adversity from at least one of my peers during my career	2.39	MLA
3. I have experienced adversity due to issue of:		
3.1 System	2.65	HLA
3.2 Employee turnovers	2.65	HLA
3.3 Kitchen staffs	2.65	HLA
3.4 Dining staffs	2.71	HLA
3.5 Training an employee	2.65	HLA
3.6 Employees schedule	2.77	HLA
3.7 Health safety standards	2.55	MLA
4. I have witnessed or experienced adversity in my organization due to:		
4.1 Accountability for the mistakes of others.	2.42	MLA
4.2 Jealousy	1.74	LLA
4.3 Favoritism	1.61	LLA
4.4 Revenge toward me	1.32	LLA
4.5 Discrimination	1.35	LLA
5. I have been mistreated by others because I work with/ work under someone who is not liked/respected	1.45	LLA
6. I have proved someone “spying” on my work in the department	1.29	LLA
7. I have experienced receiving personal attacks/threats in connection with a decision I made	1.29	LLA
8. When faced with adversity, I noticed they continue to affect me even when the situation or issue has been put to rest.	1.65	LLA



9. I have experienced receiving complaints from staff due to stress	2.06	MLA
10. Work adversities caused me emotional exhaustion	1.94	MLA
<b>Total Mean Score for Emotions</b>	<b>2.10</b>	<b>MLA</b>

*HLA=High Level of adversity      MLA=Medium Level of Adversity      LLA=Low Level of Adversity*

Table 5 shows results that the respondents are at a medium level of adversity in terms of emotional adversity with the total mean score of 2.10 which means that most of the managers experience adversity in their company/ restaurant that they manage / operate.

It implies that they can manage their emotions when it comes to the situation they experience or face. Some of the employees became irritated because of their feeling and emotion but managers' attitude must be always objective. Need to understand the manager and his/ her employees when it comes to emotional adversity.

Some of the employees experience a high level of adversity when it comes to turn over, kitchen staff, dining staff, training of employees, employee's schedule, and health safety standards. So managers try to understand that there are mistakes or difficulties in those said indicators. This study provides understanding about the efficacy of a work-based intervention to enhance resilience on reducing workplace adversity in a stressful and challenging workplace.

Emotional intelligence is essential for achieving optimal performance than ability and combined technical competences, according to the study of (Karl, 2016).

**Table 6**  
*Physical Adversity*

<b>PHYSICAL ADVERSITY</b>	<b>Mean Score</b>	<b>VI</b>
1. I experienced being hospitalized due to work – related stress.	1.52	LLA
2. Work adversities caused me physical limitations.	1.39	LLA
3. My current work caused me to have maintenance medications.	1.10	LLA
4. My workload caused me fatigue.	1.81	LLA
5. I have experienced chronic pain due to an activity at work.	1.48	LLA
6. I was sent to the hospital/clinic due to work related injury.	1.13	LLA
7. I was diagnosed by my physician with any form of work related injury.	1.10	LLA
8. My vision was affected due to poor lightning at work.	1.13	LLA

9. My hearing impaired me due to too much noise in my workplace.	1.03	LLA
10. I experienced back pain/leg pain due to the nature of my work.	2.06	MLA
<b>Total Mean Score Physical Adversity</b>	<b>1.37</b>	<b>LLA</b>

*HLA=High Level of adversity      MLA=Medium Level of Adversity      LLA=Low Level of Adversity*

Table 6 shows the result in terms of Physical Adversity that the respondents are having a low-level adversity with the total mean score 1.37 so that means all the employees are in good conditions. But some of the employees experienced pain due to the nature of work. Managers need to evaluate once again the workload of each employees

Resilience can mitigate the negative impacts of situation and workplace adversity on employees. Organization job design, development training, and social support were found to nurture capacity for resilience in employees and assist organization execution (Douglas, S. 2020).

**Table 7**  
*Financial Adversity*

<b>FINANCIAL ADVERSITY</b>	<b>Mean Score</b>	<b>VI</b>
1. My salary does not compensate for my workload.	1.71	LLA
2. I hold more than one position without additional compensation to my basic pay	2.03	MLA
3. I did not receive overtime pay for duty/ies beyond indicated working hours.	1.97	MLA
4. My salary or honorarium is not always on time.	1.35	LLA
5. I have difficulty managing my finances.	1.81	MLA
6. I have a salary deduction which I am not aware of.	1.10	LLA
7. There are no salary distortions in the Restaurant I work in.	1.55	LLA
8. I experienced receiving an annual salary increase.	2.10	MLA
9. My financial status caused me stress and disappointment.	1.39	LLA
10. I have difficulty complying with my financial obligations.	1.55	LLA
<b>Total Mean Score for Financial Adversity</b>	<b>1.65</b>	<b>LLA</b>
<b>Total Mean Adversity</b>	<b>1.71</b>	<b>LLA</b>

*HLA=High Level of adversity      MLA=Medium Level of Adversity      LLA=Low Level of Adversity*

The result shows in terms of Financial Adversity, the respondents are having a low-level adversity with the total mean score 1.65 so it means that the organization provides the proper benefits and salaries of their employees. Compensation is one of the most complex disciplines in the field of talent management, or human resources. Most companies use compensation to help build, motivate and retain a strong, innovative and productive workforce. The ongoing challenge is to balance employee perception while allowing for differentiation of pay across the workforce.

According to (Kadir et. Al, 2019) the positive impact of incentives is used to show employees what the organization wants to achieve and how they rate it. It is used as an effective tool to attract employees because it is seen as important to their work. Those who are fascinating, reliable in the company, and employees who value this type of magnetism will be more fascinated in working than an employee who is merely seeking a regular paycheck. In addition, there are incentives known as performance-based compensation systems, which relate employee's income to success of those people who work prominently.

**Problem No 3. What is the level of Resiliency do Managers Have in the Aspects of:**

- 1. Self-belief**
- 2. Optimism**
- 3. Purposeful Direction**
- 4. Adaptability**
- 5. Ingenuity**
- 6. Challenge Orientation**
- 7. Emotional Regulation**
- 8. Support Seeking**

**Table 8**  
*Level of Resiliency in the Aspect of Self-belief*

<b>SELF BELIEF</b>	<b>Mean Score</b>	<b>Verbal Interpretation</b>
1. I can cope with unexpected situations.	3.29	VHL
2. I have the confidence to deal with any situations I find myself in.	3.65	VHL
3. I believe I can achieve whatever plans I set my mind to.	3.65	VHL

4. I cannot find it easily when things are not working according to the plan.	2.45	MLR
5. I doubt my capability to perform my responsibilities.	1.55	LLR
<b>Total Mean Score Self Belief</b>	<b>2.91</b>	<b>HLR</b>

*VHL=Very High Level of Resiliency, HLR=High Level of Resiliency, MLR=Medium Level of Resiliency, LLR=Low Level of Resiliency*

Table 1 shows the result that the respondents have a High level of resiliency in terms of Social belief with the weighted mean score of 2.91 so that the manager can manage their attitude towards their work. And just like any skill, resilience can be executed and refined over time. Any source of stress — be it financial, emotional or physical — is an opportunity to practice resilience. According to (Dupe, 2015) finding revealed that workplace democracy is significantly associated with employee behavior.

**Table 3**  
*Level of Resiliency in the Aspect of Optimism*

<b>OPTIMISM</b>	<b>Mean Score</b>	<b>VI</b>
1. I have a positive view of life and situations.	3.81	VHL
2. I generally see the negative in situations and expect things to go wrong.	2.23	MLR
3. I believe that things will work well in the end despite challenges.	3.68	VHL
4. I spend time dwelling on things that went wrong.	2.10	MLR
5. I encourage others to think positively in every situation.	3.74	VHL
<b>Total Mean Score of Optimism</b>	<b>3.10</b>	<b>HLR</b>

*VHL=Very High Level of Resiliency, HLR=High Level of Resiliency, MLR=Medium Level of Resiliency, LLR=Low Level of Resiliency*

The table 8 shows the result that the respondents have a High level of resiliency in terms of optimism with the weighted mean score of 3.10 so that the manager can manage their kindness towards their work.

In the new research conducted by (Murphy, 2020) employees engagement is less dependent on managers. Employees with a high level of optimism are much motivated to give their best and

effort at work. The study broadcast that having certain mindsets, like optimism, can expand commitment and happiness at work considerably more than working for a great manager.

According to (Cullen, 2019) optimist people tend to have more successful careers than worry warts. Based on the recent survey done by Harvard Business Review Article pointed out, 40% of employees get promoted and six times are likely engaged at work, and more averse to burn out than their workmates. “A rational optimist is able to see reality for what it is, while maintaining the belief that actions can improve the situation. This solution-focused mindset propels positive action”. This mindset embraces the challenge that derives toward solution.

**Table 9**  
*Level of Resiliency in the Aspect of Purposeful Direction*

<b>PURPOSEFUL DIRECTION</b>	<b>Mean Score</b>	<b>VI</b>
1. I set goals and targets that I’m committed to achieving.	3.71	VHL
2. I operate without clear goals or targets or may be less focused on goals.	1.84	MLR
3. I consistently strive to meet targets and deliverables.	3.32	VHL
4. I do not have clear career goals that I am working at.	1.35	LLR
5. I do not push my colleagues/subordinates to reach beyond expectation.	1.58	LLR
<b>Total Mean Score Purposeful Direction</b>	<b>2.36</b>	<b>MLR</b>

*VHL=Very High Level of Resiliency, HLR=High Level of Resiliency, MLR=Medium Level of Resiliency, LLR=Low Level of Resiliency*

The Table 9 shows the result that the respondents have a medium level of resiliency in terms of purposeful direction with the weighted mean score of 2.36 so that it implies that all the direction was strategized. For the effective service conveyance to be achieved in the hospitality industry, managers must mentor their subordinates on the need to be resilient otherwise, their objectives may not be practicable to achieve. To measure resilience using assessment will be addressed subjects and frustration and a starting point for understanding resilience or collective resilience in the team. (Eketu, 2015).

**Table 10**  
*Level of Resiliency in the Aspect of Adaptability*

<b>ADAPTABILITY</b>	<b>Mean Score</b>	<b>VI</b>
1. I become frustrated and anxious when there are changes in plans or approaches demanded by circumstances.	2.00	MLR
2. I am happy to change plans or priorities if situations/circumstances change.	3.16	HLR
3. I see change as an opportunity rather than a threat.	3.42	VHL
4. I stick firmly to the original approach if it is ineffective.	2.84	HLR
5. I can modify my own behavior if the situation demands it.	3.39	VHL
<b>Total mean Score for Adaptability</b>	<b>2.96</b>	<b>HLR</b>

*VHL=Very High Level of Resiliency, HLR=High Level of Resiliency, MLR=Medium Level of Resiliency, LLR=Low Level of Resiliency*

The Table 10 shows the result that the respondents have a high level of resiliency in terms of adaptability with the weighted mean score of 2.96 so that it implies that all the directions were planned. An individual who demonstrates resilience is one who can cope and adapt in the face of many situations, including traumatic or stressful circumstances. Workplace democracy decreases absenteeism in the workplace and provides room for employee voice. It has been shown that workplace democracy is associated with employee participation and organizational decision-making process (Vidyarthne, Dhammika and Mendis, 2017).

**Table 11**  
*Level of Resiliency in the Aspect of Ingenuity*

<b>INGENUITY</b>	<b>Mean Score</b>	<b>VI</b>
1. I am a creative problem solver and I can find ways out of difficult situations and identify situations.	3.35	VHL
2. I find it difficult to identify solutions to problems, and may come up with limited or obvious solutions.	2.39	HLR
3. My ideas are conventional.	2.84	HLR
4. I tend to come up with the obvious only; not imaginative.	2.58	HLR
5. I think of multiple approaches in solving a problem.	3.48	VHL
<b>Total Mean Score for Ingenuity</b>	<b>2.93</b>	<b>HLR</b>

VHL=Very High Level of Resiliency, HLR=High Level of Resiliency, MLR=Medium Level of Resiliency, LLR=Low Level of Resiliency

The Table 11 shows the result that the respondents have a high level of resiliency in terms of ingenuity with the weighted mean score of 2.93 so that it is often in the process of applying ideas to solve problems or meet challenges. Employees that participate in action learning think to approach problems in new ways. (Carson, 2016) evaluate how action learning can help teams to uncover the fundamental cause of problems and so to create more appropriate solutions in their work “Breakthrough solutions with action learning”. Action learning teams learn how to work together as well as solving problems in a timely manner.

**Table 12**  
*Level of Resiliency in the Aspect of Challenge Orientation*

	<b>Mean Score</b>	<b>VI</b>
1. I tend to stay in my own “comfort zone” and do not actively seek out or enjoy challenging situations.	2.48	HLR
2. I seek out challenging experiences, seeing them as an opportunity to learn and improve.	3.65	VHL
3. I enjoy dealing with new problems encountered in work and life.	3.16	HLR
4. I believe that challenges are part of one’s development.	3.68	VHL
5. I am overly concerned with failure.	3.26	HLR
<b>Total Mean Score for Challenge Orientation</b>	<b>3.24</b>	<b>HLR</b>

VHL=Very High Level of Resiliency, HLR=High Level of Resiliency, MLR=Medium Level of Resiliency, LLR=Low Level of Resiliency

The Table 12 shows the result that the respondents have a high level of resiliency in terms of challenge orientation with the weighted mean score of 3.24 so that it is often in the process of applying ideas to solve problems or meet challenges. Workplace democracy also engenders employee self-esteem, job satisfaction, work enrichment and recognition. (Armin, et. al2012; Dupe, 2015; Ome-Egeonu & Lawrence, 2017; Stanley & John, 2018).

**Table 13**  
*Level of Resiliency in the Aspect of Emotional Regulation*

<b>EMOTIONAL REGULATION</b>	<b>Mean Score</b>	<b>Verbal Interpretation</b>
1. I tend to find difficult situations stressful.	2.58	HLR
2. I tend to stay calm even in the most difficult situations.	3.39	VHL
3. I find it hard to control my own emotions.	2.45	HLR
4. I easily panic when there are irregularities.	1.97	HLR
5. I tend to make good decisions even when pressured.	3.39	VHL
<b>Total Mean Score for Emotional Regulation</b>	<b>2.75</b>	<b>HLR</b>

*VHL=Very High Level of Resiliency, HLR=High Level of Resiliency, MLR=Medium Level of Resiliency, LLR=Low Level of Resiliency*

TheTable 13 shows the result that the respondents have a high level of resiliency in terms of emotional regulation with the weighted mean score of 2.75 so that the respondents can handle stress and can manage their emotion. American Psychological Association (2014) perceived resilience as the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress. Employee resilience was drawn from organizational resilience which is the ability of an enterprise to absorb strain and at the same time function effectively (Sutcliffe and Vogus, 2003).

**Table 14**  
*Level of Resiliency in the Aspect of Support Seeking*

<b>SUPPORT SEEKING</b>	<b>Mean Score</b>	<b>VI</b>
1. I am comfortable talking to others about issues and asking others for support with difficulties.	3.45	VHL
2. I am reluctant to talk to others about problems and prefer to work through.	2.90	HLR



3. I apply proper timing and judgment when seeking help to others.	3.32	VHL
4. I refuse to help others.	1.94	HLR
5. I have a good support network in my department.	3.55	VHL
<b>Total Mean Score for Support Seeking</b>	<b>3.03</b>	<b>HLR</b>

*VHL=Very High Level of Resiliency, HLR=High Level of Resiliency, MLR=Medium Level of Resiliency, LLR=Low Level of Resiliency*

The Table 14 shows the result that the respondents have a high level of resiliency in terms of support seeking with the weighted mean score of 3.03 so that the respondents have good teamwork in their job/organization. Workplace democracy implies encouraging employees to contribute positively to organizational decision making. It is also the right to employees' citizenship (Singh, 2013).

**Problem No 4. Is there significant relationship between the respondents profile in their level of:**

- a. Workplace adversity
- b. Resiliency

**Table 15**  
*Relationship between Demographic Profile and Workplace adversity*

PROFILE		Work place Adversity	DECISION
<b>Age</b>	Pearson Correlation	.079	
	<b>Sig. (2-tailed)</b>	<b>.672</b>	<b>ACCEPT NULL</b>
	N	31	
<b>Length of years in the position/designation</b>	Pearson Correlation	-.100	
	<b>Sig. (2-tailed)</b>	<b>.592</b>	<b>ACCEPT NULL</b>
	N	31	
<b>Length of service in the organization</b>	Pearson Correlation	.000	
	<b>Sig. (2-tailed)</b>	<b>.999</b>	<b>ACCEPT NULL</b>
	N	31	

Table 15 shows that there is no significant relationship between the profile and the workplace adversity factors of the respondents. This may imply that age, length of years in the

position/designation and length of service in the organization has no significance relationship in workplace adversity such as emotional, physical and financial adversity.

**Table 16**  
*Relationship between Demographic Profile and Resiliency*

PROFILE		Resiliency	DECISION
<b>Age</b>	Pearson Correlation	.294	
	<b>Sig. (2-tailed)</b>	.109	<b>ACCEPT NULL</b>
	N	31	
<b>Length of years in the position/designation</b>	Pearson Correlation	.059	
	<b>Sig. (2-tailed)</b>	.752	<b>ACCEPT NULL</b>
	N	31	
<b>Length of service in the organization</b>	Pearson Correlation	.092	
	<b>Sig. (2-tailed)</b>	.622	<b>ACCEPT NULL</b>
	N	31	

Table 16 presents that there is no significant correlation between the profile and the resiliency factors of the respondents. This may imply that age, length of years in the position/designation and length of service in the organization has no significance correlation in resiliency in terms of Self-belief, Optimism, Purposeful direction Adaptability, Ingenuity, Challenge orientation, Emotional regulation and Support seeking.

## V. DISCUSSION

The main objective of this study is to determine the managerial adversities in the restaurant sector of Tagaytay City: An input towards building resilient leaders in the midst of pandemic.

The important result of this study discussed and evaluated the statement of the problem of this study. First, what is the demographic profile of the respondents in terms of the following: age, gender, length of service in the position and in the organization.

In terms of age, the majority of the respondents are 28-32 and 33-37 years old. It implies that the majority of the respondents are professionals. For the gender of the respondent's majority of the respondents are female. It implies that the women are more vigorous nowadays. Hive cites

research that found out that it has to do with the kind of work allotted to them, noting that, "women are assigned and spend more time on non-promotable tasks than men [our emphasis]. These non-promotable tasks are any activity that is beneficial to the organization, but does not contribute to career advancement." So basically, things men don't want to do are being handed to women. (Berman, 2018)

The respondents Length of Years in the Position/Designation. 4-7 years serving in the company. It implies that the employees are in a median job duration in the organization. Most experts identify employee's loyalty as someone who has a positive behavior and attitude, does what they desire and it's credible (Gargouni, 2017; Janson & Wiklund, 2019; Tomic et al. 2015). Clearly, the majority of the respondents are below 4-7 years in the company and it inferred that the employees are satisfied in their organization and they can stay in the organization at this time of pandemic. (Douglas, 2020) found out that salary compensation is not the main reason why employees stay in the organization. He discovered that the main reason why employees stayed is because of the perceived level of emotional investment, the work itself, benefits and employees relationship.

Second, determining the level of workplace adversities experienced by the managers in terms of Emotional, Physical and Financial. For the emotional, some of the employees experience a high level of adversity when it comes to turn over, kitchen staff, dining staff, and training of employees, employee's schedule, and health safety standards. So managers try to understand that there are mistakes or difficulties in those said indicators. This study provides understanding about the efficacy of a work-based intervention to enhance resilience on reducing workplace adversity in a stressful and challenging workplace. But it implies that they can manage their emotions when it comes to the situation they experience or face. Some of the employees became irritated because of their feeling and emotion but managers' attitude must be always objective. Need to understand the manager and his/ her employees when it comes to emotional adversity. In terms of Physical Adversity, the respondents are having a low-level adversity but some of the employees experienced pain due to the nature of work. Managers need to evaluate once again the workload of each employee. According to (Douglas, S. 2020) Resilience can mitigate the negative impacts of situation and workplace adversity on employees. Organization job design, development training, and social support were found to nurture capacity for resilience in employees and assist

organization execution. And for the Financial Adversity the managers experienced a low-level adversity and it means that the organization provides the proper benefits and salaries of their employees. Compensation is one of the most complex disciplines in the field of talent management, or human resources. Most companies use compensation to help build, motivate and retain a strong, innovative and productive workforce.

Third is to identify the level of resilience's do managers in terms of the following aspect; The managers are having a high level of resiliency in terms of Social belief and just like any skill, resilience can be executed and refined over time. Any source of stress — be it financial, emotional or physical — is an opportunity to practice resilience. According to (Dupe, 2015) finding revealed that workplace democracy is significantly associated with employee behavior.

Next is optimism, managers have a high level of resiliency so that the manager can manage their kindness towards their work. In the new research conducted by (Murphy, 2020) employees engagement is less dependent on managers. Employees with a high level of optimism are much motivated to give their best and effort at work. The study broadcast that having certain mindsets, like optimism, can expand commitment and happiness at work considerably more than working for a great manager. Managers have a medium level of resiliency in terms of purposeful direction that implies that all the direction was strategized. For the effective service conveyance to be achieved in the hospitality industry, managers must mentor their subordinates on the need to be resilient otherwise, their objectives may not be practicable to achieve. To measure resilience using assessment will be addressed subjects and frustration and a starting point for understanding resilience or collective resilience in the team. (Eketu, 2015)

Managers experienced a high level of resiliency in terms of adaptability it inferred that all the direction was planned. An individual who demonstrates resilience is one who can cope and adapt in the face of many situations, including traumatic or stressful circumstances. Workplace democracy decreases absenteeism in the workplace and provides room for employee voice. It has been shown that workplace democracy is associated with employee participation and organizational decision-making process (Vidyarthne, Dhammika and Mendis, 2017).

Having a high level of resiliency in terms of ingenuity that the managers experienced means that it is often in the process of applying ideas to solve problems or meet challenges. (Carson, 2016) evaluate how action learning can help teams to uncover the fundamental cause of

problems and so to create more appropriate solutions in their work “Breakthrough solutions with action learning”. Action learning teams learn how to work together as well as solving problems in a timely manner.

High level of resiliency in terms of challenge orientation so that it is often in the process of applying ideas to solve problems or meet challenges. Workplace democracy also engenders employee self-esteem, job satisfaction, work enrichment and recognition. (Armin, et al2012; Dupe, 2015; Ome-Egeonu & Lawrence, 2017; Stanley & John, 2018)

For emotional regulation managers experienced a high level of resiliency so that the respondents can handle stress and can manage their emotion. American Psychological Association (2014) perceived resilience as the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress. Employee resilience was drawn from organizational resilience which is the ability of an enterprise to absorb strain and at the same time function effectively (Sutcliffe & Vogus, 2003).

And a high level of resiliency in terms of support seeking the managers to have good teamwork in their job/organization. Workplace democracy implies encouraging employees to contribute positively to organizational decision making. It is also the right to employees’ citizenship (Singh, 2013).

Clearly, the results of the study state that there is no significant relationship between demographic profile of the respondents and workplace adversity. This may conclude that regardless of gender, age, length of the service and length of the position in the organization, have no significant difference with the workplace adversities. And also, there is no significant correlation between the profile and the resiliency factors of the respondents. This may imply that age, length of years in the position/designation and length of service in the organization has no significance correlation in resiliency in terms of Self-belief, Optimism, Purposeful direction Adaptability, Ingenuity, Challenge orientation, Emotional regulation and Support seeking. And it also imposed that there is no significant correlation between the profile and the resiliency factors of the respondents. This may imply that age, length of years in the position/designation and length of service in the organization has no significance correlation in resiliency in terms of Self-belief, Optimism, Purposeful direction Adaptability, Ingenuity, Challenge orientation, Emotional regulation and Support seeking.

The study contributes to our understanding of the importance of workplace adversity inside of the management and organization. Chances are, like many people, you imagine that the key to success at work is intelligence or going above and beyond the demands of the role such as working extra-long hours or taking on extra commitments.

This study is more beneficial to the Restaurant Managers to have enough ideas to operate and manage the store efficiently and effectively. This research will help the customer to express their perspective and outlook from particular situations; to the Establishments (Restaurant) this research can give knowledge on what problems might arise that will affect their establishments as well as the impact of it to their businesses. To the future researchers this research can provide related information for the development and continuation of the study. This research was conducted to determine the insights and perspective of the Managers in selected restaurants in Tagaytay City. The research will also focus on the workplace adversity and resilience of managers in many aspects. This research took managers who were willing to participate in this conducted study in selected restaurants in Tagaytay City. This study also contains personal information of the respondents. The time frame of this study is from January to May of the academic year 2020-2021. This research will not cover the complaints of the customers regarding the other services that the restaurant offers such as the food and beverages. This research is limited to the availability of the researchers to gather information as well as to the participants. Some limitations researchers encountered are limited numbers of participants due to the closure of some restaurants, limited number of new studies related to our topic and limited face to face interaction to gather data.

These findings recommend several courses of action for the restaurant manager includes; Restaurant managers may apply study findings to build resilient leaders and enhance managerial leadership amidst the covid19 pandemic. Recommendations for action may extend beyond the pandemic failure situations and lead to increased employee competence. Competent employees are a critical success factor to business organizations such as local restaurants (Pelit et al., 2011). Managers need to hire more skilled professionals to do work with a heart. The recommendation for further research is to create a simulated test training program to identify the level of restaurant manager's adaptive performance in response to COVID-19 pandemic. The researchers also recommend having enough training such as seminars and webinars to have enough knowledge on how the employees handle or address the problem that occurs in this pandemic. Researchers also recommend to the Restaurant managers to apply study findings to increase self-efficacy and

enhance managerial leadership skills amidst the covid19 pandemic. Researchers also recommend to the management to have a confession/suggestion box where all employees from higher to low position can express their ideas, opinion and knowledge to improve the workplace.

The study recommendation to the restaurant managers, leaders and owners is that, in order to ensure this, restaurant owners and managers need to focus on resilience and agility. Resilience in this context refers to the “ability to effectively absorb, develop situation-specific responses to, and ultimately engage in transformative activities to capitalize on disruptive surprises that potentially threaten organization survival”. Agility may be defined as “the ability to recognize unexpected changes in the environment and appropriately respond in a swift and efficient manner, by utilizing and reconfiguring resources”. It is worth mentioning that these definitions are not exhaustive, and a variety of models approach the terms differently. However, their conceptualizations are always interlinked and focus on the idea of continuous improvement through adaptability and robustness.

Resilience and agility may be developed and propelled strategic management and foresight, human capital, diversity and leadership, collaboration and partnerships and technology and innovation. Investments in these pillars will support and aid overall crisis management and assist in the containment and successful navigation of evolving threats.

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Workplace democracy and employee resilience in Nigerian hospitality industry Friday Ogbu Edeh<sup>1</sup>, Joy Nonyelum Ugwu<sup>2</sup>, Isaac Monday Ikpor<sup>3</sup>, Chimeziem Gabriela Udeze<sup>4</sup>, Victoria Onya Ogbu<sup>5</sup>

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## Exploring Curriculum Skills-Based Readiness among Hospitality Students: A Mixed Method Design

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### I. ABSTRACT

The output of this study has determined the level of readiness of Hospitality students when classified by school type, level of accreditation, and TESDA certification, as well as the primary hiring preference of Hospitality operators from hospitality graduates. The quantitative and qualitative approaches were used in this study. Convergent Parallel Design implies that the researchers conduct the quantitative and qualitative elements of the research process concurrently, consider the methods equally, analyze the two components independently, and interpret the results together. This study had 3 participants in three different restaurants and hotels in Tagaytay City. Sixty-five students from both public and private schools were interviewed about their perspectives. This study was conducted from January 2020 to May 2021. This study analyzed how current hospitality programs help students prepare for future careers in the hospitality industry. In other words, the study seeks to determine how the hospitality curriculum can develop students' readiness from their perspectives. When it comes to readiness, whether a student attends a public or private school and the level of accreditation at their school make no difference. Obtaining a TESDA National Certification made a significant difference in preparing a student to face the real world. The researchers recommend that the academe be able to recommend to the students in valuing their education at the course they have chosen since it is what most hospitality operators look for. Hospitality operators have recommended industry-driven education for the enhancement of the HR/HRM curriculum. While the researchers would like to recommend students of the hospitality industry to be currently in line with their field of course by taking up seminars, webinars, conferences, training, workshops, programs, etc., that may help develop oneself. An example of a practical, economical, efficient, and realistic program is TESDA.

**Keywords:** *Curriculum skill-based, hospitality, enhancement, improvements, students*

## II. INTRODUCTION

The hospitality and Tourism Industry in the world economy plays a significant role as the biggest income contributor. (Baruc, 2016). According to DOT, the hospitality industry's contribution to the stable economic growth of the Philippine Hospitality and Tourism industry has vowed to expand engagement with the private sector over the years.

Educational Institutions have been loaded with the responsibility of preparing students for a successful career in the hospitality industry. They need to respond to the employment demands of the industry. In order to give graduates a better chance to meet the desired demands of the hospitality industry, educators must incorporate these into the curriculum. For student readiness, the curriculum skills have a significant contribution to their level of preparedness. (Min et al., 2016; Cueto, 2016). The hospitality graduate's retention rises in the industry because they are given priority during the hiring process. Promising candidates must have a formal hospitality education and at least helpful knowledge. To make sure the changeable needs of the industry, continuous cooperation between the educators and persons from the industry is essential. (Baruc, 2018; Sarkodie & Adom, 2015). Hospitality graduates complete their programs with the fundamental knowledge that suitable employees should have. However, do not acquire the skills that a potential employee should show upon graduation by combining the information and applying it to everyday situations in the workplace. (Ryan, 2016).

Hospitality Professionals expressed strong characteristics to hire fresh graduates with the proper education and have hands-on experience. They expected that candidates who work in the industry must be ready to embrace the workplace's diversity confidently. (Espellita & Maravilla, 2019; Baruc, 2018) The potential future employee must have a heart and hand." (Kralj & Croatia, 2018).

As an applied discipline, hospitality education has a close and robust linkage with its industry to educate hospitality students by keeping abreast with the current industry trends (Goodman & Sprague, 1991). However, a shortage of skilled and specialized labor has been an ongoing issue in the hospitality industry. The growing demand for hospitality workers and a shortage of skilled and specialized labor can be translated into a growing demand for hospitality educational programs to adequately prepare the workforce to meet present and future demands in this enormous industry.

Every industry has its own particular essential needs that prospective workers in that industry should possess. These essential needs are needed for the efficient functioning of the prospective worker and to make him/her more productive. However, when it comes to working effectively in the industry in which they have been trained to work, graduates of tourism/hospitality are said to be incapacitated. (Sarkodie & Kwaedome, 2015). Due to sudden changes in the hospitality industry, there is a need to determine the level of competence that graduating students in hospitality education must acquire before entering a real-world with significant value interests of the employer. (Vera no, 2016).

It is often stressed that industry involvement is vital in hospitality curriculum assessment as hospitality education is heavily linked to the industry. The viewpoints of educators solve this problem as industry experience is the prime requirement for jobs in the academic hospitality world. In that aspect, the educators are better positioned to evaluate because they can interpret both sides of the coin: the academics and the industry. Thus, curriculum assessment in hospitality education should involve both the learners' perspectives and the knowledge providers who are experts in both industry and academia. However, faculty members can also lack specific knowledge about the curriculum outside their teaching emphasis and thus might not be accurate judges of student preparedness outside their area of expertise.

Moreover, their level of judgment of student preparedness from their area can be highly biased because they are the ones who are delivering the learning to the students. Students, on the other hand, can best judge their level of preparedness because they are the ones who are going through the process of learning being part of the curricula. Faculty can, therefore, judge specific generic and fundamental skills of the students but not the specific skills taught in the curriculum.

This research determined the respondents' demographic profile, the types of and the level of accreditation of the school of the respondents, the level of readiness of hospitality students when grouped according to the type of the following: type of school, level of accreditation, and TESDA certification. The main hiring preferences of Hospitality Operators to the primary profile of the respondents - the Hospitality Operators' recommendation for the curriculum enhancement an intervention scheme is proposed based on the study's findings.

### **III. METHODOLOGY**

#### **Convergent Parallel Design**

This study used a convergent parallel design which implies that the researchers, at the same time, conduct the quantitative and qualitative elements in the same period of the research process, consider the methods equally, analyze the two components independently, and interpret the results together (Creswell & Pablo-Clark, 2011). The data collected from qualitative and Quantitative results were compared and related, then explained as a final result.

#### **Quantitative Approach**

The study used descriptive research, which is designed for the researchers, to determine the readiness of our respondents/participants by exploring curriculum skills-based. The descriptive research method describes the nature of activation as it exists at the time of the study, explores causes of particular phenomena, and involves the collection of data in order to test the hypothesis or to answer concerning the current status of the subject of the study. The study would be presented in numerical form based on the quantitative method. The respondents were chosen with the use of Quota Sampling and Purposive Sampling. Quota sampling is a non-probability sampling technique wherein the assembled sample has the same proportions of individuals as the entire population for known characteristics, traits, or focused phenomena. In contrast, Purposive sampling, also known as judgmental, selective, or subjective sampling, is a type of non-probability sampling technique. (McCombes, 2020).

The data for this research were collected from the respondents using the self-made survey questionnaire. The primary tool is the adapted survey questionnaire, and the secondary tool is the books, journals, articles, and some literature to gather information, which consists of two parts. Part A is the profile of respondents in terms of the following: type of school, level of accreditation, and TESDA certification. Part B is hospitality students' readiness level associated with utilizing the BS Hospitality Management Program Outcomes performance indicators. It was distributed using Google form to the respondents currently taking HRM/HM and enrolled in both public and private schools.

The data was collected and treated using frequency and percentage for the profile of the respondents and weighted mean for the level of readiness of hospitality students.

To determine the respondents' level of readiness, the following measures were used:

<b>Numerical Ratings</b>	<b>Verbal Interpretation</b>
11.78 - 13.00	<i>Exceptionally Ready</i>
10.50 - 11.77	<i>Completely Ready</i>
2.35 - 3.00	<i>Very Ready</i>
1.68 - 2.34	<i>Ready</i>
1.00 - 1.67	<i>Not Ready</i>

### **Qualitative Approach**

This approach entails gathering and evaluating non-numerical data in order to comprehend concepts, ideas, or experiences. It can be utilized to get an in-depth understanding of a subject or to develop fresh research ideas. Quantitative research involves gathering and analyzing numerical data for statistical analysis, whereas qualitative research does not. (Bhandari, 2020).

An in-depth interview is one of the main methods of data collection used in qualitative research, also known as unstructured interviews. Legard et al. (2003) described the interview method as ‘conversation with a purpose. Classic ethnographers such as Malinowski emphasized the importance of talking to people to understand their points of view.

The researchers asked the participants to give their contact details and set an available schedule to do the interview. After confirmation of the interview date, the researchers asked the participants a set of open-ended questions.

The researchers provided a set of guide questions for the interview. The first set of guide questions is for the Hospitality Operators that focus on their experiences in the Hospitality Industry. The guide questions of this research are supported by the literary reviews and are connected to the problem statement.

Thematic Analysis (TA) is a widely-used qualitative data analysis method. It is one of a cluster of methods that focus on identifying patterned meaning across a data set. (Braun & Clarke, 2011) The thematic analysis describes an iterative process of going from messy data to a map of the most important themes in the data.

The data gathered was transcribed. The researchers assign preliminary codes to the data to describe the content, search for patterns or themes in codes across the different interviews, review themes, define and name themes and produce the report.

The researchers were aware that privacy and prudence should be maintained during interviews and that moral rules and professional codes of conduct should be applied to the

collection, analysis, reporting, and publication of information about research subjects, in particular active acceptance of subjects' right to privacy, confidentiality, and informed consent. The norms of ethics were followed. (Bella, 2019).

Autonomy. Before the beginning of the study, the researchers obtained informed consent from the subjects. In order to obtain informed consent for a research project, researchers and study participants must communicate openly and honestly. According to researchers, individuals should make their own educated decisions on whether or not to participate in the study. Before gathering actual data, the researchers described the research's goal and description and got informed consent.

The participants' identities were protected, and they were free to participate for the study duration. As a result, the researchers informed the participants before and during the data collection that the information acquired would be kept confidential and that codes would be supplied to protect their anonymity. The researchers also reminded them that they are not compelled to participate and that they can withdraw from the study if they feel uncomfortable.

The researchers retained the veracity of the statements that Data Veracity is universal, which is how accurate or honest a data collection may be throughout the study process. However, in the context of big data, it has a different connotation. When it comes to the exactness of big data, it is not just about the data type but also about how reliable the data source, type, and processing are. Bias, irregularities or inconsistencies, duplication, and instability are only a few factors that improve the accuracy of extensive data.

#### **IV. RESULTS**

This chapter shows how the researchers assessed based on the findings gathered from the primary data supported by secondary data: the one-on-one interview with the participant.

##### **Problem No. 1 What is the profile of the respondent in terms of:**

- 1.1 Type of School
- 1.2 Level of Accreditation
- 1.3 TESDA National Certification Integration

**Table 1**  
*Type of School*

		Frequency	Percent	Cumulative Percent
School	Public	50	76.9	76.9
	Private	15	23.1	100.0
	Total	65	100.0	

Table 1 shows that 76.9 % of the respondents are from public school while 23.1% belong to private school. Data indicate that the majority of the respondents are enrolled in public school

**Table 2**  
*Level of Accreditation*

		Frequency	Percent	Cumulative Percent
<b>Level of Accreditation</b>	Level 1	50	76.9	76.9
	Level 2	15	23.1	100.0
	Total	65	100.0	

Table 2 shows that 76.9 % of the respondents are enrolled in school with level 1 level of accreditation, while 23.1% belong to level 2. Data indicates that all of the respondents are enrolled in a school who acquired voluntary accreditation.

Level 1 means that there will be on-site visitors in the institution seeking accreditation. If the institution receives positive feedback, that institution is granted a Level 1. The findings are passed to FAAP and then endorsed to CHED. This level is good for two years. This level consists of 1) Full administrative deregulation, 2) Financial deregulation in terms of setting of tuition and other fees, 3) Authority to revise the curriculum without CHED approval; 4) Priority in the awards of grants/subsidies or funding assistance from CHED/Dep- Ed, which is good than nothing at all.

Accreditation is about monitoring and evaluating internal processes that will eventually lead to a higher quality of education. CHED implemented a reform to enable students and graduates to gain expertise and improve skills, increasing productivity and global competitiveness. Suppose the government wants to step up the value chain beyond manufacturing processes by



cultivating pools of well-educated employees who can perform numerous and dynamic tasks and adapt to changing conditions. In that case, this policy direction is a critically working world that is constantly changing and evolving. (World Bank, 2011)

**Table 3**  
*TESDA National Certification*

		<b>Frequency</b>		<b>Percent</b>	<b>Cumulative Percent</b>
<b>National Certification TESDA</b>	Without Certification	28	43.1	43.1	
	With Certification	37	56.9	100.0	
	Total	65	100.0		

Table 3 shows that 43 % of the respondents have no TESDA certification yet, but 56.9% are with TESDA Certification.

Not all schools offer the TESDA National Certificate Program. However, some schools require students to take up TESDA Programs on a particular course. Most likely, HM students are mandated to acquire a National Certificate from TESDA since it is a form of training. Also, the certificate which they received is accepted internationally.

National Certificates and Diplomas have expertise and information that meet unit and achievement requirements that are nationally recognized. The qualifications and diplomas require skills and experience that a business or employer requires (National Certificates & National Diplomas, 2015).

**Problem No. 2 What is the Hospitality students' level of Curriculum Skills-Based Readiness when grouped according to:**

**2.1 Public and Private**

**2.2 With Accreditation**

**2.3 With TESDA Certification?**

**Table 4***Level of Curriculum Skills-Based Readiness Between Public and Private Hospitality Students*

<b>Indicator</b>	<b>Public Mean Score</b>	<b>V.I</b>	<b>Private Mean Score</b>	<b>V.I</b>
1. Demonstrate knowledge of tourism industry, local tourism product and services	2.34	<b>R</b>	2.13	<b>R</b>
2. Interpret and apply relevant laws related to tourism industry	2.14	<b>R</b>	2.20	<b>R</b>
3. Observe and perform risk mitigation activities	2.14	<b>R</b>	2.20	<b>R</b>
4. Utilize information technology applications for tourism and hospitality	2.22	<b>R</b>	2.27	<b>R</b>
5. Manage and market a service-oriented business organization	2.32	<b>R</b>	2.27	<b>R</b>
6. Demonstrate administrative and managerial skills in a service-oriented business organization	2.26	<b>R</b>	2.27	<b>R</b>
7. Prepare and monitor industry specific financial transaction and reports	2.24	<b>R</b>	2.00	<b>R</b>
8. Perform human capital development functions of a tourism-oriented organization	2.22	<b>R</b>	2.00	<b>R</b>
9. Utilize various communication channels proficiently in dealing with guests and colleagues	2.28	<b>R</b>	2.40	<b>V.R</b>
10. Produce food products and services complying with enterprise standards	2.50	<b>VR</b>	2.47	<b>V.R</b>
11. Apply management skills in F & B service and operations	2.60	<b>VR</b>	2.60	<b>V.R</b>
12. Perform and provide full guest cycle services for front office	2.36	<b>VR</b>	2.40	<b>V.R</b>
13. Perform and maintain various housekeeping services for guest and facility operations	2.58	<b>VR</b>	2.33	<b>R</b>
14. Plan and implement a risk management program to provide a safe and secure workplace	2.48	<b>VR</b>	2.33	<b>R</b>

15. Provide food and beverage service and manage the operation seamlessly based on industry standards	2.54	<b>VR</b>	2.33	<b>R</b>
<b>Total Mean Score ==&gt;</b>	<b>2.34</b>	<b>VR</b>	<b>2.29</b>	<b>R</b>

Table 4 shows the curriculum skill-based readiness of the hospitality students in terms of the type of school they belong to. In public school, they are ready with an average mean score of 2.34, while in private school, they say that they are ready with a total mean of 2.29.

There is not much difference, which means that the type of school does not matter since the curriculum offered for HM/HRM courses is almost the same for both public and private schools, but the students themselves matter because of their dedication and willingness to become ready. Often, the successes of public schools are unnoticed. A variety of academic sources show that public school results are equally acceptable, if not better than, those of private schools. (Scheper, 2013)

**Table 5**

*Level of Curriculum Skills-Based Readiness of Hospitality Students According to Level of Accreditation and TESDA National Certification*

<b>Indicator</b>	<b>Level 1 Mean Score</b>	<b>V.I</b>	<b>Level 2 Mean Score</b>	<b>V.I</b>	<b>Without TESDA NC Mean Score</b>	<b>V.I</b>	<b>With TESDA NC Mean Score</b>	<b>V.I</b>
1. Demonstrate knowledge of tourism industry, local tourism product and services	2.19	<b>R.</b>	2.37	<b>V.R</b>	2.25	<b>R.</b>	11.61	<b>C.R</b>
2. Interpret and apply relevant laws related to tourism industry	2.04	<b>R.</b>	2.24	<b>R.</b>	2.04	<b>R.</b>	11.27	<b>C.R</b>
3. Observe and perform risk mitigation activities	2.04	<b>R.</b>	2.24	<b>R.</b>	2.07	<b>R.</b>	10.50	<b>C.R</b>
4. Utilize information technology applications for tourism and hospitality	2.07	<b>R.</b>	2.34	<b>R.</b>	2.14	<b>R.</b>	11.77	<b>C.R</b>
5. Manage and market a service-oriented business organization	2.19	<b>R.</b>	2.39	<b>V.R</b>	2.32	<b>R.</b>	11.36	<b>C.R</b>

6. Demonstrate administrative and managerial skills in a service-oriented business organization	2.19	<b>R.</b>	2.32	<b>R.</b>	2.25	<b>R.</b>	11.01	<b>C.R</b>
7. Prepare and monitor industry specific financial transaction and reports	2.11	<b>R.</b>	2.24	<b>R.</b>	2.18	<b>R.</b>	10.62	<b>C.R</b>
8. Perform human capital development functions of a tourism-oriented organization	2.00	<b>R.</b>	2.37	<b>V.R</b>	2.04	<b>R.</b>	11.78	<b>E.R.</b>
9. Utilize various communication channels proficiently in dealing with guests and colleagues	2.22	<b>R.</b>	2.37	<b>V.R</b>	2.21	<b>R.</b>	11.70	<b>C.R</b>
10. Produce food products and services complying with enterprise standards	2.37	<b>V.R</b>	2.58	<b>V.R</b>	2.54	<b>V.R</b>	12.41	<b>E.R.</b>
11. Apply management skills in F & B service and operations	2.52	<b>V.R</b>	2.66	<b>V.R</b>	2.71	<b>V.R</b>	12.51	<b>E.R.</b>
12. Perform and provide full guest cycle services for front office	2.37	<b>V.R</b>	2.37	<b>V.R</b>	2.39	<b>V.R</b>	11.36	<b>C.R</b>
13. Perform and maintain various housekeeping services for guest and facility operations	2.44	<b>V.R</b>	2.58	<b>V.R</b>	2.68	<b>V.R</b>	11.67	<b>C.R</b>
14. Plan and implement a risk management program to provide a safe and secure workplace	2.30	<b>R.</b>	2.55	<b>V.R</b>	2.39	<b>V.R</b>	12.30	<b>E.R.</b>
15. Provide food and beverage service and manage the operation seamlessly based on industry standards	2.48	<b>V.R</b>	2.50	<b>V.R</b>	2.57	<b>V.R</b>	12.21	<b>E.R.</b>
<b>Total Mean Score ==&gt;</b>	<b>2.23</b>	<b>R</b>	<b>2.40</b>	<b>VR</b>	<b>2.31</b>	<b>R</b>	<b>11.60</b>	<b>C.R</b>

Table 5 shows the result of the level of curriculum skill-based readiness of hospitality students in terms of the level of accreditation of their school and TESDA National Certificate.

At level 1, they are ready with an average mean score of 2.23, while in level 2, they are very ready with a total mean of 2.40. While students without certificates yet are ready with a total mean score of 2.31, and certificate holders are completely ready with a total mean of 11.60 to face the hospitality industry.

Hospitality curricula have been analyzed from the perspectives of educators, industry professionals, and students. As hospitality education is closely related to the hospitality industry, a competency needs approach is often used when assessing the curriculum. Most studies involving needs assessment in the hospitality industry are conducted mainly to analyze the industry expectations and students' perceived level of readiness with a little work that considers hospitality educators' expectations. (Michlitsch & Sidle, 2002).

Many studies have identified key competencies and skills needed in the hospitality industry. So that competence is defined as the ability to use skills and knowledge effectively to achieve a purpose (Borthwick, 1993).

## **Qualitative Result**

### **Problem No. 3 What is the main hiring preference of Hospitality Operators from hospitality graduates?**

#### **THEME 1: EDUCATIONAL ATTAINMENT**

This theme pertains to the job qualification of the applicants as set by the Hospitality operators.

#### **Participant 1**

*“Depende kasi sa position. Just for example when we hire kasi hospitality yan eh... So, when it comes to educational attainment depende yun kung anong position, anong designation... we need to find and look for ah, graduate students, I mean for your first graduate applicant and then with experience na connected sa hospitality... kung high school graduates lang and advantage kasi yung vocational, yung mga nasa college level... So, we are requiring like yung of*

*course, the personality, 'yung good in verbal communication. That's number one as well, kasi they usually handle talaga ng ano... more on like customer service. You cannot hire people na may attitude, snobbish or ano... uhmm... introvert... Yung academic, hmm... background naman, depende yun sa category. Uhmm... experience, of course, ahmm... advantage din yun. And ah, kung wala talaga naman, nakikita mong pwedeng I-train 'tong tao na ito, we can provide trainings for you..."*

### **Participant 2**

*"Sa educational attainment naman naghihire kami, hmm... Okay lang naman na High School graduate sa 'min pero pina-prioritize pa rin naming 'yung mga college graduate."*

### **Participant 3**

"... Aside from academic, ahh, I see to it na 'yung experiences niya through OJT, kasi 'yun ang uso ngayon lalo sa hospitality na katulad ninyo nag o-OJT. So, basically, I look for experiences ng mga newcomer ng hospitality industry."

After asking the participants what the main preferences in hiring hospitality operators are, the result reveals that most of the participants from the different clusters assess the applicant on their qualification as become the employee of their respective restaurant aside from qualifications, they also look at the experiences of the applicant and of course, the pleasing personality of the applicant. Above all, hospitality operators prefer applicants who have graduated from the hospitality course related to the position applied for.

These positions require excellent customer service skills, attention to detail, teamwork, and good personal grooming. Creative problem-solving (because travelers sometimes have unexpected problems) and a thorough knowledge of local resources and attractions are also important. (Doyle, 2019).

Based on the research of Schoffstall (2013), they aimed to define the distinguishing attributes of an ideal hospitality employee and their views on the challenges involved in recruiting quality employees. Employers' top three expectations were punctuality, strong interpersonal

communication skills, a positive attitude, and dependability and accountability, which is what some of the hospitality operators have told us during the interview.

## **THEME 2: DEVELOPMENT OF SOFT SKILLS**

This theme refers to the hospitality operators' preferences in terms of interpersonal attributes of hospitality graduates that complement their hard skills in the workplace.

### **Participant 1**

*“For sure it’s the educational attainment, kasi when we have the ranking kailangan ng promotions mo, titingnan mo yung educational background. Ahmm... I’m not saying na eto ka lang... from the hospitality sector, of course, we need to look for... Hindi lang naman basta siya experiences, yung adaptation is not enough.”*

### **Participant 2**

*”Ang pinakamahalaga samin which is lagi naming tinitingnan pag may nagte-training is yung attitude nila and the way hmmm... anong tawag dun, yung eagerness nila para matuto sila un sa job... Kasi as fresh graduates, wala pa naman, hindi pa naman kami nag e-expect na may alam na agad...”*

### **Participant 3**

*“Hmm... attitude talaga ang isa sa pinakamahalaga sa isang bagong hired na empleyado. Isa yun sa tinitingnan ko talaga ang attitude towards work kasi yung ahh, experiences madali naman ituro yan eh... Sa hands on naman yung bilang Manager kasi ahhh, I prefer na yung mga Supervisors ko at Captain Waiters ko ang in charge with regards sa training, so pagdating ng mga bagong empleyado, so, hindi naman tayo kaagad natin jina-judge yung kilos nila. So, may series of training ‘yan, at least one week na ma-train siya at nakitaan natin ng potential... Binibigay natin yung tiwala sa kanila ahh, pero after a month evaluation ‘yan.”*

According to the participants' statements, they look at the educational attainment of every applicant, and the most important thing is the attitude and belief of every applicant in the hospitality industry.

Personal attributes are also known as soft skills. Technical skills and credentials will get an individual's resume noticed and open the door for an interview, but the soft skills will convince the interviewer that he/she is the right person for the job. They are called "soft" because they are difficult to define and assess clearly, but they are critical. These include the social skills that allow a person to work harmoniously with other employees and the maturity to manage workload responsibly and adapt to changing situations. (Doyle, 2019)

According to Tredgold (2016), ideally, companies want to hire people with both the right attitude and the right aptitude. However, if they can only choose one of those two, they will choose the person with the right attitude every time.

When people have the right attitude, they are both motivated and adaptable, making them more open to learning new skills. With the right attitude and enough effort, most new skills can be mastered quickly. (Delfino, 2019)

## **Problem No. 2 What are the Hospitality Operator' recommendations for curriculum enhancement?**

### **THEME 3: INDUSTRY-DRIVEN EDUCATION**

This theme refers to the kind of education that is aligned or responsive to the needs of the industry.

#### **Participant 1**

*“Of course, ang school naman kasi ano napaka supportive naman nyan, the way I see it. They really want the students to be trained and gusto nila when it comes to knowledge, talagang they need to, kumbaga, itatanim mo ‘yan sa bata... hmmm... lift them up by giving the right education, right techniques, guidance... I am seeing now what I can see, it is mino-monitor talaga nila tutukan. So, I guess that’s one of the best thing talaga na binibigay ng school. Sa school kasi talagang gina-guide nila yan eh, even the practicum, even kung tapos ka na gumraduate. They are trying and helping students kung saan nila pwedeng i-recommend for work something to be like that...Curriculum based on experience, of course, training. So, educational background mo kasi dapat strong din. So, just keep on like it getting trainings, like may mga TESDA. So, advantage yun, with experience in major academic portfolio, would help a lot.”*



## Participant 2

*“Maire-recommend ko siguro maglaan sila ng oras para sa hands on, yung mga ga-graduate pa lang, para lang may training din sa hands on, like uhmm... meron naman kayong OJT right no?... Siguro ‘yung magkaron sila ng training or hands on training. Kasi iba yung nasa school ka, tsaka ‘yung nasa industry ka na mismo. Siguro, more on like, what I said... more on focus sa hands on, yung pakikipag usap or interact with the customers.”*

## Participant 3

*“Ang maituturo ko lang once you get hired ah... isa sa mga ano ko, ah... mahal in mo ng trabaho tapos yung natututunan na’tin sa eskwelahan. Makapag turo na rin ako before pero ang makakapag turo mabuti sa inyo is yung experience and use it... May tinatawag tayong SOP - Standard Operating Procedures ng bawat department na dapat i-apply kaagad ng mga bagong empleyado. So, ahh, comparison of school and real world, yung Standard Operating Procedure, maybe written in your book na tinuturo ng mga teacher... iba’t - iba pa rin yung SOP ng mga Managers na mai-aapply ng mga ranking file. Hindi ko ma challenge kung ano yung pwedeng ia-add dun or anong pwede natin ibawas. So, kasi may OJTs naman, may On-The-Job Trainings naman kayo which is alam ko nadi-divide into different ano yan... So, ahh naka base din ako sa program mismo na hinihingi mismo ng school. Kaya kung curriculum, hindi ko masabing may kailangan ba tayong i-adjust. Naka base pa rin tayo sa hinihingi ng coordinator ng OJT.”*

According to the participants' statements, most of them said that the school would give them the proper support in terms of educational skills to uphold the capabilities of the hospitality graduates. Please give them case-to-case training or on-hand training to become more competent. A participant said that academicians believe graduating hospitality students should have learned academically and what practical skills industry representatives believe students should have mastered is a debatable issue well documented in the literature. Student's academic courses (or entire program) completed while working toward a baccalaureate degree in hospitality management or related field.

Dickerson & Kline (2008) conducted a study to determine the benefits a collective experience has on hospitality students' early-career retention by comparing three programs that offer a combination of academic credit and include classroom components.

Schoffstall (2013) cited his research that students in hospitality programs must be exposed to rigorous academic courses and various realistic learning opportunities; this integrated educational experience will train today's students to be tomorrow's managers. Students in hospitality programs also have access to exclusive course offerings and experiences. The teacher and the school should work closely together to provide students with opportunities to improve their university commitment. It will be beneficial to increase student participation in order to provide positive learning opportunities for the students. Even though most hospitality programs needed some collective experience, the experiences were vastly different. Industry experts pushed students to obtain more industry-based experience at the same time.

According to the International Bureau of Education, a curriculum emphasizes the complex outcomes of a learning process (i.e., knowledge, skills, and attitudes to be applied by learners) rather than mainly focusing on what learners are expected to learn about in terms of traditionally-defined subject content. In principle, such a curriculum is learner-centered and adaptive to the changing needs of students, teachers, and society. It implies that learning activities and environments are chosen to acquire and apply the knowledge, skills, and attitudes to situations they encounter in everyday life. Competency-based curricula are usually designed around a set of critical competencies/competencies that can be cross-curricular and subject-bound. The curriculum is one of the most effective tools for bridging the gap between education and development. However, there is little to no normative guidance on what constitutes a well-balanced responsive curriculum at different levels of education.

The recruiting process for hospitality graduates must be completed. Most hospitality operators have hiring preferences in order to avoid a management crisis. One of the essential qualifications is an individual's educational achievement, which is a requirement for them.

Another thing they look for is initiative in developing a person's soft skills, which is vital for working in harmony. Another thing they look for is initiative in developing a person's soft skills and the maturity to handle workload responsibly and adapt to any working environment. These "soft skills" will assist you in resolving any management issues. That is why hospitality businesses hire personnel who have received the appropriate education. That is why most hospitality operators search for a person's transcript of records since the curriculum of an HM/HRM graduate is proof

that the person has gone through the appropriate training and improvement by industry-driven education.

Likely, the curriculum is not the sole thing that contributes to student preparation. Many components contribute to student readiness, thus limiting the other components and determining how curriculum alone contributes to student preparedness is a striving effort and initiative.

## **V. DISCUSSION**

This chapter highlights the key findings of this study by referring to the studies' objectives, identifying the drawbacks and limitations of the study, and providing suggestions for future research in this area.

This study will help BSHRM and BSHM students to bear in their minds the importance of identifying and understanding the Curriculum Skills-Based readiness to become more competent. This study will help the teachers/professors to understand and determine the improvement to train the hospitality students. To the establishments (restaurants and hotels), this research can give knowledge on whom they will hire since the researchers found out the hiring preferences of a hospitality organization. Moreover, to future researchers, this research can provide related information for the development and continuation of the study.

According to the researchers, the academy should advise students on how to value their education in the degree they have selected because it is what most hospitality operators look for. For the improvement of the HR/HRM curriculum, hospitality operators have suggested industry-driven education. At the same time, the researchers advise students who are currently in their field of study of the hospitality sector to attend seminars, webinars, conferences, training, workshops, programs, and other events that can help them grow. TESDA is an example of a program that is practical, cost-effective, efficient, and realistic.

The findings from this study were all based on the statement of the problem. The respondents' profile was from a public school with level 1 accreditation and mostly with TESDA National Certification. The researchers recommend that schools without any accreditation are prescribed to go into voluntary accreditation. When it comes to readiness, being at a public or private school does not make any difference to the level of their school's accreditation. However,

one thing is for sure: acquiring a TESDA National Certification made a huge difference in preparing a student to face the real world. The researchers recommend that students take up TESDA programs to have a TESDA National Certificate, which is known worldwide. In order to be a part of the hospitality industry, also known as "the real world," hospitality operators have hiring preferences so that they will not have any management crises. Educational attainment and the initiative for the development of soft skills are what they prefer the most. The researchers recommend that the academe be able to recommend to the students in valuing their education at the course they have chosen since it is what most hospitality operators look for. Hospitality operators have recommended industry-driven education for the enhancement of the HR/HRM curriculum. The researchers would like to recommend students of the hospitality industry to be currently in line with their field of course by taking up seminars, webinars, conferences, training, workshops, programs that may help develop oneself—an example of a practical, economical, efficient, and realistic program in TESDA.

This study has found out that when recruiting is available in the hospitality industry, regardless of what school hospitality students are attending or have attended, hospitality operators choose to hire a hospitality graduate because it will assist management in reducing any job crisis. In addition, the individual's soft skills will be developed. This study also emphasized that completing a hospitality course does not deprive students from continuing their education, as hospitality operators engage and support their employees' lifelong learning.

Based on the quantitative results, the researchers have assessed that most of their respondents are enrolled in public schools rather than private schools to which their school is at level 1 accreditation. Based on their survey, the researchers also found out that most students are not probably aware of TESDA. Meanwhile, hospitality students at public schools have been very ready compared to hospitality students in private schools. To compare the schools based on the level of accreditation, level 2 has been more ready than level 1 since hospitality curricula have been examined and analyzed by educators, industry professionals, and students.

Studies also show the result of most students who are ready to face the industry are in the following order: national certificate holders of TESDA Cookery; followed by students with two (2) national certificates of TESDA holders; also, students without any TESDA certificate; then,

national certificate holder of TESDA Housekeeping; lastly, national certificate holder of TESDA Bread and Pastry Production.

Based on the qualitative results, the researchers found out that when it comes to hiring hospitality graduates, educational attainment is a must. Hospitality operators base their hiring on the presentable personality of the applicant, the work experiences, and the qualifications.

In addition, a positive attitude and willingness with excellent social skills will allow employees to work pleasantly with one another to develop soft skills over time. So that whenever a management crisis could occur, employers prefer employees who have the maturity to manage their workload responsibly and adapt to any changing circumstance. However, most employers struggle to determine the time and expense when coaching is demanded, which is why endorsements from the academe / previous employers are observed and then improved to sustain the potential of a hospitality graduate. With that, an engagement of employers and industry-driven education is also beneficial. Some of them consider that academicians believe graduating hospitality students should have learned academically, and what practical skills industry students should have mastered could be a questionable matter, may it be positively or negatively.

The result shows the participants on the main preferences in hiring hospitality operators. The result reveals that most of the participants from the different clusters assess the applicant on their qualifications to become the employee of their respective restaurant. Aside from qualifications, they also look at the experiences of the applicant. Of course, the pleasing personality of the hospitality graduate. The participants look at every applicant's educational attainment, and the most important things are the attitude and belief of every applicant in the hospitality industry.

The result also says that the challenges that the participants experienced in the hiring process in their management were the high expectation of each employee to the work responsibilities, and they came up with some strategies to train the newly hired personnel for improvement.

The hiring preferences found by the researchers have proven that the student's level of readiness does come up with the results on one another. Since hospitality operators prefer hiring applicants who have excellent educational attainment related to the job they applied for and could quickly develop their soft skills, being at a school where they teach the proper education does

make a difference. An exceptionally ready individual makes a person apply for a job since their drive builds their confidence and eagerness to be a part of the industry. Hospitality operators also want industry-driven education, wherein most applicants have been national certificate holders in TESDA. This does not only lift an applicant's qualifications but also helps the establishment avoid a management crisis.

Based on the gathered, analyzed, and interpreted data, the researchers came up with the following findings presented by the research questions formulated in the problem statement. The level of readiness of public and private schools does not differ much. Therefore, the type of school does not make any difference for a student. The same goes with the school's accreditation of levels 1 and 2 since the only difference is a one-year expansion for level 2. At the same time, there is a huge difference for students with TESDA National Certificate. Studies have proven that most students are exceptionally ready compared to students with any. Students were identified to have the key competencies and skills needed in the hospitality industry.

Another preference that they look for is the initiative of the development of the person's soft skills. It is for working harmoniously with other employees and the maturity to manage workload responsibly and adapt to any working environment. These "soft skills" will help get rid of any management crisis. That is why hospitality operators hire people who have gone through the proper education, which is why most hospitality operators look for a person's transcript of records because the curriculum of an HM/HRM graduate is proof that the person has gone through the proper training and improvement in accordance to the industry-driven education.

It might not be possible to single out the curriculum as the only contributing factor to student readiness. Many factors contribute to student readiness. As a result, it is challenging to limit the other factors and find out how curriculum alone contributes to student readiness.

Students can be biased in their opinions about the curriculum. For example, even though they are adequately prepared, they might not accurately rate their level of readiness because they dislike the instructor. Survey participants might base their inputs on personal grudge and word of mouth. Students can also rate a skill without even taking a course that teaches them that skill. For example, the introduction to hospitality management talks about casinos to some extent. Therefore, students will rate casino management competencies based on their introduction to hospitality

management courses if they have not taken the casino management courses. Hospitality education is still growing across the world. With the rise in demand for hospitality education, the need to have a proper ranking system in this field is more than ever.

There had been a few struggles during this research since respondents could not comply due to the quarantine restrictions. As well as, it was not easy to communicate without having face-to-face interaction, without seeing some of the respondents' facial expressions due to their face mask and face shield, a health protocol against COVID-19.

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**Traffic in Style in Tagaytay City in the Lens of Stakeholders: A Qualitative Inquiry  
towards Tourism Effectiveness**

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**I. ABSTRACT**

This study aimed to identify the effects of traffic to the local residents and to tourists who come to visit Tagaytay City every weekend. The researchers used Qualitative Research and conducted a face to face interview with the local residents, tourists, and Department of Tourism of Tagaytay City to narrate their experiences about the traffic congestion in the said City. There are three (3) major themes and two (2) sub-themes that were developed from the data collected: 1.) The Culprits of Traffic in Tagaytay City, 2) Outcomes of Traffic: a. Socio-Economic, b. Psychological/Emotional 3. The Solutions to Traffic Issues a. Infrastructure Improvement, b. Information distribution/dissemination, c. Human resource augmentation, d. Once visited, always wanted. The researchers would like to recommend that this study should be given to the Local DOT of Tagaytay which is responsible in the traffic issues in the said city and shall be discussed to the local residents and tourists of Tagaytay City. The researchers would like to recommend tarpaulin or billboards that state some positive effects of traffic in Tagaytay City. This will be placed in areas that commuters and drivers can see.

**Keywords:** *Traffic, Tagaytay City, Stakeholders, Quantitative Inquiry, Tourism*

## II. INTRODUCTION

Tagaytay City is known as one of the best destinations that has a high volume of tourists, especially every weekend. The Department of Tourism mentioned that half of the country's population visit local destinations and one of tourist's favorites is Tagaytay City. ([www.philstar.com](http://www.philstar.com))

According to Simeon G. Silverino Jr. (1992), Tagaytay offers a majestic view of Taal Volcano and cool breeze of fresh air. There are different varieties of foods and activities that tourists can experience and plenty of restaurants, souvenir shops and accommodations. Thus, this makes Tagaytay City in demand during weekends and vacations. With that, coming to this place can be crowded and classic heavy traffic is unavoidable.

Emily Badger (2013) stated that traffic congestion has different effects in terms of psychological, social and economic purposes. She stated that traffic jams make people late that make them stressed before getting to work or appointments which is under the psychological aspects. She added that business was also affected because deliveries cannot arrive on time that is why the relationship between the seller and the buyer was also damaged which is under social aspects. However, she also mentioned that in some cities, such as cities in America, traffic is a good sign for economic purposes.

This study aimed to explore the perspective of stakeholders of Tagaytay City such as locals, tourists and LGU on the effect of weekend traffic in Tagaytay City in their activities of daily living and consequently in the status of the Tourism Industry including the business scenarios of the City.

This study has collected different literature, journals, magazines, editorials, research studies and books that consist of information and details that are needed for this research study. The culprit of traffic was about the causes or reasons why traffic became possible while the outcome of traffic, which are the psychological and emotional effects, talk about the effects of traffic to the participants and lastly, the solutions for traffic issue are the infrastructure improvement, information dissemination and human resource augmentation, that was based on the suggestions of the participants in this study. This was made for the benefit of the local residents, tourists and the Department of Tourism in Tagaytay City, to see how traffic affects them in terms of social and psychological aspects. The similarities of the literature that the researchers used are

the causes and effects of traffic while the differences were based from the lived experiences of the participants.

This study aimed to explore the perspective of local residents, tourists and the Department of Tourism of Tagaytay City on the weekend traffic in Tagaytay City. It answered the researchers' grand tour question: "What is your perception about the weekend traffic in Tagaytay City?"

This study was conducted to explore the perspective of stakeholders of Tagaytay City which includes the locals, tourists and the Department of Tourism on their perception of the weekend traffic in Tagaytay City. Specifically, this study described how the weekend traffic of Tagaytay City affects their activities of daily living and its impact on the current status of the Tourism industry in the City.

The research was conducted during the second semester of the Academic Year 2017-2018. The interview was done on the area chosen by the participants for safety and privacy in narrating their perception. The respondents are the residents who live here for four years and tourists who visit Tagaytay twice a month or a week. The interview started from February 17 to March 5 2018. The researchers selected the participants according to their duration of living in the City, particularly the residents. While the researchers selected some of the tourists who came to visit the City weekly or monthly. The researchers even proceeded to the main office of DOT of Tagaytay City to conduct an interview with the DOT Head Officer.

### **III. METHODOLOGY**

This study used a Qualitative Research Design approach. According to [www.ums.edu](http://www.ums.edu) this method is defined as a systematic subjective approach used to describe life experiences and give its definition. Pacific Rim International Journal of Nursing Research mentioned that Qualitative Descriptive Research is a summarization of everyday terms of specific events experienced by individuals or groups. One of the most common forms used in Qualitative Research is thematic analysis. The University of Auckland in their research used six steps of thematic analysis by Clark and Brown, 2006.

The interview was conducted within the premises of Tagaytay City located near Olivarez Plaza. The participants were the locals, tourists and the local D.O.T in Tagaytay City.

The participants of this study were the two selected local residents, two tourists and one DOT Personnel. The researchers used Purposive Sampling in selecting the participants.

**Informant 1:** She is currently working at Olivarez College Tagaytay and a resident of Tagaytay City for four years.

**Informant 2:** She is currently living at Ayala Alabang and visits Tagaytay twice a week for business purposes.

**Informant 3:** He is a student and visits Tagaytay City at least four times in a month.

**Informant 4:** She is currently studying at Olivarez College Tagaytay and has been resident of Tagaytay for years. She is also a working student.

**Informant 5:** She is a resident at the same time working at the local government of Tagaytay City.

The researchers were the main data collectors in this qualitative inquiry. The researchers played a major role in conducting the interviews. As the initiator of the interview, the researchers played an active role in making decisions about the progress of the interview. Data collection gave the participants the opportunity to express their thoughts and experiences. In this investigation, consent was obtained from the participants and the suitable time and place for the interview for each his/her was determined based on their convenience. Data were gathered by conducting a semi-structured interview because the researcher knows most of the questions but cannot predict the answers. Interviews were conducted individually for at least 30, and at most 90 minutes and the interviews were repeated until data saturation was met.

The researchers used different types of research instruments to gather the information they needed for the study. These instruments were;

1. **Interview Guide Questionnaire**- the researchers used semi-structured open ended interview questions for different participants regarding their insights about the weekend traffic in Tagaytay City.
2. **Voice Recorder**- the researchers used a voice recorder to record the interview of the participants for them to easily transcribe.

3. **Consent form-** the researchers used consent form for formality in conducting an interview. This was used to assure the participants that the information will be confidential and for educational purposes only.
4. **Pen and paper-** the researchers used notebook and pen to take down important details needed in the study.

The following steps represent the Phases of Thematic Analysis adopted from Braun and Clarke, 2006: 1.) Familiarizing ourselves with data means each data should be transcribed and read to list down the initial ideas gathered from the participants, 2) Generating initial codes means coding interesting features of data and collating relevant code to each other, 3) Searching for themes means collating codes into potential themes and gathering data relevant to each potential code, 4) Reviewing themes means checking themes if it works with relation to the coded extracts and checking themes if it works with relation to the entire data set, then review the data to search for additional themes and generate “thematic map” for the analysis, 5) Defining and naming themes means analyzing the specifics of the theme and the overall story that tells and generates clear definitions and names for each theme, 6) Producing the report means selecting and compelling extracted examples, making final analysis of selected extracts and relating the analysis back to the research questions, objectives, and previous literature.

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## IV. RESULTS

### Theme 1: The culprits of traffic in Tagaytay City

The culprits of traffic in Tagaytay City are the reasons why people experience heavy congestion in Tagaytay City during weekends. According to the participants, the causes of traffic are the developments in the City such as malls, establishments, amusement parks and restaurants that lead to different effects on the locals, tourists and local government.

*Informant 1-* “...dahil madami na yung establishments, traffic ito dahil lahat halos ng taong nagpupunta hindi naman minsan nag papublic commute dala-dala yung mga kotse nila.”

*Informant 2-* “Well I think kung bakit lumalala yung traffic uhm... nagkakaroon tayo ng mga malls... additional restaurants a way back a long time ago...”

*Informant 4-* “Siguro dahil may mga taong hindi nasunod sa mga rules o kaya mga jeepney drivers kapag pumara or something andun lang sila sa gitna ng kalsada, sa halip na tumabi sila.”

**Informant 3-** “...gawa ng mga establishment, parami nang parami yung mga establishment pero di naman nila inaayos yung kalsada nila. Mas lalong napapatagal gawa ng traffic enforcer.”

**Informant 4-** “...di ko na man sinasabina kasalanan ng mga bakasyunista yun, pero yun yung nagiging problema kaya matattraffic ditto sa Tagaytay.

**Informant 1-** “mas matinde, because you have lot of establishments especially that mall Fora. Oo at lalo pa yung mag tra-traffic because there are a lot of development na nangyayare.”

### **Analysis**

According to Allan Rosen (2013), one of the reasons why traffic became possible is because of development in areas where the mass transit system is already overcrowded and the road system is inadequate. Looking at the situation of Tagaytay City nowadays, the development in the said City really caused traffic congestion.

In support, Yanli Wang and Bing Wu (2013) mentioned that improving land use efficiency can lead to some negative effects, especially to the transportation system that may cause traffic am.

## **THEME 2: MULTIFACTORIAL OUTCOMES OF TRAFFIC**

The weekend traffic jams in Tagaytay City have multifactorial outcomes on the socio-economic and psychological aspects of local residents and tourists. The participants mentioned that traffic has affected their relationship with their clients and traffic makes them stressed and annoyed at the same time.

### **Sub-Theme 1 Socio-economic Outcomes**

Socio-economic is defined as the relationship or connection of social and economic aspects. Based on the experiences of the participants, the researchers found out that when tourists tend to have social relationships through traveling or visiting one place, the economic standing of that specific place will bloom just like how the Local DOT of Tagaytay City have said.

#### **a. More traffic, more tourist, more traffic, more taxes**

In the lens of the Local DOT of Tagaytay City, traffic is a sign of a booming economy. When there is traffic, there are tourists. That means, when Tagaytay City has a large volume of tourists, the bigger the economy was. For Local DOT of Tagaytay City, this is a positive impact for the residents of the City since this provides more money that will be used for the beautification of the city, scholarship and employment.

**Informant 1-** *“So dun mo marerealize na there are lots of factors, one ang establishments momarami na dito people have a lot of choices eto yung prefer nilang destination diba kung ayaw mong mag beach gusto mong mag beach gusto mong mag site seeing dito ka pupunta. Yung iba weekend getaway nila kase malapit lang it takes about two and a half hours kung siguro taga manila ka so, yon magkakasama iyon hindi lang yun yung factor na traffic lang doon dahil madami yung establishment traffic ito dahil lahat halos ng taong nagpupunta hindi naman minsan nag pupublic commute dala-dala yung mga kotse nila.”*

**Informant 4-** *“So ano... hmm pansin ko lang kapag every week, dito sa Tagaytay pag sumapit na yung Friday... hmm, dumadami na yung tao kasi parang dahil weekend na yung mga turista yung mga nagbabakasyon ditto na sila pumupunta. Then Sunday, kaya during Friday night until Sunday afternoon, siguro, sobrang traffic na minsan di na maganda sa ibang tao na parang kailangan may dapat gawin may kailangan intindihin.”*

**Informant 5-** *“So dun ko siya na pansin dahil sa establishments na nandito, and that’s a good sign na kumbaga economic purposes... so nag bo-boom ng nag bo-bloom yung Tagaytay for that. Yeah, good effects una kase yung taxes nila which is nagagamit natin for beautification of the city, syempre hindi lang naman sa beautification, para dun sa mga scholars natin, na binibigyan natin ng suporta, kasi diba ang City College of Tagaytay ay free ang tuition isa yun sa mga proyekto ng city government. And even the staff na nandito kase is lahat yun residente ng Tagaytay which is Malaki yung natutulong, yun nga lang medyo hassle marami kang maririnig hmm negative...which is sabi nga ng before ng former vice mayor na ‘more traffic, more income’... oo kasi ibig sabihin kumikita yung mga restaurants natin.”*

### **Sub-Theme 2: Psychological Outcome**

Psychological is the emotions or feelings of an individual. The participants shared their lived experience when they were stuck in the congestion. They said that the traffic makes them angry and disappointed because it leads them to late appointments.

#### **a. More traffic, more stress**

When there is traffic, there is stress. Traffic makes people annoyed because of the random changes in their usual time of travel. The participants said that they become very impatient when they are stuck in the traffic because they tend to spend most of their time waiting for the car or any vehicle to move rather than spending their time roaming around and enjoying the place itself.



**Informant 2-** *“For me ha! For me ha... it can cause stress, too much... you consume too much time for traveling. Late appointments sometimes sa appointment mo and... ah pagiging hot headed of course.”*

**Informant 2-** *“...weekend traffic in Tagaytay... is one of the stressing time for me, because of ... too much traffic...”*

**Informant 3-** *“...Hindi sulit yung isang araw mo kase mas matagal pa yung maii-upo mo sa traffic kaysa mapupuntahan mo pang lugar. Nakakainit ng ulo so brang hirap na imbis makakapunta ka sa isang place hindi mo na magawa kasi na-stucked ka na sa traffic...”*

### **Analysis**

Emily Wight (2013) mentioned that traffic congestion really affects business. She added that according to Tomtom Business Solutions, 93% of van drivers stated that they are late to their customer’s appointments or meetings because of traffic. In support George Chua (2015) stated that “time is money” in terms of business. That is why delays in delivery of goods or products affect productivity, work schedules and even market demands. In addition, New Staff (2017) sight some societal impacts to workers such as: lower productivity, behaving more hostile to co-employees, negative effects on home life.

The participants mentioned that traffic causes them stress that leads them to being short tempered and impatient that instead of spending time roaming around the City, they tend to spend their whole time in the traffic.

In support, New Staff (2017) stated that commuting can be stressful because being stuck in traffic can result in physical and mental health issues.

According to Dr. Christina Wickens, CAMH, the following are the signs of a stressed commuter: cardiovascular stress, depression, lack of sleep, and lower life satisfaction. In support, Philip Barker (2015) stated that the causes of traffic are the stress level of an individual gets high.

### **THEME 3: THE SOLUTIONS OF TRAFFIC ISSUES IN TAGAYTAY CITY**

The solution of traffic issues in Tagaytay City includes infrastructure improvement, information distribution and human resource augmentation. The researchers end up having these solutions based on the recommendations of the participants such as improvement of the establishments, more traffic advisory and employ more traffic enforcers that are well-trained.

#### **Sub-Theme 1: Infrastructure improvement**

Infrastructure improvement is defined as upgrading the establishment's facilities such as parking lots and the location itself. The participants mentioned that the lack of parking lots caused traffic, so they suggested that each restaurant or mall here in Tagaytay City should improve its parking for accessibility.

According to Max Katz (2014), Navigation system, Moscow has the worst traffic congestion. They have been complaining about this for 15years, but it is still a problem in their place. Compared to the other foreign cities, Moscow encountered this since 2000. The infrastructure is designed to maximize efficiency for transportation, and other larger roads are constructed, high volume of cars causes lack of space for parking.

The government of Moscow learned from the experience of the American and European cities in developing their infrastructure especially for the cars, to lessen the traffic in the area. This may be caused by not having enough budget to construct the road and bridges to at least solve the traffic. This also happened in the United States, when the large number of private cars increased in the 1930's. More roads and parking lots were constructed to prevent the traffic. Investment for road infrastructure can be huge; this is a common problem of the cities. The distance of the places, high volume of public transportation, buses should stop in the proper stop over, so that it can cause traffic jams. Some companies complaining to focus the project that needs in the City, especially the road widening in the most populated areas

***Informant 1-** “sa amin nga ngayon ginagawa na naman so yung, yung area papuntang Mendez medyo malapad na yon kase that is an alternate route if you go, if you want go to Indang to Mendez, Trece pupwede kase may alternate route siya, yon maganda yung ginagawa nila nilalapanan nila yung kalye... So yon ginagawa and I think I've seen yung intersection napapunta ng Amadeo tapos yung paderetso don sa may 7/11 sa may NBI yon dapat may traffic light yon kase anytime don may disgrasya kase yon ang nakikita ko hindi pa sila naglalagay ng traffic light don, dapat lagyan na kase intersection yon.*

*Informant 5- “...makapagdagdag ng barrier and maging visible pa rin yung mga signs na binibigay natin. Yung isang nauna yung nagkaroon ng barrier... sa may stripe ng Ayala Malls hanggang sa may Lourdes. Ah yung effect niya syempre actually pag nag tayo kase ng establishment dito sa Tagaytay, it’s a 60/40, 60% for environment, 40% para doon sa mismong construction, and isa pa na kailangan hmm kasi, hmm 60% ng employee is from Tagaytay. Actually, we’re staring na rin, meron na ring alternative route to before until now, meron na kasi tayong alternative route na tayong binibigay ayon nga lang kase mas gusto nilang magsiksikan dun sa Aguinaldo highway to see the view.”*

### **Sub-theme 2: Information dissemination**

According to the participants, the Local Government of Tagaytay City should improve their information distribution, such as traffic advisory, for the benefits of the locals and tourists. The local DOT of Tagaytay City mentioned that trip planning is really important especially when you go to Tagaytay on weekends.

That is why, giving the participants knowledge about the website of the local government for the traffic advisory and trip planning itself, will be such a big help to everyone.

Traffic Data distribution system in the Philippines (2015) stated that the first customer was the Ministry of Internal Affairs and Communication (MIC). The implementation of the traffic jam information distribution system was used into Japanese Terrestrial Data of the Philippines.

Its objective was to introduce the world’s first traffic congestion management system in the country, provide information on vehicle location using GPS and give traffic congestion information to the drivers and lastly, to spread Japan’s world leading traffic congestion information distribution system in Southeast Asia.

*Informant 5- “...siguro thru internet mag boost pa yung mga information with the tourist na pupunta sa Tagaytay.”*

*Informant 3- “Okay lang irerecommend ko pa rin siya sa kanila pero much better ng mga 2 to 3 days para masulit nila yung pagpunta nila kasi nga sa traffic palang ubos na agad oras nila ditto.”*

*Informant 2- “of course... of course, duh, balikan at babalikan ko pa rin ang Tagaytay but not weekends. I can easily go weekdays Monday to Thursday... so hindi ako mistress sa traffic.”*

### **Sub-theme 3: Human Resource Augmentation**

Human resource augmentation means employing enough people particularly those who have knowledge in preventing traffic congestion in the City. Participants mentioned that one of

the major causes of traffic in Tagaytay City was the traffic aid. So, the local government should hire traffic enforcers who are well-trained and have enough knowledge with regards to this issue.

Steve WJ Kozlowski (2011) stated that work has begun to explore, that human resources can build for organization potential. Strategic capabilities are focusing by learning, motivation and to challenge the personalities and flexibility as individuals. Employees experience on their job is in connection with their field of work that can be effective to pick the right individual. The organization goal is to attain external and internal alignment.

*Informant 5- “Sang-ayon kasi and dinadagdag ng local government is yung... mga traffic enforcer natin, so actually may kinuha na ding consult ang tfo the congestion... So meron ka lang justification from... ah, civil service nawala... walana Tagaytay na mag field dun sa posisyon. So yun yung ginagawa ng LGU, city government para matulungan ang mga tao.”*

### **Analysis**

The participants mentioned that improving infrastructures will lessen the jam, information distribution will help the tourist to plan their trip ahead of time through traffic advisory and human resource augmentation such as adding of traffic aids or enforcers will contribute in reducing the congestion during weekends in the City.

However, MMDA chairman Danilo “Danny” Lim, mentioned different solutions in traffic. According to Rambo Talabong (2017), Lim defined his plan as employing a “back to basics” approach free of “fancy solutions”. In his term, he will focus on three fundamental problems which are corruption, coherence and continuity. Corruption is the major cause of traffic jam because of the corrupt enforcers who prevent effective control of traffic flow and corrupt commuters who disobeyed traffic regulations. His next step is to unite or combine all the different traffic policies of the 17 local government units for them to monitor all the revenues collected from penalties.

Lastly, he also added that light truck ban and no-window-hour policy project of the former MMDA general manager, Tim Orbos will still continue for the benefits of everyone who suffers a lot in traffic congestion.

According to Alan Dixon (2016) Aron Ralston of “127 Hours” pinned his arm in a loose rock and his arm needs to be cut just to save his life, at some point he does not want to go back to the time when the accident happened.

No matter how ready you are and how careful you are on your trip, we cannot tell what will happen anytime while you are traveling, we cannot tell when an accident is possible. There are some things you should know, first the time of your travel, and familiarize yourself with the different routes. Be responsible and make sure there is someone who is monitoring you and you need a contact person that is able to help you when you're missing around the place.

#### **THEME 4: ONCE VISITED, ALWAYS WANTED**

Once visited, always wanting is like having a good memory of Tagaytay City that you always wanted to experience or reminisce every time you visit the place. The participants said that the reason why they keep on coming back is because of the good ambiance and view that Tagaytay offers. They added that the good food and good hospitality in the said City are the best product here

According to thecarzytourist.com (2018), there is an underrated city hiding in bare locality that is 60 kilometers away from Manila City. This place is not a typical Filipino city, it is a city full of nature and it is Tagaytay City. Because it is near Manila, there is public transportation and intermittent traffic jam. The City's outdoor parks, restaurant and even shopping centers take advantage of astonishing scenery by building around rolling hills and green ridges that is why every experience perceived is like you are still one with nature. Tagaytay's main attraction comes up with this incredible anomaly that will leave scratching your head.

**Informant 1-** *“Kung climate ang hinahanap mo syempre dito ka pupunta.”*

**Informant 2-** *“While in the Tagaytay is the... because of the weather, I love the weather... ah yung foggy morning... ah the food, the establishment the malls and restaurant, andaming mae-experience na magaganda lalo na kasama yung family mo, that's why we love Tagaytay.”*

**Informant 3-** *“Ahh okay naman, pwede... oo gusto ko pa rin pumunta, di kasi maganda naman talaga yung place kaya lang yung traffic problem mo kaya kailangan mo patience.”*

#### **Analysis**

The informants were asked if they would still visit and recommend Tagaytay City despite the traffic issue during weekends in the City and all of them answered “yes”. They stated some reasons why they keep on coming back to the City such as the weather, the scenery and the activities that Tagaytay City offers. It is also the nearest destination that you can visit when you are from Metro Manila. They added that if people will visit the place, it is advisable if they will

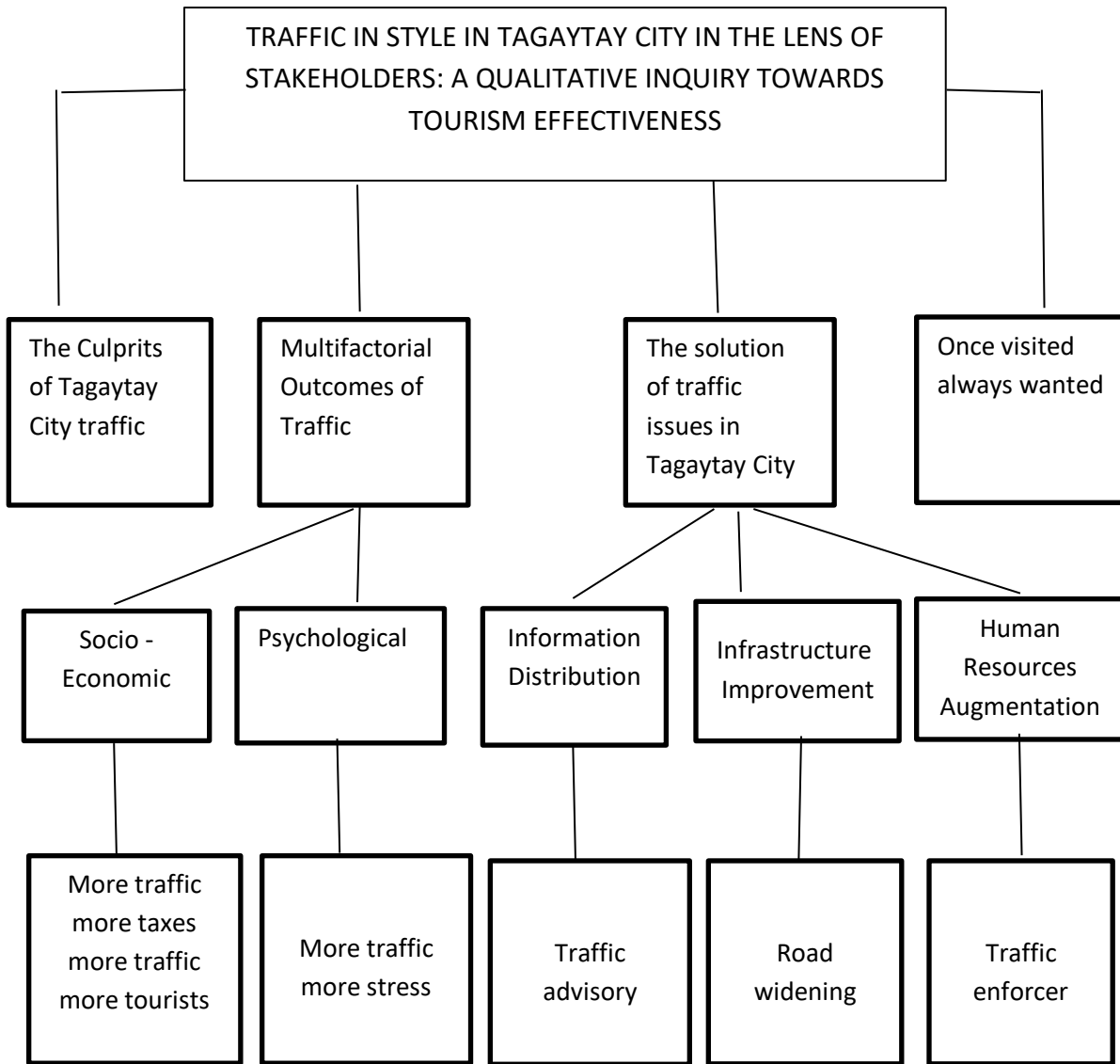
stay for at least three days to enjoy it and it will be much better if they will choose to visit Tagaytay City during weekdays.

According to Joan Lopez-Flores (2013), Tagaytay City is a very accessible destination and the nearest place to go. It is also known as the Philippine second summer capital. There are reasons to spend Christmas in the City. First, it is budget friendly that you do not need to buy something expensive; this is a place where your family will enjoy. There is a place where you can feel the Christmas vibes, with pine trees and Santa's house and it is located at Crosswind, Tagaytay. Christmas is about celebrating and being together with your loved ones, since this place is where a lot of tourists want to spend their holiday season.

Kara Santos (2017), mentioned that Tagaytay City is one of the places where people come from the metro. When you plan to visit, it is better to have two or more days to stay roaming around the City.

A Tagaytay road trip is not complete without going to some restaurant that has an overlook of Taal Lake. If you want a place where you can drink and be entertained by live music with your friends you must try to eat at the food park. Tagaytay City has a lot of wedding venues because there are a lot of churches in the place. Even museums can make you appreciate the art and some collections that they preserve like in Puzzle Mansion. Another tourist attraction in Tagaytay is the second tallest ferris wheel in the country located at Sky Ranch that was named as "Sky Eye" which is 63 meter high.

Tagaytay City offers a huge number of accommodations for the tourists that love to stay for a long time in the City. It also offers delicious foods with very affordable prices that will surely satisfy tourists' cravings. Lastly, Tagaytay City is known for their very beautiful tourist destinations that give a memorable experience that one will never forget.



**Figure 2: Thematic Map**

**Thematic Map**

According to Clarke and Braun (2006), generating a thematic map of the analysis is for checking and reviewing relevant themes and entire data.

The first theme is the “culprits of the traffic” which was caused by undisciplined drivers and commuters, establishments, volume of tourists, and even the traffic aids. The second theme is the “outcome of traffic” which has two subthemes, “social and psychological, under social are more traffic, more taxes and more traffic more income”. The psychological aspect is more traffic, more stress. The third theme is the “solution of traffic issues” which has three subthemes. First is

the information distribution like traffic advisory, second is the infrastructure improvement like road widening, the third one is human resources augmentation and employment for locals. And lastly, theme four is “once you visited, always wanted”. This is based on the respondents’ answer whether they still want to visit Tagaytay City despite the traffic that they may experience.

## **V. DISCUSSION**

The locals, tourists, and the local D.O.T of Tagaytay had different perspectives about the weekend traffic in the City that lead them to experience different impacts such as social and psychological effects. However the local D.O.T of Tagaytay City stated positive effects of traffic in terms of economic purposes. Participants also mentioned the possible causes and outcome of weekend traffic in Tagaytay City.

There are three (3) major themes and two (2) sub-themes that were developed from the data collected:

1. The Culprits of Traffic in Tagaytay City
2. Outcomes of Traffic
  - a. Socio-Economic
  - b. Psychological/Emotional
3. The Solutions to traffic Issues
  - a. Infrastructure Improvement
  - b. Information distribution/dissemination
  - c. Human resource augmentation
4. Once visited, always wanted

Based on the findings of the study, locals, tourists and the local D.O.T of Tagaytay City stated some possible reasons why they experienced traffic in the City and it was based on their own perspectives and observations. According to the participants, traffic aids, volume of tourists, establishments and undisciplined drivers are some of the major causes of traffic in Tagaytay City.

The participants expressed their personal insights on how traffic affects them socially, psychologically and in terms of economic factors. They stated that their relationship with other people, business and accessibility of one place was really affected by the traffic. The researchers found out that traffic affects the interaction of the people that leads to miss-deal or misunderstandings within businessmen and clients. The local D.O.T of Tagaytay City stated the



positive effects of traffic in the city. According to them, “more traffic, more income” because traffic symbolizes the large volume of tourists that helped increase the economy of the City.

The taxes from the owners of the businesses were also used for the beautification of the City and provide help and assistance to the locals that were in need. With regards to emotional aspects, it was proven that traffic has a big impact on psychology such as stress, impatience and annoyance.

Furthermore, the informants also offered some of their recommendations to address the traffic here in Tagaytay City. They said that since establishments are the number one contributor to the weekend traffic in the City, infrastructure improvement will help lessen the congestion during weekends. Traffic advisory can also help the tourists to plan their trip ahead of time. Alternative routes that were given will help them to be on their destination on time. The local people should also provide or add more employees particularly traffic aids or enforcers to lessen the traffic jams in the City. They should also be well-trained and well educated so that it will be easier for them to reduce the congestion.

When the informants were asked if they would still recommend the place and they all answered “yes” since Tagaytay City is really a good place to visit. They stated that if people visit Tagaytay City they should plan their trip ahead of time and to stay at least 2-3 days to enjoy the place very well. They added that it is advisable if they will go to Tagaytay during weekdays instead of weekends to prevent traffic congestion. Tagaytay is a place to be if someone is looking for good restaurants with good foods, beautiful sceneries, relaxing climate and wonderful experience that is why despite the changes in terms of transportation system in the city, people will still keep on coming back. That is why, once visited, always wanted.

Therefore, The researchers would like to recommend that this study should be given to the Local DOT of Tagaytay which is responsible for the traffic issues in the said city and shall be discussed to the local residents and tourists of Tagaytay City.

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**Status and Challenges in the Implementation of PD1619 known as “Unauthorized Sale to Minors of Alcoholic Beverages Law” Among Bars and Restaurants in Tagaytay City**

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**I. ABSTRACT**

This study utilized a qualitative descriptive method to explore the status and challenges in the implementation of PD1619 among the restaurants and bars in Tagaytay City. The participants of the study were the managers, waiters/bartenders who were operationally on-duty during the conduct of the interview. Students of minor age were always interviewed and served as voices. Thematic analysis by Braun and Clarke was used to analyze qualitative data obtained from the in-depth interview from the participants of the study. There are 5 themes that emerged in the study: 1) Current State of Awareness on PD 1619, Integration of PD 1619 in Establishments SOP, 2) Attitude toward law enforcement: Subthemes: Indifference and Peer pressure, 3) Leniency in the implementation among the establishment; 4) Training, 5) Staff and customers Ratio. The findings of the study shows that bars and restaurants in Tagaytay City are aware of PD 1619. Company standard operating procedures or manuals reflect integration of this law. However, several factors emerged as challenges in the implementation including the attitude of both implementers and the customers especially the minors. Moreover, training has emerged to be a challenge as well as staff and customer ratio. Identifying these factors are relevant in crafting interventions to fully implement PD 1619.

**Keywords:** *PD 1619, Alcoholic Beverages Law, Restaurants, Tagaytay City*

## II. INTRODUCTION

It is already a growing concern in our society especially on youth behaviors, as well as on our culture. This encouraged the researchers to conduct the said study to know if the bars and restaurants in Tagaytay City are complying with PD1619, Sections 5 and 6 to unauthorized sale to minors of alcoholic beverages.

Along with the increasing middle class, the opening of more craft bars and the promotion of booze in hotels, restaurants, and other on-trade channels have created a cocktail culture in the country, raising the alcoholic drinks sector to a bubbly state. (The Manila Time, June 2016)

The alcoholic drinks industry remains upbeat in Asia Pacific, including the Philippines. According to global market research firm Euro monitor International as the region's vast population will continue to develop a taste for alcohol, the industry should embolden major alcohol producers to build up their capacity. Nearly half of alcohol consumption will take place at bars, restaurants, hotels, and other venues.

In Metro Manila alone, new and exciting bars and restaurants are opening left and right, offering varied yet polished drinks to suit every mood. The new generation is exposed to a culture of drinking and partying. (Manila Standard, February 2019)

Moving to the south of Metro Manila, Tagaytay City is popular for its outstanding scenery and cooler climate but not to be left out in providing a raving, euphoric experience for a night life as there are few places where visitors and locals can hang out. As the city keeps up with the nightlife culture, the question of responsibility towards service of alcohol to younger adults is at hand.

Under the Presidential Decree 1619, Sections 5 which states “the sale of, and offer to sell, volatile substances to minors without requiring the written consent of their parents or guardians as a condition for such sale or offer to sell shall be punishable by imprisonment ranging from six months and one day to four years and a fine ranging from six hundred to four thousand pesos: Provided, That when the minor is eighteen years or over and is duly licensed to drive a motor vehicle, such written consent shall not be necessary when the volatile substance sold or offered for sale is gasoline or any other motive fuel for motor vehicles. While Section 6 states that “the sale of, and offer to sell, to minors of liquors or beverages containing an alcoholic content of thirty per centum or above (60 proof or above) is hereby prohibited and shall be punishable by imprisonment

ranging from six months and one day to four years and a fine ranging from six hundred to four thousand pesos. (Source: [www.lawphil.net](http://www.lawphil.net))

As a result of number of cases of violence; sexual and drug abuse and suicide among Filipino teenagers most was attributed to drunkenness or alcohol intoxication. (Source: [www.senate.gov.ph](http://www.senate.gov.ph)). For these reasons, this study aimed to explore the status and challenges in the implementation of PD1619 known as “Unauthorized Sale to Minors of Alcoholic Beverages Law” among bars and restaurants in Tagaytay City.

Therefore it is in this premise that this study aimed to explore the status and challenges in the implementation of PD1619 among the restaurants and bars in Tagaytay City. Findings of the study were used as a basis in developing training programs to enhance competencies of implementers from the establishments.

### **III. METHODOLOGY**

This study utilized qualitative research study, specifically Qualitative Descriptive approach. This qualitative approach uses interview and observation for generating in-depth descriptions of opinions, feelings and perception on certain phenomena or events. In this study, the researchers explored the status and challenges in the implementation of PD1619 among the restaurant and bars in Tagaytay City as a basis in developing training programs for implementers from the establishments.

This study was carried out at Tagaytay City's 8 bars and restaurants. Because Tagaytay is known for its breezy weather, many people go there to have fun or gather in various bars and restaurants in the said place for family gatherings. Not only visitors are going there but also the locals are interested in their own place in terms of leisure. We took this opportunity to gather people for the interview.

The target informants of the study were the personnel of bars and restaurants in Tagaytay City. The researchers used purposive sampling in selecting the informants. According to Indoctivo (2014), the basic idea involved in this type is that logic, common sense or sound judgment can be used to select a sample that is representative of a larger population. The following were the criteria employed to select the informants: 1) Must be officially employed; 2) Has been with the establishment for at least 6 months); and 3) willing to participate in the study. Students of minor age were also interviewed and served as voices.

The researchers used interviews as the main source of evidence to gather data. An interview is the most common method of data collection used in qualitative research. Interviews can be used to explore the views, experiences, beliefs and motivations of individual participants pertaining to law implantation. The researchers prepared a semi-structured questionnaire that served as a guide during the interview. Prior to the interview the researcher explained the purpose of the study to draw certain types of information which the participant might be reluctant to answer. The researcher explained the flow of questions to the participants to ensure correctness and understanding. Participants were also informed that the interview was recorded by making handwritten notes and videotaping, and assured that all gathered data will be handled with confidentiality. Additionally, the transcripts were presented to each interview participant for their review further to ensure accuracy.

Before the actual data collection, the researchers wrote a letter to owners of the bars and restaurants for permission to conduct the study. After this, permission was sought to prospective informants who are willing to participate in the study through a formal letter. After the permission to conduct the study was granted, the researcher gave a copy of the informed consent form and briefly explained the purpose of the study entailed to assure confidentiality during the process of data gathering. Upon signing of the consent, the researcher scheduled the interview according to their availability.

Interviews were done in their respective establishments during times convenient to the informants. Data was recorded using notes and videotape.

Thematic analysis was used to analyze qualitative information and to systematically gain knowledge and empathy about a person, an interaction, a group, a situation, an organization or a culture. Applied during problem framing, thematic analysis helps researchers move from a broad reading of the data toward discovering patterns and framing a specific research question.

Researchers used thematic analysis as a means to gain insight and knowledge from data gathered. The method enables researchers to develop a deeper appreciation for the group or situation they are researching. By using thematic analysis to distill data, researchers determine broad patterns that allow them to conduct more granular research and analysis.

It is highly inductive: themes emerge from the data that is gathered and are not imposed or predetermined by the researchers. Using the findings, researchers can apply a statistical analysis to validate themes. (Research Design Techniques by Clark and Braun).



## IV. RESULTS

This part of the research presents the results of the study from the relevant responses of the informants. Likewise, the researcher discussed the significant and relevant findings that are the focal point of the study. The informants gave verbal responses according to the topic under investigation. They based their answers on their experiences in the implementation of PD 1619. The emerging status and challenges in the implementation of PD 1619 among bars and restaurants in Tagaytay City shall provide basis in strengthening full implementation of law in the hospitality industry.

The themes emerged were arranged according to the statement of the problem it answered.

### **Problem No. 1: What is the status in the implementation of PD1619-Unauthorized Sale of Alcoholic Beverages to Minors among restaurants/bars in Tagaytay City?**

#### **THEME 1: CURRENT STATE OF AWARENESS ON PD 1619**

This theme describes the informants' degree of awareness and familiarization of the PD 1619 which may have influenced their degree of compliance, their need for more information and understanding with the provisions of the law. Majority of the participants states the following:

*Informant 1: "Familiar akosa batas na bawal magserve ng alak sa minor, pero yang decree na sinasabi nyo hindi ko sya alam pero meron naman kami dito na sinusunod nga na SOP about sa mga alcoholic drinks namin."*

*Informant 2: "Yes alam naman natin na bawal talaga ang magserve sa minor pero yung PD PD hindi ko sya exactly alam talaga."*

*Informant 4: "May idea ako pero syempre hindi naman ganun kaklaro sakín lahat so baka matulungan nyo rin ako para may idea ako."*

*Informant 1: "Oo alam naming, mostly naman ng sineserve naming ay beers and cocktails kaya kabisado na ng mga server"*

*Informant 2: "Yes, meron kami dito checklist ng mga beverages namin and may alcohol percentage sya dito"*

*Informant 3: "Oo lalo na yung mga beers namin, karaniwan mga 5% na alcohol lang ang beers namin."*

*Informant 4: "Madalas kasing binibili dito beers, bucket ng beers so mga 6%, 5% lang sya. Tapos nagpopromo kami ng buy 1 take 1 na cocktails medyo lumalakas na sya ngayon."*

**Informant 11:** *“Sa loob kasi may checklist kami kaya nakakabisado namin”*

PD 1619 states that every establishment that is selling any alcoholic beverages must be aware of the rules. According to Drank-en Norecawet, “if you’re selling drinks to the customer you must have a license under licensing and catering act or liquor license. Also your staff must comply with certain requirements”. Some establishments are well-known for the rule in terms of selling alcoholic beverages “drinks with 15% alcohol are beers and wines while those who have 15% and above are considered strong alcoholic drinks. This shows that Restaurant Bars in Tagaytay are aware of the law but are not knowledgeable enough.

## **THEME 2: INTEGRATION OF PD 1619 IN ESTABLISHMENTS SOP**

This theme indicates that most of the company/establishments have been compliant with the law as shown in their respective Standard Operating Procedures. Despite their limited idea about PD 1619, most of their manuals have integrated PD 1619.

**Informant 3:** *“Nag papatupad naman kami ng mga rules ditto sa establishment lalo na pagdating sa mga minor customers namin. I believe na may batas ditto sa Tagaytay at yun ang sinusunod ng establishment namin”*

**Informant 6:** *“Oo kasi sa menu din may alcohol percentage bawat menu. May idea ako yes. And may mga restrictions din naman kami ditto pag dating sa mga alak naming.”*

**Informant 11:** *“Ang alam ko lang kapag nandito na sila sa loob okay na kasi nakapasok na sila ewan ko lang din.”*

**Informant 9:** *“Yes na-inform naman kami sa training.”*

**Informant 11:** *“Sa loob kasi may checklist kami kaya nakakabisa don amin”*

**Informant 19:** *“Unang beses na nag bar kami around ditto sa tagaytay hindi talaga ako pinapasok at yung cousin ko kasi tinanong kami ano age namin.”*

**Informant 2:** *“Bali meron talaga kaming mga nakaduty na employee na nag ask ng age sa mga customer namin bago sila pumasok lalo na kapag medyo young looking talaga. Hindi sila bouncer pero employee namin sila.”*

**Informant 6:** *“Since resto-bar kami hindi naman ganun ka-strict na bawal ang minor sa premises pero pagdating naman sa alcohol, nao-observe naman namin na hindi talaga maservan ang mga minor lalo na ng mga medyo hard drinks natin dito.”*

**Informant 10:** “Base sa SOP namin at sa pag-train sa amin, bawal talaga servan ang minor pero allowed naman sila dito sa resto, ang restrictions lang talaga ay wag sila maservan kapag nag order sila ng drinks nila.”

**Informant 12:** “Well dito kase may naka-asign para sila yung aaaahh mag-check kung minor ba si customer. Kami kasi as aaahh as server, as long as hindi naman bata yung umoorder sineservan namin sila.”

**Informant 13:** “Ahm sa pagkakaalam ko naman hindi bawal dito ang minor, ang bawal lang, yung mag-iinom sila dito lalo na pag gabi, mas peak ang mga alcoholic drinks dito kapag gabi. So yun lang naman ang bawal dito.”

All establishments have their own Standard Operating Procedure. Implementation of the procedure will depend on the company. Audra Bianca (2019) states that establishments should create more structure in your business activities using standard operating procedures (SOPs). Not every organization will benefit from this kind of standardization. It really depends on the business owner or manager to determine if there are work processes that can be duplicated every day within your company. Large scale businesses like hospitals benefit greatly from SOPs as do business models that need to scale quickly. An SOP makes it easy to replicate processes in the growth process. It shows that some of the restaurant bars here in Tagaytay have their own SOP to comply with.

According to Gosselt, Hoof, De Jong (2012), availability is an important predictor of early and excessive alcohol consumption by adolescents. Many countries have implemented age limits to prevent underage purchases of alcohol. However, shop-floor compliance with these age limits appears to be problematic. Compliance with age limits is dependent on the knowledge of the rules and the ability and motivation to follow the rules. The ability aspect in particular seems to be problematic, but in many cases, the motivation to actively comply with the age limits is lacking. To enhance compliance, it is important to raise the awareness of the importance of age limits and to connect possible violations and regulations to negative consequences.

### **THEME 3: ATTITUDE TOWARD LAW ENFORCEMENT**

This theme characterizes the attitude of informants towards the law. Indifference and peer pressure are some of the reasons why students or minors still go to bars even though they know about the restrictions. This behavioral aspect of both the implementers and the customers have been influencing the full implementation of PD 1619.

#### **Subtheme 3.1: Indifference**

The subtheme 1 shows the lack of interest of a participant in the law. Even though there is a law they still continue to disobey.

*Informant 18: “Oo alam naman namin na bawal pero out of curiosity na din.”*

#### **Subtheme 3.2: Peer pressure**

Young people's curiosity and peer pressure on a lot of things might lead them to doing things that obviously they know are wrong. However establishments like Restaurant Bar should be responsible in implementing the law that they expected to do. This Sub Theme pertains to the factor that has greatly impacted the minors in violating the law.

*Informant 19: “Oo bawal, eh sama-sama naman kami eh, edi sama-sama kami mapapagalitan haha.”*

*Informant 23: “Sumasama lang naman ako sa tropa kaya sila na bahala kapag binawalan kami, pero di pa naman nangyari yun.”*

*Informant 18: “Oo alam naman namin na bawal pero out of curiosity na din.”*

*Informant 22: “Oo alam namin, simula naman kasi nung una hindi naman kami talaga nasasaway pa kaya mukha namang walang problema.”*

#### **Subtheme 3.3: Leniency in the implementation among the establishments**

This subtheme pertains to the extent to which some establishments tolerate the serving of alcoholic beverages among minors. Though they have written company protocol integrating PD 1619, employees of the establishments remain lenient in its full implementation.

*Informant 18: “Ay hindi naman mahigpit dito eh, lagi kami jan sa -----, hindi naman kami hinaharang.”*

*Informant 21: “Hindi lahat pero may time na hindi ako naservan ng drinks, nakapasok ako kasama mga classmate ko na legal age na pero hindi ako naservan ng drinks, dito lang yun actually sa malapit.”*

**Informant 20:** “Sixteen palang ako nakapasok nako sa bar, wala namang problema dire-diretso lang kami ng tropa diyan. Natatakot pa kami nung una pero wala naman, nakapasok naman kami at nakalabas haha.”

**Informant 22:** “Ay parang hindi naman lalo na ngayon bakasyon, wala naman nagtatanong.”

**Informant 23:** “Aaah. Sa pagkakatanda ko ay wala namang hininging kung ano pwera sa kung ano ang order naming.”

**Informant 24:** “Dun sa napuntahan namin hindi naman kami tinanong, first time ko lang yun. Pero yun ang experience ko. Cocktail pa nga ininom namin nun eh, kaya akala ko hindi seservan.”

According to State Law Concerning Liquor and Minors (2003) all the establishments that sell alcohol should know all the law in the country that concerns serving alcohol. This only shows that Restaurant Bars in Tagaytay should be stricter in implementing laws that are concerned about minors.

## **Problem No. 2: What are the challenges in implementation among Bars and restaurants in Tagaytay?**

### **THEME 4: TRAINING**

This theme pertains to the need of the establishment in educating their employees on PD 1619 and how this law be operational in their establishment.

Employee training is a must. Before deploying all employees at work they should be well trained before they can serve. Especially when it comes to alcoholic beverages, the skills portal explained that the more knowledge and skills your employees have, the more productive they can be at their jobs. There won't be time wasted on questioning what is supposed to be done and how to do it, they'll just get it done the first time. More productive employees can be at one task, the sooner they'll be able to get through the next task, and the next and the next. Productivity also opens up the opportunity for solution exploration and finding new and more effective ways of performing.

**Informant 5:** “Ngayon kase hija hindi ko masasabi na naghihigpit kase lalo na ngayon at sabado, mamaya nyan eh kung sino sino at kung ilan na ang papasok dito, syempre hindi na namin maiisa isa lahat ng napasok.”

**Informant 9:** “Ang area ko talaga dito ako sa loob. More on orders at serving ako so hindi ko sya alam talaga, ang alam ko lang, ay hindi, hindi ko pala alam talaga haha.”

**Informant 14:** *“Well, bartender kase ako, hindi ako yung nagseserve talaga ng mga drinks sa table ng customer kaya hindi ko din talaga alam kung minor ba o hindi yung iinom ng mga drinks na naseserve nila.”*

## **THEME 5: STAFF AND CUSTOMERS RATIO**

Enough number of employees is necessary to implement the law. This theme shows that staff and customer ratio is critical in ensuring that customers are served properly. Most importantly, minors are not served with alcohol in their establishments.

**Informant 8:** *“Katulad nga ng sabi ko kanina na kapag peak hours at madami ng tao, hindi na namin natututukan lahat ng customer namin. Pero yes meron din kaming mga rules dito base na din yun sa batas ng government. Since requirement din sya para sa permit naming.”*

**Informant 1:** *“Hmm kasi mam mejo open area po tayo ano, pansin nyo naman so hindi talaga napapansin lahat ng mga pumapasok lalo na kapag peak hour. Pero ginagawa namin lahat para maobserve ang mga customer.”*

**Informant 8:** *“Ay hindi masyado e. lalo na kapag peak hours minsannamankasi nag bibilliards lang yung mga minors na customer dito.”*

Manpower in a business should be enough to handle the expected volume of the customers. Regardless if it is peak hour or not every customer should be handled by an establishment if they allow it to dine. It only means that employees in the bar should be enough to cover the volume of the customer. According to Graham, Bernards, Osgood, Wells (2006), although vicariate analyses confirmed the significance of most environmental predictors of aggression identified in previous research, multivariate analyses identified the following key visit-level predictors (controlling for bar-level relationships): rowdiness/permissive environment and people hanging around after closing predicted both frequency and severity of aggression; sexual activity, contact and competition and people with two or more drinks at closing predicted frequency but not severity of aggression; lack of staff monitoring predicted more severe patron aggression, while having more and better coordinated staff predicted more severe staff aggression. Intoxication of patrons was significantly associated with more frequent and severe patron aggression at the bar level (but not at the visit level) in the multivariate analyses and negatively associated with severity of staff aggression at the visit level. The results demonstrate clearly the importance of the immediate environment (not just the type of bar or characteristics of usual patrons) and the importance of

specific environmental factors, including staff behavior, in predicting both frequency and severity of aggression.

## V. DISCUSSION

This study aimed to explore the implementation of PD 1619 among bars and restaurants in Tagaytay City.

According to Clarke and Braun (2006), composing a thematic map for analysis is to check and review all the data and theme gathered.

The first theme is the “current state of awareness on PD 1619”. This theme describes the participants’ degree of awareness and familiarization of the PD 1619 law which may have influenced their degree of compliance, their need for more information and understanding with the provisions of the law.

The second theme is “integration of PD 1619 in establishments SOP” ; this theme indicates that most of the establishments have been compliant with the law as shown in their Standard Operating procedure.

The third theme is “attitude towards law enforcement” that has 3 subthemes: “indifference”, “peer pressure”, and “leniency in the implementation among the establishment”. This characterizes the attitude of informants towards the law. Indifference and peer pressure are some of the reasons why students or minors still go to bars even though they know about the restrictions. This behavioral aspect of both the implementers and the customers have been influencing the status of implementation.

The fourth theme is “training” which pertains to the need of the establishment to educate their employees on PD 1619 and how this law be operationalized in their establishment

And the last theme is “staff and customers ratio” . This theme shows that staff and customer ratio is critical in ensuring that customers are served properly. Most importantly, minors are not served with alcohol in their establishment.

Based on the aforementioned findings, the following are recommended: 1) Local Government of Tagaytay City shall strengthen the implementation of PD 1619 to all restaurants and bars in Tagaytay City, 2) Educational institutions shall also help LGUs in disseminating the law to protect the public safety especially the youth, 3) The researchers recommend seminars and trainings that restaurant bars employees can implement as part of the induction program for new

employees of the establishment, 4) Every restaurant bars and restaurant must have signage that are noticeable so customers and personnel are cautioned about serving alcoholic beverages to minors.

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