

## The Effects of the COVID-19 Pandemic on the Tourism Industry in Negros Oriental, Philippines

Ryan O. Tayco ✉

Hospitality Management Department  
Negros Oriental State University, Dumaguete, Philippines

Millard Vaughn Tubog

Hospitality Management Department  
Negros Oriental State University, Dumaguete, Philippines

Ma. Leroz P. Rizada

Hospitality Management Department  
Negros Oriental State University, Dumaguete, Philippines

Cynie T. Antique

Hospitality Management Department  
Negros Oriental State University, Dumaguete, Philippines

Glennen Y. Zamora

Hospitality Management Department  
Negros Oriental State University, Dumaguete, Philippines

Lyra B. Espinosa

Hospitality Management Department  
Negros Oriental State University, Dumaguete, Philippines

✉ [ryantayco@norsu.edu.ph](mailto:ryantayco@norsu.edu.ph)

---

### Abstract

The study tries to determine the effects of the pandemic on the tourism industry in Negros Oriental specifically on accommodation facilities and food and beverage establishments. This study is a descriptive method using the correlational technique. The results show that both accommodation facilities and F&B establishments strongly agree that the actions taken during the pandemic are the observance of government protocols. The study also finds out a significant relationship between human resources and operating

pressures with actions taken during the pandemic. While for the F&B establishments, human resources, operations, financial situations, operating pressures, and government policies shows a significant relationship to actions taken during the pandemic. It is also said that accommodation facilities that manage by women take action effectively during the pandemic, and accommodations facilities with more employees have more operating pressures compared to businesses with fewer employees. The same can be said with F&B establishments where sex and marital status is significantly related to human resource. This means that F&B establishments managed by single women experienced less effect on their human resources and single women can work effectively during the pandemic.

### **Keywords**

*Tourism Industry, Accommodation Facilities, Food And Beverage Establishments, Descriptive Method, Negros Oriental.*

## **Introduction**

Without a doubt, the tourism industry is among the sectors that have been greatly affected by the Corona Virus Disease 2019 (COVID-19) pandemic. The closing of borders, airports, and hotels as well as restrictions on mass gatherings, land travel, and related services across the world put around 100 to 120 million jobs at risk, as estimated by the World Tourism Organization (Pricewaterhouse Coopers, 2020). So it is important to understand the effects of the pandemic on the tourism industry. Hence, this study tries to determine the effects of the pandemic on the tourism industry in Negros Oriental specifically on accommodation facilities and food and beverage establishments.

Due to the COVID-19 pandemic, the world's economy was shut down almost overnight (UNWTO, 2020). The pandemic has confronted the hospitality industry with an unprecedented challenge. Strategies to flatten the COVID-19 curve such as community lockdowns, social distancing, stay-at-home orders, travel, and mobility restrictions have resulted in the temporary closure of many hospitality businesses and significantly decreased the demand for businesses that were allowed to continue to operate (Bartik et al., 2020). Almost all restaurants were asked to limit their operations to only take-outs. Restrictions placed on travel and stay-at-home orders issued by the authorities led to a sharp decline in hotel occupancies and revenues. However, the reopening process has slowly begun and authorities have started to ease restrictions, for example, allowing dine-in restaurants to reopen at a reduced

capacity with strict social distancing guidelines, and gradually reducing restrictions on domestic and international travel. Evidence shows that tourist development has made an important impact on the tourism trade in a certain locality (Tubog & Tayco, 2017).

COVID-19 has halted many economic activities short in their tracks. In the early stages of strict quarantine guidelines in the Philippines, people's movements were limited and mass gatherings have been prohibited to minimize the spread of the virus. Keeping this in mind, the impacts of COVID-19 on the events industry alone are far too great. The industry is expected to even face more challenges when it comes to coping with social distancing and a lot of new things with the new normal (Pricewaterhouse Coopers, 2020).

The tourism industry is vulnerable to threats posed by unexpected catastrophes such as epidemics, natural disasters, and terrorist attacks (Chan and Lam, 2013; Jayawardena et al., 2008; Hung et al., 2018; Lo et al., 2006; Paraskevas, 2013; Racherla and Hu, 2009). Different types of catastrophes bring distinct industry consequences and prompt the industry to take measures to tackle various challenges caused by crises. The study of Tayco and Sequiño (2014) demonstrated that on top of a typical tourist's destination criteria is a climate risk condition of the tourist's destination. For this reason, governments strive to attract tourists through various strategies aimed at establishing an image of a desirable tourist destination for the country.

According to the Department of Tourism, Negros Oriental has boasted numerous tourist attractions, which also helped boost the economy. Negros Oriental is also packed with many things to do, making it one of the top tourist spots in the country. Silliman University is the oldest American-founded University in Asia, and where the Silliman Anthropological Museum found, which is home to 2,000-year-old artifacts and information about the indigenous culture and history of the Philippines. Bais City is a popular tourist spot for whale and dolphin watching, due to its proximity across the Tañon Strait. The White Sand Bar in the Municipality of Manjuyod is dubbed the "Maldives of the Philippines" because of its spotless white sand. Tourists consider the Apo Island Marine Protected Area in the Municipality of Dauin as one of the best dive sites in the world. Festivals are also a significant tourist attraction in Negros Oriental, among the most notable, is the Buglasan Festival which is celebrated during the third week of October (*tourism.gov.ph*). The tourism industry of Negros Oriental is growing because Dumaguete City the capital city of Negros Oriental is the gateway to different popular tourist destinations not only Negros Oriental but also tourists going to Siquijor, the southern part of Cebu, and even Mindanao. However, there are still some

challenges that are being faced especially in the health and safety practices of the tourism industry.

There is no existing study in Negros Oriental that studies the effects of the COVID-19 pandemic on accommodation facilities and F&B establishments. Hence, this paper aims to determine the effects of the pandemic on the tourism industry in Negros Oriental. The researchers aim to determine the effects of COVID-19 on the tourism industry and the actions taken by the tourism industry during the pandemic. As a result, this paper would hopefully guide especially the rightful authorities in possibly creating substantial emergency preparedness for any catastrophes affecting the tourism industry.

## Method

This study is a descriptive method using the correlational technique. Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon studied. While the correlational method was used by the researchers to discover the relationship between the variables and how strong it may be. The purpose of this is to determine the degree to which the movement of two different variables specifically on accommodation facilities and F&B establishments, and this study was limited to the owners or managers/supervisors of the tourism industry mentioned above.

Purposive sampling was used by the researchers to get information from the owners or managers/supervisors. Purposive sampling was used by the researchers to obtain a sample population that best represents the entire population being studied. The criteria for choosing the respondents are:

1. Those tourism industries that are still operating amidst the pandemic;
2. Accommodation facilities should be categorized as hotels and resorts that have 10 or more guest rooms.
3. For F&B establishments, they should be categorized as a restaurant, bistro, resto-bar, or fast-food that has 10 or more employees.
4. They should be legally registered establishments.

To gather the necessary information for this study, permission was requested from respondents. The researchers made a survey instrument used as the main instrument for data gathering. Questionnaires were distributed personally and online (google form) and retrieved by the researchers and research assistants from the respondents.

The method used in the investigation is a descriptive survey through a questionnaire using an interview schedule with some parts in scaled form rated according to the degree or extent of certain phenomena. In this case, it concerns the effects of the COVID-19 pandemic on the tourism industry, as well as the action taken by the tourism industry during the pandemic. All items in the instrument asked the respondents to indicate their level of agreement by choosing from a 5-point Likert scale.

The researchers treat the data using the following statistical tools:

Frequency was used in the study to determine the distribution of each respondent's profile that was included in the question. The percentage was used to get the part of the respondents' distribution of each profile from its total population. Weighted mean was used to calculate the respondent's level of agreement and standard deviation was used to measure how dispersed the data is in relation to the mean.

To compute the significant relationship, Spearman rho correlation coefficient analysis and Chi-square test were used to show the association between the two (2) variables, one dependent variable, and two or more independent variables. A Spearman rho correlation describes the monotonic relationship between two (2) variables. It is useful for non-normally distributed continuous data, it is used for ordinal data. It is used for ordinal data, and it is relatively robust to outliers (Schober, Boer, & Schwarte, 2018). Spearman rho correlation is a nonparametric test that measures the strength and direction of the association between two variables that are measured on an ordinal or continuous scale. While the Chi-square test is a statistical test used to compare observed results with expected results. The purpose of this test is to determine if a difference between observed data and expected data is due to chance, or if it is due to a relationship between the variables you are studying. The Chi-Square test is a statistical procedure used by researchers to examine the differences between categorical variables in the same population, it is used for noinal data. Both statistical tools were used to examine the relationships between the respondent's demographic profile to the effects of COVID-19 and the actions taken by the tourism industry during the pandemic. And the relationships between the effects of the COVID-19 pandemic and actions taken by the tourism industry.

Upon retrieval of the questionnaires from the respective respondents, the results were tabulated and the appropriate statistical tools were applied. The data then be presented using tables and graphs.

## RESULTS AND DISCUSSION

Below are the findings of the study after data were treated with the appropriate statistical tools. Table 1 displays the socio-demographic profile of the accommodation facilities and F&B establishments in Negros Oriental.

The data presented in Table 1 indicates that most of the respondents are aged from 20 to 30 years old for the accommodation facilities, and from 26-30 years old for F&B establishments. This age group was young professionals and mature enough to hold employment positions and engage in business. Alba (2019) explains that young employees can bring a fresh perspective and a different way of thinking to the business. The said results conform to the data by the Philippine Statistics Authority in 2021 that the largest number of employed persons was in the age group 25 to 34 years old which accounted for 28.2 percent of the total employed.

It is evident in this table that the majority of the respondents are female as they are usually tasked to run the business. Women are so reliant and can provide details in the decision-making and problem-solving aspect when it comes to service quality and doing clerical work. The presence of women in the industry is making the provision of services more complex because of their passive nature where they can address the caring needs of the customers (Asinas et. al, 2019).

Table 1 also shows that most of the respondents working in the accommodation facilities and F&B establishments are single. As revealed in the age range, they are mostly aged under 30 years old which means they are more focused on working or running their own business. According to Anapen (2016), single people can be hired immediately since they could comply when the management request for overtime and complicated shift of schedules.

It is also presented in Table 1 that the majority of the respondents are college graduates. This explains that hospitality industries are hiring college graduates to ensure that their personnel has the right skills and knowledge in providing service to their customers. The need for more competent workers would help attain customer satisfaction because professional workers could be developed when they can finish their studies (Asinas et. al, 2019). Other studies were able to prove the importance of degree holders as a requirement for job hiring and selection.

Furthermore, Table 1 also highlights the job position of the respondents. It shows that the majority of the respondents are working as managers in accommodation facilities and F&B establishments. Some owners usually do not stay in the office. Instead, they employ trusted people to run the business. Owners often delegate financial management to others, though

sometimes they maintain at least part of this responsibility themselves. In successful businesses, the role of the manager is held by professional employees chosen for their leadership role based on their education and proven competence.

Table 1. Socio-Demographic Profile of the Respondents

Variable	Accommodation Facilities (N-39)		F& B Establishments (N-52)	
	f	%	f	%
<b>Age</b>				
51 above	3	7.69	8	15.38
46-50	4	10.26	0	0.00
41-45	2	5.13	5	9.62
36--40	3	7.69	8	15.38
31-35	4	10.26	5	9.62
26-30	11	28.21	14	26.92
20-25	11	28.21	7	13.46
prefer not to tell	1	2.56	5	9.62
<b>Gender</b>				
Male	6	15.38	15	28.85
Female	33	84.62	37	71.15
<b>Marital Status</b>				
Married	16	41.03	22	42.31
Single	17	43.59	23	44.23
Prefer not to say	6	15.38	7	13.46
<b>Highest Educational Attainment</b>				
College Graduate	34	87.18	32	61.54
College	4	10.26		
Undergraduate			13	25.00

Prefer not to say	1	2.56	7	13.46
<b>Job Position</b>				
Manager	20	51.28	33	63.46
Supervisor	13	33.33	12	23.08
Owner	6	15.39	7	13.46

Table 2 indicates the organizational profile of the accommodation facilities and F&B establishments in Negros Oriental. The results show that most of the respondents for accommodation facilities are resorts. This means that during the pandemic many resorts still attracts local tourist in visiting their place since they can offer other services such as swimming pools, other entertainment services, and they can observe proper safety protocols since their area are bigger, not like with hotels that have limited products and services can be offered to their customers. While for F&B Establishments many of the respondents are from restaurants. It is observed that during the pandemic, more restaurants in Negros Oriental were being established.

For the number of employees, the majority of the accommodation facilities have a number of employees that ranges from 11 to 20 employees, while restaurant ranges from 6 to 10 employees. The number of employees in an organization depends on the size and number of services the Accommodation Facilities and F&B Establishments are offering. The more products and services they are offering, the more employees are needed.

And for the years in business, most of the accommodation facilities and F&B establishments are ranges from 6-10 years, which means they have been in operation for quite some time.

*Table 2. Organizational Profile of Accommodation Facilities and F&B Establishments*

Variable	f	%	Variable	f	%
<b>Type of Industry</b>	Resort	53.85	<b>Type of Industry</b>		
			Resto		
			Bar/Shop	3	11.54
Hotel	46.15		Fast-foods	10	19.23
			Restaurant	36	69.23
<b>Number of Employees</b>	41 and above	5.13	<b>Number of Employees</b>		
			21 above	2	3.85



31 to 40	2	5.13	16 to 20	8	15.38
21 to 30	4	10.26	11 to 15	16	30.77
11 to 20	23	58.97	6 to 10	26	50.00
<b>Years in the Business</b>			<b>Years in the Business</b>		
21- years above	5	12.82	21- years above	1	1.92
16 - 20 years	7	17.95	16 - 20 years	4	7.69
11 - 15years	5	12.82	11 - 15years	9	17.31
6 - 10 years	9	23.08	6 - 10 years	15	28.85
2 - 5 years	8	20.51	2 - 5 years	14	26.92
months-1 year	5	12.82	months-1 year	9	17.31
<i>N – 39</i>			<i>N – 52</i>		

From small to large businesses, no one has prepared for the large hit brought by the COVID-19 pandemic. Unfortunately, accommodation facilities and F&B establishments are the ones being hit the hardest by the fallout of the pandemic.

Table 3 presented the effects of the COVID-19 pandemic on the tourism industry in Negros Oriental. Accommodation facilities neither agree nor disagree that the pandemic affects their human resources, operations, financial situations, and operating expenses. Jones & Comfort (2020) offers some reflections on changes in the relationships between sustainability and the hospitality industry following the onset of the COVID-19 crisis. Their findings reveal the dramatic effect, the crisis has offered a vision of a more sustainable future, this vision may pose a major challenge for the industry and many of its traditional customers. In the COVID-19 business climate, hospitality businesses are expected to make significant adjustments to their operations to protect their staff and customer health and safety, as well as increase customer willingness to patronize their business (Gössling, Scott, & Hall, 2020). According to preliminary findings, the most important safety precautions that customers and employees expect from the service industry are visible sanitizing efforts (such as hand sanitizers at the entrance, and staff wearing masks and gloves), implementing social distancing, limiting the number of customers served, more rigorous and frequent cleaning of high-touch surfaces

in common areas, and employee training of health and safety protocols (Gursoy and Chi, 2020).

Respondents from the accommodation facilities also agree that government policies such as government regulations (travel advisory, travel ban, and health and safety guidelines), provide tax incentives and a grace period on tax payments, provide wage subsidies, provide flexible loans and payments, and lobbying efforts for government support has an effect on their organization. Many industries strongly looked for support from the government. This is because of the government restrictions and protocols established during the pandemic. During COVID-19, many world's most prominent multinational tourism organization has announced cost reductions in their operations across the world (Higgins-Desbiolles, 2020). Tsionas (2020) discusses post-COVID-19 problems and mentions that opening at a limited capacity of almost 33% is a good option. He proposes that government subsidies would be needed to support such lower capacities. There has been massive government intervention in the working and operation of the tourism industry during the COVID-19 crisis (Higgins-Desbiolles, 2020). In the Philippines, Department of Tourism (DOT) Secretary Bernadette Romulo-Puyat said the tourism industry is ready to face the reality and daunting challenges of the new normal. Secretary Puyat said the DOT, in cooperation with national government agencies and stakeholders through the Tourism Congress of the Philippines (TCP), is currently formulating the Tourism Response and Recovery Plan (TRRP), which will serve as the master plan to get the industry back on its feet (*tourism.gov.ph*).

*Table 3. Effects of COVID-19 Pandemic on the Accommodation Facilities in Negros Oriental*

Effects of the Pandemic	SD	Wx	Verbal Descriptions
<b>Human Resources</b>	<b>1.23</b>	<b>3.33</b>	<b>Neither Agree/ Disagree</b>
• Reducing the labor force	1.23	3.48	Agree
• Using unpaid vacation or increasing unpaid leave to reduce the labor force	1.27	3.14	Neither Agree/ Disagree
• Involuntary separation to reduce labor force	1.10	2.62	Neither Agree/ Disagree
• Reducing the number of workdays per week and	1.43	3.75	Agree

---

performing flexible working schedules for the employees			
• Implement a staged flexible salary method	1.14	3.66	Agree
<b>Operations</b>	<b>1.14</b>	<b>3.28</b>	<b>Neither Agree/ Disagree</b>
• Reduce the level of operation hours	1.16	3.72	Agree
• Temporarily stop offering products/services due to current restrictions	1.07	3.40	Agree
• Temporarily stop offering products/services due to the lack of demand	1.12	3.24	Neither Agree/ Disagree
• Temporary housing for medical staff/front liners	1.13	3.12	Neither Agree/ Disagree
<b>Financial Situations</b>	<b>1.27</b>	<b>3.04</b>	<b>Neither Agree/ Disagree</b>
• Cash flow shortage	1.37	3.61	Agree
• Decrease in profits	1.36	3.54	Agree
• Balance of income and expenditures	1.35	3.05	Neither Agree/ Disagree
• Applied for financing/loans	1.09	2.76	Neither Agree/ Disagree
• Delaying payment of accounts payable	1.27	2.81	Neither Agree/ Disagree
<b>Operating Pressures</b>	<b>1.28</b>	<b>3.18</b>	<b>Neither Agree/ Disagree</b>
• Employee benefits, salaries, and insurance	1.40	3.63	Agree
• Postponements and cancellation of bookings/events	1.41	3.20	Neither Agree/ Disagree
• Difficulty in attracting customers	1.24	3.28	Neither Agree/ Disagree
• Shortage of supplies and materials	1.13	3.83	Agree
• Repayment of loans and payment of accounts payable	1.22	2.96	Neither Agree/ Disagree
	<b>1.21</b>	<b>3.95</b>	<b>Agree</b>

---

---

**Government Policies**

• Government Regulations (travel advisory, travel ban, and health and safety guidelines)	1.32	3.92	Agree
• Provide tax incentives and a grace period on tax payments	1.28	3.95	Agree
• Provide wage subsidies	1.09	4.00	Agree
• Provide flexible loans and payments	1.16	3.96	Agree
• Lobbying efforts for government support	1.31	3.88	Agree

---

<i>Legend: 4.21-5.00</i>	<i>Strongly Agree</i>
<i>3.41-4.20</i>	<i>Agree</i>
<i>2.61-3.40</i>	<i>Neither Agree nor Disagree</i>
<i>1.81-2.60</i>	<i>Disagree</i>

It is presented in Table 4 the effects of the COVID-19 pandemic on the F&B establishments in Negros Oriental. The F&B establishments agree that there is an effect of the pandemic on their human resources, operations, financial situation, operating pressures, and government policies. It means, the pandemic greatly affects the operation of their businesses.

To begin with, the F&B establishments agree on the effects of the pandemic on their human resources such as reducing the labor force. The tourism and hospitality industry is greatly affected by the pandemic causing the loss of jobs for many workers (Nicola et al., 2020; Hao, Xiao & Chon, 2020). The closing of borders, airports, and hotels as well as restrictions on mass gatherings, land travel, and related services across the world put around 100 to 120 million jobs at risk, as estimated by the World Tourism Organization. The restrictions and the risks associated with health and safety during this pandemic have resulted in lower demand in the tourism industry and consequently resulted in a change in staffing requirements (Pricewaterhouse Coopers, 2020).

In addition, respondents agree on the effects of the pandemic on their operations for example reducing the level of operation hours. The presence of the COVID-19 pandemic has affected the demand for the restaurant industry in the Philippines. Almost all restaurants were asked to limit their operations to only take-outs. Therefore the operation hours of the F&B establishments are affected due to the curfews implemented by the government. Hospitality businesses are expected to make substantial changes to their operations in the

COVID-19 business environment to ensure employees’ and customers’ health and safety and enhance customers’ willingness to patronize their business (Gössling, Scott, & Hall, 2020).

Moreover, F&B establishments agree on the effects of the pandemic on their financial situations like cash flow shortage and balance of income and expenditures. The businesses that rely on social interactions like entertainment and tourism are suffering severely, and millions of people have lost their jobs. Layoffs decline in personal income, and heightened uncertainty has made people spend less, triggering further business closures and job losses (Ghosh, 2020). The Philippine economy has moved to the recovery stage six months after the March lockdown in 2020, but micro, small, and medium enterprise continues to face a sharp drop in demand and revenue (ADB Institute, 2021).

Furthermore, they also agree on the effects of the pandemic on their operating pressure including employee benefits, salaries, and insurance. F&B establishments don’t possess enough resources, especially in terms of finances since these industries are highly dependent on their daily business transactions and with it guests. That’s why they are a decrease in demand, supply chain disruptions, cancelation of reservations, and shortage of materials and they hardly continue to operate. According to the survey conducted by International Labour Organization (ILO), half of the surveyed have reduced their production of goods and services that can match demand reductions and constraints on their production, and over one-third of them are negotiating wage modifications with workers or revised payment terms with banks and suppliers (ILO, 2020).

Lastly, they agree on the effects of the pandemic on the government policies like government regulations (travel advisory, travel ban, and health and safety guidelines). The government has become a significant role player in the economy of tourism. The presence of COVID-19 pandemic has affected the demand for the tourism industry in the Philippines. Both foreign and domestic visitors in the country tend to be anxious to travel due to COVID-19. This is because of the government restrictions and protocols established during the pandemic. Strategies to flatten the COVID-19 curve such as community lockdowns, social distancing, stay-at-home orders, travel, and mobility restrictions have resulted in the temporary closure of many hospitality businesses and significantly decreased the demand for businesses that were allowed to continue to operate (Bartik et al., 2020).

*Table 4. Effects of COVID-19 Pandemic on the F&B Establishments in Negros Oriental*

<b>SD</b>	<b>Wx</b>	<b>Verbal Descriptions</b>
-----------	-----------	----------------------------

<b>Effects of the Pandemic</b>			
<b>Human Resources</b>	<b>1.01</b>	<b>3.82</b>	<b>Agree</b>
• Reducing the labor force	.95	3.98	Agree
• Using unpaid vacation or increasing unpaid leave to reduce the labor force	1.00	3.80	Agree
• Involuntary separation to reduce labor force	1.10	3.69	Agree
• Reducing the number of workdays per week and performing flexible working schedules for the employees	.96	3.77	Agree
• Implement a staged flexible salary method	1.02	3.85	Agree
<b>Operations</b>	<b>1.08</b>	<b>3.88</b>	<b>Agree</b>
• Reduce the level of operation hours	1.08	4.09	Agree
• Temporarily stop offering products/services due to current restrictions	1.00	3.85	Agree
• Temporarily stop offering products/services due to the lack of demand	1.10	3.80	Agree
• Temporary housing for medical staff/front liners	1.04	3.89	Agree

<b>Financial Situations</b>	<b>.90</b>	<b>3.75</b>	<b>Agree</b>
• Cash flow shortage	.99	4.13	Agree
• Decrease in profits	1.05	3.84	Agree
• Balance of income and expenditures	.89	4.00	Agree
• Applied for financing/loans	1.19	3.25	Neither Agree/ Disagree
• Delaying payment of accounts payable	1.25	3.46	Agree
<b>Operating Pressures</b>	<b>1.05</b>	<b>3.87</b>	<b>Agree</b>
• Employee benefits, salaries, and insurance	1.03	4.20	Agree
• Postponements and cancellation of bookings/events	1.07	3.68	Agree
• Difficulty in attracting customers	1.07	3.89	Agree
• Shortage of supplies and materials	1.01	3.73	Agree
• Repayment of loans and payment of accounts payable	1.07	3.84	Agree
<b>Government Policies</b>	<b>1.02</b>	<b>3.86</b>	<b>Agree</b>
• Government Regulations (travel advisory, travel ban, and health and safety guidelines)	.85	4.14	Agree
• Provide tax incentives and a grace period on tax payments	1.02	3.78	Agree
• Provide wage subsidies	1.01	3.87	Agree
• Provide flexible loans and payments	1.06	3.81	Agree
• Lobbying efforts for government support	1.15	3.71	Agree

<i>Legend: 4.21-5.00</i>	<i>Strongly Agree</i>
<i>3.41-4.20</i>	<i>Agree</i>
<i>2.61-3.40</i>	<i>Neither Agree nor Disagree</i>
<i>1.81-2.60</i>	<i>Disagree</i>
<i>1.00-1.80</i>	<i>Strongly Disagree</i>

Table 5 shows the actions taken during the pandemic by the accommodation facilities and F&B establishments in Negros Oriental. The results show that both accommodation facilities and F&B establishments strongly agree that the actions taken during the pandemic are the observance of government protocols such as providing alcohol/hand sanitizers at entry, staff wearing masks and gloves, implementing social distancing, and limiting the number of customers. Accommodation facilities strongly agree also on enhanced cleaning and safety training for staff-customer encounters, improve internet connectivity of the establishment, and improved environmental sustainability.

The government has become a significant role player in the economy of tourism. There has been massive government intervention in the working and operation of the tourism industry during the COVID-19 crisis (Higgins-Desbiolles, 2020). Nepomuceno et al., (2020), explained that following strict protocols lessens physical contact and prevents transmission of viruses as long as everyone strictly follows and obeys the quarantine rules. According to preliminary findings, the most important safety precautions that customers and employees expect from the service industry are visible sanitizing efforts (such as hand sanitizers at the entrance, and staff wearing masks and gloves), implementing social distancing, limiting the number of customers served, more rigorous and frequent cleaning of high-touch surfaces in common areas, and employee training of health and safety protocols (Gursoy and Chi, 2020). Jones & Comfort (2020) study describes the COVID-19 crisis, emphasizes the role of hospitality in economic and social life, and reviews how the crisis has changed the relationships between sustainability and the hospitality industry.

In the Philippines, to save the economy and at the same to prevent the transmission of the virus, the Inter-Agency Task Force against Emerging Infectious Diseases (IATF-EID) approved the health protocols for dine-in operations following the findings of the Department of Trade and Industry ([www.dti.gov.ph](http://www.dti.gov.ph)) and the guidelines of the implementation of minimum health protocols for accommodation facilities provided by the Department of Tourism ([www.tourism.gov.ph](http://www.tourism.gov.ph)). These guidelines will help the accommodation facilities and F&B establishments to keep going despite the challenges and should be complied with to operate in the new normal. To address the adverse



impacts of the COVID-19 pandemic, the tourism industry started implementing adaptive business measures. Among these are, digitalization or the use of online platforms for their business transactions, utilization of non-cash payment options, cost reduction, and diversification of products and services (UNDP, 2020).

Table 5. Actions taken during the pandemic by the Tourism Industry in Negros Oriental

Actions taken during the Pandemic	Accommodation Facilities			F& B Establishments		
	SD	Wx	Verbal Descriptions	SD	Wx	Verbal Descriptions
	<ul style="list-style-type: none"> <li>Utilized closing time for refurbishment and expansion of the premises in preparation for the recovery phase.</li> <li>Reduce tourists' risk perception, strong coordination with the government bodies to deliver consistent messages to guests.</li> <li>Promoting new products or services (such as family events, and small group catering at a discounted price).</li> <li>Price drop on special offers and reducing the list price</li> <li>Observe government protocols (such as providing alcohol/hand sanitizers at the entry, staff wearing masks and gloves, implementing social</li> </ul>	.89	4.06	Agree	.74	4.13
	.82	4.10	Agree	.75	4.10	Agree
	.82	3.90	Agree	.86	3.96	Agree
	.79	3.82	Agree	.96	3.88	Agree
	.68	4.46	Strongly Agree	.72	4.27	Strongly Agree

distancing, and limiting the number of customers).							
• Suspended or retrieved their investments in new projects to reduce investment risk.	.83	4.00	Agree	.84	4.13	Agree	
• Enables digitalization to reduce physical interactions and infection risks while still providing personalized care to ensure guest satisfaction (such as contactless service).	.87	4.15	Agree	.79	4.04	Agree	
• Enhanced cleaning and safety training for staff-customer encounters.	.72	4.41	Strongly Agree	.83	4.12	Agree	
• Improve internet connectivity of the establishment.	.60	4.46	Strongly Agree	.79	4.08	Agree	
• Improve Environmental Sustainability (e.g. wellness services)	.88	4.38	Strongly Agree	.80	4.10	Agree	
<b>Composite Mean</b>	<b>.79</b>	<b>4.18</b>	Agree	<b>.68</b>	<b>4.08</b>	<b>Agree</b>	
<i>Legend: 4.21-5.00</i>			<i>Strongly Agree</i>				
<i>3.41-4.20</i>			<i>Agree</i>				
<i>2.61-3.40</i>			<i>Neither Agree nor Disagree</i>				
<i>1.81-2.60</i>			<i>Disagree</i>				
<i>1.00-1.80</i>			<i>Strongly Disagree</i>				

Table 6 displays a significant relationship between the extent of the effect of the COVID-19 pandemic and actions taken during the pandemic by the accommodation facilities in Negros Oriental. For a significant relationship to exist, the p-value must be equal to or lesser than the alpha/margin of error which in this study is set at 0.05.

The result shows that human resource and operating pressures are positively correlated with actions taken during the pandemic. This correlation is significant at 0.05 levels, suggesting that accommodation facilities that have effective human resources and handle their operating pressures properly have taken fewer actions during the pandemic. This means that accommodation facilities manage their human resource and operating pressures effectively has fewer actions taken during the pandemic to survive.

To address the adverse impacts of the COVID-19 pandemic, the tourism industry started implementing adaptive business measures. Among these are, digitalization or the use of online platforms for their business and the diversification of their products and services (UNDP, 2020). In the survey conducted by ILO (2020), half of the surveyed have reduced their production of goods and services that can match demand reductions and constraints on their production, and over one-third of them are negotiating wage modifications with workers or revised payment terms with banks and suppliers. The businesses that rely on social interactions like entertainment and tourism are suffering severely, and millions of people have lost their jobs. Layoffs decline in personal income, and heightened uncertainty has made people spend less, triggering further business closures and job losses (Ghosh, 2020). The situation is particularly dire in hospitality-related sectors which are facing a reduction in business activity of more than 90% (Fernandes, 2020).

The accommodation facilities and F&B establishments have to institute health and safety protocols to respond to employee and consumer safety. Key additional considerations for the sector relate to operational constraints. The need to restructure operations to provide products and services in a safe, financial, and environmentally sustainable manner (Telukdarie, Munsamy, & Mohlala, 2020).

*Table 6. The significant relationship between the extent of the effect of the COVID-19 Pandemic and actions taken during the pandemic by the Accommodation Facilities in Negros Oriental.*

Variables Tested		r value	p-value	Interpretations	Decision Rule
Actions taken	Human Resource	.36	.025	Significant	Reject Null
	Operations	.25	.12	Not Significant	Failed to Reject Null
	Financial Situations	.30	.06	Not Significant	Failed to Reject Null

<b>Operating Pressures</b>	.38	.02	Significant	Reject Null
<b>Government Policies</b>	.17	.29	Not Significant	Failed to Reject Null

If the p-value is less than or equal to .05, the relationship is significant

If the p-value is greater than .05, the relationship is not significant

Table 7 shows that the extent of the effects of the pandemic on human resources, operations, financial situations, operating pressures, and government policies is significantly related to actions taken during the pandemic. This correlation is significant at 0.05, thus, the null hypothesis of no relationship is rejected. The results suggest that F&B establishments that have effective human resources, operations, financial situations, operating pressures, and government policies have taken fewer actions during the pandemic.

Due to the COVID-19 pandemic, the world's economy was shut down almost overnight (UNWTO, 2020). The pandemic has confronted the hospitality industry with an unprecedented challenge. Strategies to flatten the COVID-19 curve such as community lockdowns, social distancing, stay-at-home orders, travel, and mobility restrictions have resulted in the temporary closure of many hospitality businesses and significantly decreased the demand for businesses that were allowed to continue to operate (Bartik et al., 2020). The study by Kaushal & Srivastava (2021), describes the COVID-19 outbreak presented unprecedented circumstances before the fragile tourism and hospitality industry. Their study has two important concerns, first, pertains to the major challenges that the hospitality and tourism industry faces amid current conditions; and second, relates to the vital learnings for the industry.

However, the reopening process has slowly begun and authorities have started to ease restrictions, for example, allowing dine-in restaurants to reopen at a reduced capacity with strict social distancing guidelines, and gradually reducing restrictions on domestic and international travel. While the tourism industry is slowly recovering, the COVID-19 crisis continues to exert profound impacts on how hospitality businesses operate. Hospitality businesses are expected to make substantial changes to their operations in the COVID-19 business environment to ensure employees' and customers' health and safety and enhance customers' willingness to patronize their business (Gössling, Scott, & Hall, 2020). Jones & Comfort (2020) study describes the COVID-19 crisis, emphasizes the role of hospitality in economic and social life, and reviews how the crisis has changed the relationships between sustainability and the hospitality industry.

Table 7. The significant relationship between the extent of the effect of the COVID-19 Pandemic and actions taken during the pandemic by the Tourism Industry in Negros Oriental.

Variables Tested	r value	p-value	Interpretations	Decision Rule	
Actions taken	Human Resource	.56	.000	Significant	Reject Null
	Operations	.37	.007	Significant	Reject Null
	Financial Situations	.42	.002	Significant	Reject Null
	Operating Pressures	.44	.001	Significant	Reject Null
	Government Policies	.61	.000	Significant	Reject Null

If the p-value is less than or equal to .05, the relationship is significant

If the p-value is greater than .05, the relationship is not significant

Table 8 presented the significant relationship between the profiles of the accommodation facilities to the extent of the effect of the COVID-19 pandemic and actions taken during the pandemic. The result shows sex is significantly related to the actions taken and no. of employees is significantly related to operating pressures. This correlation is significant at 0.05 levels, suggesting that accommodation facilities that manage by women take action effectively during the pandemic, and accommodations facilities with more employees have more operating pressures compared to businesses with fewer employees.

The study of Bhatnagar (2014) confirms the results of the study. He explains that women are so reliant and can provide details in the decision-making and problem-solving aspect when it comes to service quality and doing clerical work. They are useful in the accommodation industry to make reports, do feminine job roles, and provide comfort with no malice to the customers. It explains that during the pandemic, accommodation facilities managed by women take proper actions effectively because of their passive nature where they can address the caring needs of the customers and handles situations like the COVID-19 pandemic.

The result also shows that accommodations facilities with more employees have more operating pressures, because during the COVID-19 pandemic businesses that rely on social interactions like accommodation

facilities are suffering severely, and millions of people have lost their jobs. Layoffs decline in personal income, and heightened uncertainty has made people spend less, triggering further business closures and job losses (Ghosh, 2020). In this scenario, accommodation facilities especially those with more employees prioritize their expenditures and cut out those non-essential costs. That's why more businesses lobbying efforts for government support on the delayed payments of insurance, loans, taxes, and others in order the businesses can provide assistance to their employees instead of mass lay-offs and losing their jobs, others are reducing their labor force by offering limited work schedules to their employees.

*Table 8. The significant relationship between the profiles of the Accommodation Facilities to the extent of the effect of the COVID-19 Pandemic and actions taken during a pandemic*

Variable Tested		x <sup>2</sup> value & r value	p- value	Interpretations	Decision Rule	
Dependent	Independent					
<b>Actions Taken</b>	Age	r=.25	.12	Not Significant	Failed to Reject Null	
	<b>Sex</b>	<b>x<sup>2</sup>= 5.94</b>	<b>.05</b>	<b>Significant</b>	<b>Reject Null</b>	
	Marital status	x <sup>2</sup> = 1.96	.74	Not Significant	Failed to Reject Null	
	Educational Attainment	x <sup>2</sup> =4.59	.33	Not Significant	Failed to Reject Null	
	Job position	x <sup>2</sup> =2.56	.63	Not Significant	Failed to Reject Null	
	Type of Industry	x <sup>2</sup> =3.84	.15	Not Significant	Failed to Reject Null	
	No. of Employees	r=.28	.08	Not Significant	Failed to Reject Null	
	No. of years in business	r=.23	.17	Not Significant	Failed to Reject Null	
	<b>Human Resource</b>	Age	r=.19	.23	Not Significant	Failed to Reject Null
		Sex	x <sup>2</sup> = 4.90	.29	Not Significant	Failed to Reject Null
Marital status		x <sup>2</sup> = 5.22	.73	Not Significant	Failed to Reject Null	

	Educational Attainment	$\chi^2=3.42$	.33	Not Significant	Failed to Reject Null
	Job position	$\chi^2=3.00$	.93	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=1.40$	.84	Not Significant	Failed to Reject Null
	No. of Employees	$r=.12$	.47	Not Significant	Failed to Reject Null
	No. of years in business	$r=-.22$	.18	Not Significant	Failed to Reject Null
<b>Operations</b>	Age	$r=.29$	.08	Not Significant	Failed to Reject Null
	Sex	$\chi^2=1.44$	.69	Not Significant	Failed to Reject Null
	Marital status	$\chi^2= 4.53$	.61	Not Significant	Failed to Reject Null
	Educational Attainment	$\chi^2=4.55$	.60	Not Significant	Failed to Reject Null
	Job position	$\chi^2=11.91$	.06	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2= 1.89$	.39	Not Significant	Failed to Reject Null
	No. of Employees	$r=.27$	.10	Not Significant	Failed to Reject Null
	No. of years in business	$r=.004$	.98	Not Significant	Failed to Reject Null
<b>Financial Situations</b>	Age	$r=.28$	.08	Not Significant	Failed to Reject Null
	Sex	$\chi^2= 1.05$	.90	Not Significant	Failed to Reject Null
	Marital status	$\chi^2= 11.84$	.16	Not Significant	Failed to Reject Null
	Educational Attainment	$\chi^2=3.49$	.90	Not Significant	Failed to Reject Null
	Job position	$\chi^2=9.78$	.28	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=1.39$	.84	Not Significant	Failed to Reject Null
	No. of Employees	$r=.19$	.23	Not Significant	Failed to Reject Null

	No. of years in business	$r=-.10$	.53	Not Significant	Failed to Reject Null
<b>Operating Pressures</b>	Age	$r=-.29$	.07	Not Significant	Failed to Reject Null
	Sex	$\chi^2= 1.44$	.84	Not Significant	Failed to Reject Null
	Marital status	$\chi^2= 8.37$	.74	Not Significant	Failed to Reject Null
	Educational Attainment	$\chi^2=4.78$	.78	Not Significant	Failed to Reject Null
	Job position	$\chi^2=5.68$	.68	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=.72$	.95	Not Significant	Failed to Reject Null
	<b>No. of Employees</b>	<b><math>r=-.33</math></b>	<b>.04</b>	<b>Significant</b>	<b>Reject Null</b>
	No. of years in business	$r=-.05$	.77	Not Significant	Failed to Reject Null
<b>Government Policies</b>	Age	$r=-.23$	.16	Not Significant	Failed to Reject Null
	Sex	$\chi^2= 1.85$	.61	Not Significant	Failed to Reject Null
	Marital status	$\chi^2= 3.97$	.68	Not Significant	Failed to Reject Null
	Educational Attainment	$\chi^2=3.11$	.79	Not Significant	Failed to Reject Null
	Job position	$\chi^2=10.38$	.11	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=.79$	.15	Not Significant	Failed to Reject Null
	No. of Employees	$r=-.19$	.22	Not Significant	Failed to Reject Null
	No. of years in business	$r=-.05$	.77	Not Significant	Failed to Reject Null

*If the p-value is less than or equal to .05, the relationship is significant*

*If the p-value is greater than .05, the relationship is not significant*

The results of the correlational analysis as delineated in Table 9 above indicate that sex and marital status is significantly related to human resource. This correlation is significant at the 0.05 level. This means that F&B



establishments managed by single women experienced less effect on their human resources during the COVID-19 pandemic. This means that single women can work effectively during the pandemic since they have no other obligations that could affect their performance and productivity. Single women could attend to the shifting of schedules at ease, especially in an industry where accommodation is provided 24/7, they would need employees who can cope with the changes in duty scheduling. As stated by Anapen (2016), single people can be hired immediately since they could comply when the management request for overtime and complicated shift of schedules. And women are usually tasked to run the business for they are known to have strong management and are considered to have a natural preference for these things and are also very good at engaging customers. A growing amount of evidence globally indicates that the increase in care work during the pandemic has fallen disproportionately on the shoulders of women (Bahn, Cohen, and Rodgers 2020).

Table 9. The significant relationship between the profiles of the F&B Establishments to the extent of the effect of the COVID-19 Pandemic and actions taken during a pandemic

Variable Tested		x2 value & r value	p- value	Interpretations	Decision Rule
Dependent	Independent				
<b>Actions Taken</b>	Age	$r=.24$	.08	Not Significant	Failed to Reject Null
	Sex	$x^2=2.68$	.44	Not Significant	Failed to Reject Null
	Marital status	$x^2=2.93$	.82	Not Significant	Failed to Reject Null
	Educational Attainment	$x^2=3.54$	.94	Not Significant	Failed to Reject Null
	Job position	$x^2=11.78$	.07	Not Significant	Failed to Reject Null
	Type of Industry	$x^2=9.97$	.62	Not Significant	Failed to Reject Null
	No. of Employees	$r=.17$	.22	Not Significant	Failed to Reject Null
	No. of years in business	$r=.03$	.81	Not Significant	Failed to Reject Null
<b>Human Resource</b>	Age	$r=.24$	.08	Not Significant	Failed to Reject Null
	<b>Sex</b>	$x^2=8.12$	.04	<b>Significant</b>	<b>Reject Null</b>
	<b>Marital status</b>	$x^2=18.15$	.006	<b>Significant</b>	<b>Reject Null</b>

	Educational Attainment	$\chi^2=7.21$	.62	Not Significant	Failed to Reject Null
	Job position	$\chi^2=6.68$	.35	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=20.65$	.06	Not Significant	Failed to Reject Null
	No. of Employees	$r=.02$	.89	Not Significant	Failed to Reject Null
	No. of years in business	$r=-.02$	.87	Not Significant	Failed to Reject Null
<b>Operations</b>	Age	$r=.01$	.93	Not Significant	Failed to Reject Null
	Sex	$\chi^2=1.51$	.68	Not Significant	Failed to Reject Null
	Marital status	$\chi^2=10.22$	.12	Not Significant	Failed to Reject Null
	Educational Attainment	$\chi^2=7.62$	.57	Not Significant	Failed to Reject Null
	Job position	$\chi^2=3.73$	.71	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=9.73$	.64	Not Significant	Failed to Reject Null
	No. of Employees	$r=.18$	.14	Not Significant	Failed to Reject Null
	No. of years in business	$r=-.16$	.19	Not Significant	Failed to Reject Null
<b>Financial situations</b>	Age	$r=.19$	.18	Not Significant	Failed to Reject Null
	Sex	$\chi^2=3.15$	.37	Not Significant	Failed to Reject Null
	Marital status	$\chi^2=9.41$	.15	Not Significant	Failed to Reject Null
	Educational Attainment	$\chi^2=7.66$	.57	Not Significant	Failed to Reject Null
	Job position	$\chi^2=10.04$	.12	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=14.39$	.28	Not Significant	Failed to Reject Null
	No. of Employees	$r=.10$	.46	Not Significant	Failed to Reject Null

	No. of years in business	$r=-.17$	.22	Not Significant	Failed to Reject Null
<b>Operating Pressures</b>	Age	$r=-.02$	.90	Not Significant	Failed to Reject Null
	Sex	$\chi^2=3.79$	.28	Not Significant	Failed to Reject Null
	Marital status	$\chi^2=11.66$	.07	Not Significant	Failed to Reject Null
	Educational Attainment	$\chi^2=16.9$	.65	Not Significant	Failed to Reject Null
	Job position	$\chi^2=8.47$	.21	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=13.05$	.37	Not Significant	Failed to Reject Null
	No. of Employees	$r=-.17$	.21	Not Significant	Failed to Reject Null
	No. of years in business	$r=-.15$	.28	Not Significant	Failed to Reject Null
<b>Government Policies</b>	Age	$r=-.09$	.51	Not Significant	Failed to Reject Null
	Sex	$\chi^2=5.20$	.16	Not Significant	Failed to Reject Null
	Marital status	$\chi^2=7.08$	.31	Not Significant	Failed to Reject Null
	Educational Attainment	$\chi^2=4.28$	.89	Not Significant	Failed to Reject Null
	Job position	$\chi^2=10.61$	.10	Not Significant	Failed to Reject Null
	Type of Industry	$\chi^2=8.52$	.78	Not Significant	Failed to Reject Null
	No. of Employees	$r=-.12$	.41	Not Significant	Failed to Reject Null
	No. of years in business	$r=-.15$	.27	Not Significant	Failed to Reject Null

*If the p-value is less than or equal to .05, the relationship is significant*

*If the p-value is greater than .05, the relationship is not significant*

## Conclusion

Based on the findings of this study, the accommodation facilities and F&B establishments faced a lot of challenges during the COVID-19 pandemic, and customer demand for high-quality service while observing the safety protocols is increasing. To survive during the pandemic, businesses make important innovations and changes to their operations to ensure employees' well-being and customers' health and safety and enhance customers' willingness to patronize their products and services.

The results showed that the accommodation facilities agree that government policies such as government regulations have a greater effect on their operations during the COVID-19 pandemic due to the restrictions and health and safety protocols established during the pandemic. While F&B establishments agree that there is an effect of the pandemic on their human resources, operations, financial situation, operating pressures, and government policies. The presence of the COVID-19 pandemic has affected the demand for F&B establishments in Negros Oriental. Most of the F&B establishments were asked to limit their operations to only take-outs which forced them to shift to digitization or the use of online platforms for their transactions. Both accommodation facilities and F&B establishments strongly agree that the actions taken during the pandemic are the observance of government protocols such as providing alcohol/hand sanitizers at entry, staff wearing masks and gloves, implementing social distancing, and limiting the number of customers.

This study offers evidence of the significant relationship between human resources and operating pressures with actions taken during the pandemic. This means that accommodation facilities manage their human resource and operating pressures efficiently has fewer actions taken during the pandemic to survive. While for the F&B establishments, human resources, operations, financial situations, operating pressures, and government policies show a significant relationship to actions taken during the pandemic. The results suggest that F&B establishments that have effective human resources, operations, financial situations, operating pressures, and government policies have taken corrective actions properly in response to the pandemic.

The study also shows that accommodation facilities that are managed by women take action effectively during the pandemic, and accommodations facilities with more employees have more operating pressures compared to businesses with fewer employees. The same can be said with F&B establishments where sex and marital status is significantly related to human resource. This means that F&B establishments managed by single women experienced less effect on their human resources and single women can work effectively during the pandemic.

## Recommendations

The researchers proposed the following recommendations:

1. Accommodation facilities and F&B establishments continue to follow the given IATF (Inter-Agency Task Force) protocols which provide strict implementation and monitoring throughout the pandemic to ensure that their products and workplace are clean and maintained during this pandemic.
2. Accommodation facilities and F&B establishments in Negros Oriental should devise crisis response plans that are both short and long-term. It would be a good start to implement a set of proactive, comprehensive measures to stop the spread of the virus and create a better and safer environment for both customers and industries.
3. Further, studies can be conducted in a different setting to confirm the results of this study. The study did not compare results across different accommodation facilities and F&B establishments' locations. Future research work may look into how accommodation facilities and F&B establishments from varied locations show different results on the effects of the COVID-19 pandemic.

## References

- Alba, J. (2019). 6 top benefits of hiring young talent. UNICEF Thailand. Retrieved from <https://www.unicef.org/thailand/stories/6-top-benefits-hiring-young-talent>
- Asian Development Bank, (2020). Supporting the Philippines' Tourism Recovery in the New Normal through Digital Solutions. Retrieved from: <https://www.adb.org/news/videos/supporting-philippines-tourism-recovery-new-normalthrough-digital-solutions>
- Anapen, H. R. D. (2016). An integrated marketing communications campaign for PMAP-AIHRM.
- Asinas, J. D., Axalan, L. M. O., Juanites, V. J., Magnaye, L. R. N., Manalo, J. M., Solo, C. A., & Apritado, J. M. M. (2019). Career Advancement of Women in the Hospitality Industry. *Journal of Tourism and Hospitality Research*, 16(1).

- Bahn, K., Cohen, J., & van der Meulen Rodgers, Y. (2020). A feminist perspective on COVID-19 and the value of care work globally. *Gender, Work & Organization*, 27(5), 695-699.
- Bartik, A. W., Bertrand, M., Cullen, Z. B., Glaeser, E. L., Luca, M., & Stanton, C. (2020). How are small businesses adjusting to covid-19? early evidence from a survey (No. w26989). National Bureau of Economic Research.
- Bhatnagar, A. (2014). Determinants of motivation and job satisfaction among primary health workers: case studies from Nigeria and India (Doctoral dissertation, Johns Hopkins University).
- Chan, E. S., & Lam, D. (2013). Hotel safety and security systems: Bridging the gap between managers and guests. *International Journal of Hospitality Management*, 32, 202-216.
- Department of Tourism. Retrieved from [http://www.tourism.gov.ph/news\\_features/DZRHinterview120320.aspx](http://www.tourism.gov.ph/news_features/DZRHinterview120320.aspx)
- Department of Tourism. Retrieved from [http://www.tourism.gov.ph/Health and safety guidelines new normal.aspx](http://www.tourism.gov.ph/Health_and_safety_guidelines_new_normal.aspx)
- Department of Trade and Industry. Retrieved from [https://www.dti.gov.ph/sdm\\_tags/iatf-guidelines/](https://www.dti.gov.ph/sdm_tags/iatf-guidelines/)
- Fernandes, N. (2020). Economic effects of coronavirus outbreak (COVID-19) on the world economy.
- Ghosh, J. (2020). A critique of the Indian government's response to the COVID-19 pandemic. *Journal of Industrial and Business Economics*, 47(3), 519-530.
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism, and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 1-20.
- Gursoy, D., & Chi, C. G. (2020). Effects of COVID-19 pandemic on hospitality industry: a review of the current situations and a research agenda. *Journal of Hospitality Marketing & Management*, 29(5), 527-529.
- Hao, F., Xiao, Q., & Chon, K. (2020). COVID-19 and China's hotel industry: Impacts, a disaster management framework, and post-pandemic agenda. *International Journal of Hospitality Management*, 90, 102636.
- Higgins-Desbiolles, F. (2020). Socializing tourism for social and ecological justice after COVID-19. *Tourism Geographies*, 22(3), 610-623.
- Hung, K. K., Mark, C. K., Yeung, M. P., Chan, E. Y., & Graham, C. A. (2018). The role of the hotel industry in the response to emerging epidemics: a case study of SARS in 2003 and H1N1 swine flu in 2009 in Hong Kong. *Globalization and health*, 14(1), 117.

- ILO. (2020). MSME Day 2020: the COVID -19 pandemic and its impact on small business. Retrieved from [https://www.ilo.org/empent/whatsnew/WCMS\\_749275/lang-en/index.htm?fbclid=IwAR1VVSFej9YYKzljZP6C4gAp5txqtimfP3pLNZcOYbxdUTndu6M51\\_M3TWDA](https://www.ilo.org/empent/whatsnew/WCMS_749275/lang-en/index.htm?fbclid=IwAR1VVSFej9YYKzljZP6C4gAp5txqtimfP3pLNZcOYbxdUTndu6M51_M3TWDA)
- Jayawardena, C., Patterson, D. J., Choi, C., & Brain, R. (2008). Sustainable tourism development in Niagara. *International Journal of Contemporary Hospitality Management*.
- Jones, P., & Comfort, D. (2020). The COVID-19 crisis and sustainability in the hospitality industry. *International journal of contemporary hospitality management*.
- Kaushal, V., & Srivastava, S. (2021). *Hospitality and tourism industry amid COVID-19 Pandemic: Perspectives on challenges and learnings from India*. *International Journal of Hospitality Management*, 92, 102707. India. Elsevier. [www.elsevier.com/locate/ijhm](http://www.elsevier.com/locate/ijhm)
- Lo, A., Cheung, C., & Law, R. (2006). The survival of hotels during a disaster: A case study of Hong Kong in 2003. *Asia Pacific journal of tourism research*, 11(1), 65-80.
- Nepomuceno, M. R., Acosta, E., Alburez-Gutierrez, D., Aburto, J. M., Gagnon, A., & Turra, C. M. (2020). Besides population age structure, health and other demographic factors can contribute to understanding the COVID-19 burden. *Proceedings of the National Academy of Sciences*, 117(25), 13881-13883.
- Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., Agha, M. & Agha, R. (2020). The socio-economic implications of the coronavirus pandemic (COVID-19): A review. *International Journal of Surgery*, 78, 185-193. doi.org/10.1016/j.ijsu.2020.04.018
- Paraskevas, A. (2013). Aligning strategy to threat: a baseline anti-terrorism strategy for hotels. *International Journal of Contemporary Hospitality Management*. PricewaterhouseCoopers Business Services Philippines Co., Ltd. Accessed on December 11, 2020. Retrieved from <https://www.pwc.com/ph/en/publications/tourism-pwc-philippines/tourism-covid-19.html>
- Philippine Statistics Authority (2021). Employment Situation in July 2021. Retrieved from: <https://psa.gov.ph/content/employment-situation-july-2021>.
- Philippine Statistics Authority (2020). Employment Situation in July 2020. Retrieved from <https://psa.gov.ph/content/employment-situation-july-2020>.

- Racherla, P., & Hu, C. (2009). A framework for knowledge-based crisis management in the hospitality and tourism industry. *Cornell Hospitality Quarterly*, 50(4), 561-577.
- Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation coefficients: appropriate use and interpretation. *Anesthesia & Analgesia*, 126(5), 1763-1768.
- Tayco, R. O., & Sequiño, A. C. (2014). A Correlational Analysis of Global Climate Risk Indices and Tourism Industry Indicators Using Fractal Statistics. *Recoletos Multidisciplinary Research Journal*, 2(1).
- Telukdarie, A., Munsamy, M., & Mohlala, P. (2020). Analysis of the Impact of COVID-19 on the Food and Beverages Manufacturing Sector. *Sustainability*, 12(22), 9331.
- Tsionas, M. G. (2020). COVID-19 and gradual adjustment in tourism, hospitality, and related industries. *Tourism Economics*, 1354816620933039.
- Tubog, M. V., & Tayco, R. O. (2017). Factors that influence resorts' development in the Municipality of Dauin, Philippines. *University of the Visayas-Journal of Research*, 11(1), 99-104.
- United Nations Development Programme (UNDP, 2020). chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.undp.org/sites/g/files/zskgke326/files/2022-07/UNDP-Inclusive-by-Design-Accelerating-Digital-Transformation-for-the-Global-Goals.pdf
- United Nations World Tourism Organization. (May 2020). Impact Assessment of the COVID-19 Outbreak on International Tourism. Retrieved from <https://www.unwto.org/impactassessment-of-the-covid-19-outbreak-on-international-tourism>.



### **Acknowledgment**

The authors acknowledge the assistance of the Research, Innovation, Development, and Extension (RIDE) Office of Negros Oriental State University to finish this study.

### **Funding Information**

None

### **Conflicting Interest Statement**

There is no conflict of interest in the publication of this article.

### **Publishing Ethical and Originality Statement**

All authors declared that this work is original and has never been published in any form and in any media, nor is it under consideration for publication in any journal, and all sources cited in this work refer to the basic standards of scientific citation.

### **Publisher**

The Journal published by Institut Pariwisata dan Bisnis Internasional (IPB Internasional), Denpasar Bali, Indonesia. IPB Internasional is committed to become one of the leading universities in hospitality and tourism in Indonesia.