

Operational Management Practices of Resorts in Dinadiawan, Dipaculao, Aurora: A Basis for Strategic Plan

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ABSTRACT

This study determined the prolife of the resorts and their practices in operating their business in Brgy. Dinadiawan Dipaculao, Aurora. Also, the study identified the opportunities and challenges faced by resort owners during their operation. The study was conducted during the School Year 2023-2024. The survey had 40 resort owners/managers. Pre-testing was carried out among resort owners and managers at Baler in Aurora Province, with a Cronbach alpha score of 92.8% indicating that the instrument was trustworthy. The survey employed the descriptive-correlation technique of research, and the data was evaluated using statistical tools such as frequency count, percentage, mean, and standard deviation. The operation practice of the resorts got an overall mean of 4.25 verbally described as agree. This denotes that resorts were able to perform their respective practices to satisfy and meet the demand of their clients. In addition, the opportunities experienced by the resort owners in their operation got an overall mean of 4.64 which verbally described as “Always”. This denotes that opportunities are evident and available among resorts owners and all they have to do is to maximize and utilize it effectively. Meanwhile, the challenges faced by the resort owners got an overall mean of 3.71 verbally described as “Occasionally”. This indicates that although the following challenges are not usually happening, still the management should efficiently manage it to be more productive . Lastly, the study proposed a strategic development plan to address challenges and maximize opportunities based on the results of the study that serves as a basis for action plan.

Keywords:- *Operation Practice, Resorts Opportunities and Challenges.*

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CHAPTER ONE

THE PROBLEM AND ITS BACKGROUND

A. Introduction

Hotels and resorts in Aurora are masters at creating experiences that blend the allure of pristine beaches, lush forests, and vibrant local traditions. The operations here are finely tuned to cater for the desire of travelers seeking not only relaxation but also a genuine connection to the natural and cultural wonders that define Aurora Province. The hotel and hospitality create unforgettable memories for travelers from across the globe.

Aurora's tourism industry contributes significantly to the local economy. Effective operations management in hotels and resorts not only ensures the satisfaction of visitors but also generates employment opportunities and stimulates the local economy through increased tourist spending.

Tourism is a cultural, social and economic phenomenon which shows the movement of the people outside their environment. It is an important sector that has an impact on the development of the country's economy. Tourism brought advantages especially in providing opportunities and jobs. Beach resorts are the place to unwind and spend the vacations with our loved ones. The province of Aurora is categorized as a hidden paradise of the Philippines.

Dinadiawan is locally well-known and now it is even more known as a resort destination for the white beaches and also for its developed infrastructure and the accessibility of the roads and bridges going to the Northern part of Aurora. The researcher observed that many guests came to Dinadiawan to go to the beach and most of them are from Isabella. The motive of conducting this research is to identify how the owners operate and manage their beach resorts. The researchers want to know if their operation is effective and efficient.

According to De Asis (2018), who reported on the Philippines New Agency, the Provincial Tourism Office in Aurora is aiming for 1.35 million tourist arrivals in 2018, 10% higher than in 2017. The reason for the steady increase of tourists in the province was due to their aggressive tourism promotional campaign. A beach resort is a collection of structures and amenities situated in a beautiful setting that offers visitors housing, entertainment, and a peaceful atmosphere. Due to the rising desire for a convenient, all-in-one destination for leisure and comfort, the resort industry is growing in popularity today. The resort operates as a business, providing visitors with pleasurable experiences to give them the impression that something noteworthy has happened. Dinadiawan is one of the popular tourist destinations here in Aurora as it brings fun and fine experiences. The beach boasts of white sand mixed with pebbles, azure waves, a lovely beachscape, and an alluring sunset.

Dinadiawan is one of the known tourist destinations in Aurora and a lot of visitors came to witness the beauty of it. Tourists choose beach resorts to check in for today or weeks of staying. The objective is to assess the practices of resorts to determine if they are of excellent quality and effectiveness. Also, it will provide resort owners with wider and better ideas to apply to their resort operations and inform their employees about the practices they must implement to ensure the resort's continued growth. The results of this analysis will be beneficial, especially for the owners, staff and guests of the different resorts in Dinadiawan, Dipaculao Aurora.

The researchers want to study the operation management practices of resorts to know the profile of the resorts, and the operation being practiced by resorts, and to know if there is a significant difference between the responses made by the resort staff and guests on the resort management practices. The result of this research would greatly help resort owners understand the importance of having best practices for their resorts.

This research is timely as the rate of tourism here in Aurora specially in Dinadiawan is incredibly increasing after a long pause because of the pandemic. Also, the beach resorts offer different accommodations and will be able to find a resort that suits the needs and wants of a guest. Guest reservation, accommodating and crafting an ambiance environment for the guest as a part of the hotel management.

This research aims to contribute valuable insights into the operations management of hotels and resorts in Aurora, offering recommendations and solutions to address current challenges and capitalize on emerging opportunities. By fostering a deeper understanding of the intricacies of this sector we can help ensure the continued growth, sustainability, and success of the hospitality industry in this beautiful region.

B. Conceptual Framework

The conceptual framework of the research shows profiles of the resorts which include years of experience in the hospitality industry, types of ownership, and area, number of employees, length of resort business operation; and facilities offered. While the operation being practiced by the resort includes guest service experience, facility and property management, staffing and employee management, and marketing promotion. The opportunities and challenges of the resort operation. The opportunities include

employment generations, revenue generation, and stakeholder engagement. While the challenges include resources management, cultural preservation, environmental protection and risk management. In this study researchers used the Input-Output-Process.

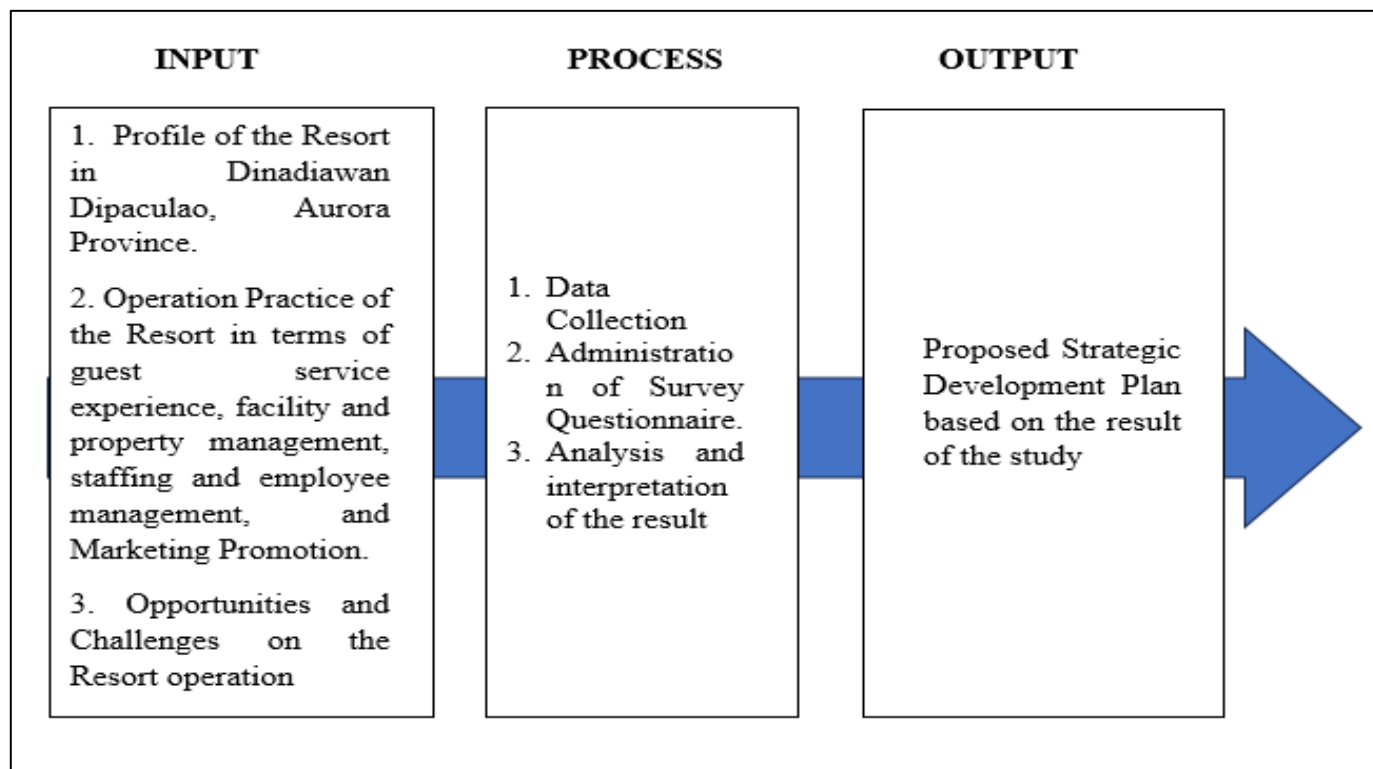


Fig 1: Research Paradigm

C. Scope and Limitations of the Study

This study was limited to the resort owners and staff who are currently part of a registered resort of Barangay Dinadiawan. This was conducted at Barangay Dinadiawan, Dipaculao, Aurora entitled “Operation Management Practices of Resorts in Dinadiawan, Dipaculao, Aurora: Basis for Strategic Plan”. It covers the profile of the resort; the operation being practiced by resorts; and the opportunities and challenges of the resort.

D. Significance of the Study

This study focused on the Operation Management Practices of Resorts in Barangay Dinadiawan, Dipaculao, Aurora. The beneficiaries of this study are the following;

- **Guests.** This study is beneficial to guests because through this they will be able to know their rights and limitations as well as the different practices to offer in visiting and enjoying the resorts in Dinadiawan. This also helps them by having wider and better ideas to find the best resort that suits their needs and wants. Their experience, expectations, and feedback are the critical factors that influence various aspects of operations, customer satisfaction, and overall business success in this sector.
- **Resorts Owners.** This study is significant to resort owners because it will help identify inefficiencies in various processes within the hotel or resort. This includes from desk operations, housekeeping, maintenance, and more. By pinpointing areas where resources are wasted or processes can be streamlined, the owner can make necessary adjustments to improve the overall efficiency of their hotel.
- **Staff.** This study is significant to the staff for them to be aware of what practices they need to adopt and improve and to know what best practices to offer. This also helps them in overcoming the problems and analyzing things with programs and data that researchers collected. It feeds them the experience and knowledge in which they can apply for the future jobs they include. Additionally, it helps them to become more passionate about their task to be able to satisfy the guests. It allows resorts to make informed decisions that contribute to their overall success and positive impact on their guests, employees, and the surrounding community.
- **To the Future Researchers.** This study can be used as reference data in conducting research or in testing the validity of other related findings. For future researchers lies in its potential to drive efficiency, sustainability, innovation, and guest satisfaction, ultimately contributing to the long-term success of business in the hospitality industry.
- **Community.** This study is beneficial to the community as it facilitates an understanding of how resorts may help in the sustainable improvement of the environment, society, and economy. Additionally, to being destinations for relaxation and enjoyment, resorts have the potential to be a source of income, employment procedures, and community assets.

E. Definition of Terms

➤ *To Understand Better Some Concepts in the Study, the Researchers Operationally Defined the Following:*

- **Facility Management** refers to the provision and maintenance of the building, equipment, and services that are available for the guests to use and enjoy.
- **Guests** refer to the recipients of the service provided by resorts and they are primary focus of attention. The goal of operations management in this context is to ensure that guests have a positive and satisfactory experience.
- **Marketing Promotion** refers to the progress of creating and delivering messages that showcase the unique features and offers of resorts target audiences, with the aim of influencing their travel decisions and enhancing their satisfaction and loyalty.
- **Operation Management** refers to the process of operation of the resorts. The process of planning, organizing, coordinating, and controlling the resources and activities within resorts to achieve its operational objectives.
- **Practices** refers to the strategies performed by resorts in operating the business. These practices encompass a wide range of activities, including production processes, supply chain management, inventory control, quality management, scheduling, and maintenance. Adopting best practices in operations management helps organizations optimize their resources, minimize costs, improve productivity, and deliver high-quality products or services.
- **Property Management** refers to the administration and supervision of the physical, financial, recreational matters of the resort property.
- **Resort Owners** refer to the people who own and operate a place that provides accommodation, entertainment, and relaxation to guests.
- **Resorts** refers to the place where researchers will conduct this study. Resorts typically offer accommodations, dining options, entertainment, and a range of activities such as sports, spa services, and outdoor amenities. Managing a resort involves overseeing all aspects of operations, including guest service, facility maintenance, staffing, reservations, event planning and revenue management.
- **Satisfaction** refers to the level of contentment or fulfillment experienced by customers or stakeholders regarding the procedures, services, or experiences provided by an organization.
- **Service** refers to the facilities and amenities offered by the resorts to the tourists. Services refers to intangible offerings provided by organizations to their customers. Unlike tangible products, services are not physical and are often experienced or consumed at the same time they are produced. Examples of services include banking, consulting, hospitals, and transportation.
- **Staff** refers to the persons who are employed by the organization and perform various tasks and responsibilities to help achieve the organization's goal.
- **Tourism** refers to travel to different places in search of business or leisure purposes. The activity of individuals or groups traveling to destinations outside their usual environment for recreational, leisure, businesses, or other purposes.

F. Statement of the Problem

This study was conducted to describe the practices of the selected resort in Dinadiawan, Dipaculao, Aurora. Specifically, it seeks to answer the following questions.

➤ *What is the Profile of the Resort in Barangay Dinadiawan, Dipacualo, Aurora in Terms of:*

- Years of experience in the hospitality industry;
- Types of ownership;
- Land area;
- Number of employees; and
- Length of resort business operation; and
- Facilities Offered?

➤ *How can the Operation Being Practiced by Resorts in Barangay Dinadiawan be Described in Terms of:*

- Guest Service and Experience;
- Facility and Property Management;
- Staffing and Employee Management; and
- Marketing Promotion?

➤ *Describe the Opportunities and Challenges of the Resort Operation in Terms of:*

- *Opportunities;*

- ✓ Employment Generation;
- ✓ Revenue Generation;
- ✓ Stakeholder Engagement; and
- ✓ Livelihood and Development or Creation?

- *Challenges*

- Resources Management;
- Cultural Preservation;
- Environmental Protection; and
- Risk Management?

➤ *What Strategic Development Plan can be Proposed as a Result of the Study?*

G. Literature Review

➤ *Guest Services and Experience*

Studies about guests and services according to Repustate (2022), claim that the guest service experience is vital in an industry as high-pressure and competitive as hospitality. Guests are spoilt for choice, which means that offering outstanding customer service can be a turning point that can lead to loyal guests who keep coming back thanks to impeccable, stress-free service. A study conducted by Deloitte shows that 60% of guests who have positive experience go back as return customers. This one detail itself indicates how important guest service experience is for the hospitality industry. It is somewhat related to the researcher's study as it takes services which bring positive experiences to the customers; however, it is not indicated if it contributes to the growth of the business which will be tackled in the researcher's study.

In addition, Brute (2022) agree as he stated that the importance of guest experience in the world of hospitality is rising at a high pace. To be successful and remain competitive, hotels must provide an excellent experience rather than just reaching the basic level of expectations. Your hotel has to provide a stay beyond the guest's hopes. The guest experience is the overall satisfaction of your hotel's guests before, during and after their stay. More explicitly it means that at each stage of their stay, certain aspects create an emotional reaction, which helps customers determine if the experience reaches their expectation. During the process, a decision, whether to also recommend your hotel to follow travelers is made. It is somewhat related to the researchers' study as it tackles providing excellence contributes to the growth of the business that will be tackled in the researcher's study.

Furthermore, TripAdvisor's statistics (2019), reveals that up to 81% of traveler's frequently read reviews before booking a place to stay, with 78% focusing on the most recent reviews. Furthermore, the top reason (87%) for people writing reviews is simply to share good experiences with fellow travelers. For this reason, complying with travelers' needs and expectations is the most important thing to do. Satisfied guests contribute to your hotel's positive reputation management and boost revenue through referrals and repeat business. Keeping your customers happy is the key factor in bringing in new potential guests. This study is related to the researcher's study as it tackles the good experiences of customers that provide a positive image of the resort and help boost the revenue of the business which is similarly tackled in the researcher's study.

Similarly, a study by Reichheld (2014), stated that acquiring a new customer can cost 25-95% more without satisfied guests. Focusing on guest experience increases guest satisfaction which as a result creates long-lasting relationships with the right customers, brings in new ones and keeps your costs down. It is somewhat related to the researcher's study as it focuses on guest experience and satisfaction but it does not provide a conclusion if it contributes to the growth of the business which will be tackled in the researcher's study.

➤ *Facility and Property Management*

Anichiti et al., (2021), conclude that safety and security are fundamental needs, especially since it has been demonstrated that tourists tend to avoid destination and accommodation structures with potentially high risks to their safety and security at the resort. It is somewhat related to the researchers' study as it tackles services of the resort in terms of security and safety, however, it is not indicated if these operation management practices contribute to the growth of the business which will be tackled in the researcher's study.

Likewise, Lee and Kim (2014) examined the effects of hotel room decoration on customers' satisfaction and loyalty. They found that hotel room decoration had a positive impact on customer satisfaction, which in turn influenced customer loyalty. They also identified four dimensions of hotel room decoration: color, lightning, furniture, and accessories. They suggested that hotel managers should consider these factors when designing and decorating their rooms to enhance customer satisfaction and loyalty. It is somewhat related to the researcher's study as it tackles hotel practices but only focuses on hotel room decoration. Also, it is not indicated if these operation management practices contribute to the growth of the business which will be clarified in the researchers' study.

In addition, Chen and Chen (2016) claim that they explored the relationship between hotel room design and customer emotions. They proposed a model of hotel room design based on the theory of environmental psychology, which suggests that the physical environment can affect human behavior and emotions. They argued the hotel room design should create a positive emotional experience for customers by providing comfort, convenience, privacy, security, and aesthetics. They also recommend that hotel room design should be customized to suit different customer segments and preferences. It is somewhat related to the researcher's study as it tackles hotel room design which is one of operation management practices of hotels, however, it is not indicated if these operation management practices contribute to the growth of the business which will be clarified in the researchers' study.

Correspondingly, Deloitte (2019), analyzed the trends and challenges of the hotel industry in 2019 and beyond. They highlighted the importance of hotel room innovation as a key driver of growth and differentiation. They stated that hotel room innovation should focus on creating a personalized, connected, and immersive experience for customers by leveraging technology, data, and design. They also mentioned some examples of hotel room innovation, such as smart rooms, modular rooms, wellness rooms, and experiential rooms. It is somewhat related to the researcher's study as it tackles suggestions on providing pleasant services to the guests, however, it is not indicated if those operation management practices can boost the growth of the business which will be tackled in the researcher's study.

Moreover, Motorola (2023), and businesses within the hospitality and hotel industry all want to create a safe, secure, and welcoming environment for everyone and anyone who visits. For guests to be worry-free and leave with happy memories, security should always be a top priority. One major element of hospitality security systems to ensure property and people are protected is hotel security cameras. When installing a security camera in hotel properties. One defining factor of hotel and resort security systems is the need for 24/7 operation since guests are always coming and going. Hotel cameras are strategically placed at access points, giving operators clear visibility of everyone who is entering and leaving. It is somewhat related to the researcher's study regarding a safe, secure and welcoming environment for the customers which includes the operation management practices but does not include if it contributes to the growth of the business which will be indicated by the researchers' study to clarify.

➤ *Staffing and Employee Management*

In terms of staffing and employee management, Liu and Liu (2022), examined the impact of incentives on job performance, business cycle, and population health in emerging economies. They surveyed 171 doctors and 149 nurses working in both public and private sectors in Shandong, Eastern China. They found that transformational leadership and monetary incentives had significant effects on job performance and population health, and that job performance influenced emerging economies. It is somewhat related to the researcher's study but it only focuses on the impact of giving incentives on job performance. It does not explain if this will affect operation management practices that will boost the revenue and growth of the business which researches of this study will focus on.

In addition, Smith and Johnson (2015) found a positive correlation between employee satisfaction and performance in the hotel industry. It emphasized that effective employee management practices such as clear job descriptions, training programs, and performance evaluation systems contribute to overall employee satisfaction and subsequently result in improved performance. It is somewhat related to the researchers' study as it discusses that effective employee management practices contribute to employee satisfaction and improve performance. However, it does not reveal if this contributes to the revenue and growth of the business which researches of this study will focus on.

Furthermore, Brown and White (2014) highlighted the critical role of employee management in achieving superior service quality and customer satisfaction in hotels. It emphasized the importance of selecting and training competent employees, empowering them to make decisions, and foreseeing a positive work environment that promotes teamwork and employee engagement. It is somewhat related to the researchers' study as it tackles the role of employee management in customer satisfaction but it is not indicated it contributes to the growth of the business which will be tackled in the research's study.

➤ *Marketing Promotion*

When it comes to marketing promotion, Tussyadiah and Zaeh (2017), revealed that customer relationship (CRM) in hotel promotion: The review can delve into the significance of CRM and its integration with marketing promotion in hotel management practices. Understanding how hotels utilize customer data, loyalty programs, and personalized marketing strategies can provide insights into the importance of cultivating long-term customer relationships. It is somewhat related to the researchers' study as it

tackles operation management practices which are marketing strategies that promote the business. However, it does not explain if this will affect and boost the revenue and growth of the business which researchers will be clarified in the study.

The Resort Operation Management Practices in a Beach municipality of Sariaya, Quezon Philippines by Villota, R. B. (2022), added that resort operation management practices to have a sustainable tourism industry in the municipality of Sariaya, Quezon Philippines. The local government has seen the importance of development and changes in the past years. In economic development, privatization and observable business indicators, such as major resort investment help in the development. With the investments, tourism was developed more and the efficiency of resort management. Even with the noticeable growth and development of the tourism industry, there is still more to look at and focus on continuously improving this sector. This study is somewhat related to the researcher's study because it also tells the evaluation of practices of selected resorts, resulting in continued growth. This study is related to the researcher's study as it tackles the resort operation management practice that contributes to the development and growth of the tourism industry and helps boost the revenue of the business which is similarly tackled in the researcher's study.

➤ *Environmental Protection*

The study found that resorts in Montalban are commercially viable, but environmental and social sustainability has been compromised since their founding and throughout the COVID-19 pandemic. The overexploitation of natural resources by resorts has led to concerns about groundwater level and water quality, while employees are subjected to precarious work and low income (Lichauco, 2022) found that environmental risk, business risk and human resource risk were the most important risks that could influence the sustainability of the resort's operations. These risks can be managed through the right combination of risk management techniques. Despite weak monitoring activities, incomplete operating procedures and inferior attitude by the workforce seem to impact the management of the resort, fast and intelligent response may be able to overcome the situation and prevent the worst possible outcomes (Amirudin, Nawawi and Puteh Salin, 2017).

The results validate that innovation and a proactive approach to the environment enhance organizational competitiveness (Fraj and Melero 2015). The study revealed that stakeholders apart from hotels possessed crucial roles in the execution of corporate social responsibility initiatives (Smith and Ong 2015).

Remote wildlife resorts have a great chance to improve the socioeconomic conditions of the local communities they are surrounded by. This particular issue has two sides to its argument, just like every coin has two sides. Local communities' involvement makes businesses more sustainable because their cuisine and customs offer tourists genuine experiences that set this tourism offering apart within the marketplace. (Nagarjuna and Thomas, 2017).

➤ *Challenges in Resort Operation*

Accessing capital can be a challenge, as can the increased operational costs of providing utilities like water and electricity. Other difficulties include dealing with external threats like the seasonal monsoon and a lack of infrastructure (Melissen, Van Ginneken and Wood, 2016).

The results imply that there are a number of issues preventing community members from participating in tourism. Among the most significant issues that the community brought to light were, among other things, a lack of knowledge and awareness, corruption, the monopolization of public resources, and a dearth of capable leadership (Awang and Mustapha, 2020).

This study discovered that the three biggest risks that could affect the sustainability of the resort's operations were those related to the environment, business, and human resources. These risks can be controlled by using the appropriate mix of risk management strategies. (Amirudin, Nawawi and Puteh Salin, 2017).

The findings showed that policies and regulations, management, resources, costs, and awareness are the five main obstacles to green practices in the integrated resort industry (Luo, Chau, Fan and Chen, 2021).

CHAPTER TWO

METHODS AND PROCEDURES

This chapter presents the methods and procedures used in the study. It includes the research design, locale of the study, respondents, sample and sampling procedure, research instrument, data gathering procedure, and data analysis technique.

A. Research Design

This study described the operation management practices of resorts in Barangay Dinadiawan, Dipaculao, Aurora. The researchers used descriptive methods to gather information regarding operation management practices of selected resorts including both opportunities and challenges. In addition, according to McCombes (2022), a descriptive research strategy can study one more variable using a wide range of research techniques. Descriptive research was used to describe the profile of the respondents, their operatives or practices as well as the opportunities and challenges faced by resort managers in their day-to-day operation in respective areas.

B. Locale of the Study

This research study was conducted in Barangay Dinadiawan, Dipaculao, Aurora where the respondents were identified. The official barangay secretary of Dinadiawan gave the list of respondents in the Barangay Dinadiawan, Dipaculao, Aurora. Dinadiawan is situated on the eastern coast of Luzon Island, facing the Pacific Ocean. It is bordered by the Philippine Sea to the east and the Sierra Madre Mountain range to the west. The barangay is approximately 38 kilometers north of Baler, the provincial capital of Aurora. Dinadiawan is known for its scenic and unspoiled natural beauty. It features a long stretch of pristine white sand beach and lush green forests. The area is surrounded by picturesque landscape and offers breathtaking views of the Pacific Ocean.

In recent years, Dinadiawan has been attracting tourists and visitors who seek tranquility, relaxation, and outdoor recreational activities. The beach and its surroundings provide opportunities for swimming, snorkeling, kayaking, and beach combing. The area is still relatively undeveloped, with a few small resorts and accommodations available for visitors. Additionally, Dinadiawan offers a peaceful and idyllic coastal setting, making it an emerging destination for nature lovers and those seeking an off-beat-path experience in the province of Aurora.

C. Respondents of the Study

The target respondents of this study are the registered resort owners/managers in Barangay Dinadiawan, Dipaculao, Aurora, representing the majority of the registered resort owner's population. Researcher respondents of this study are the 40 registered resorts within Barangay Dinadiawan, Dipaculao, Aurora namely: Playa Germilina, Porto Novo Beach Resort, La Sunshine Beach Resort, Vic-Ann Beach Resort, Driftwood Beach Resort, Pacific Villa, Ballesteros Beach Resort, T.S.F Beach Resort, Baabran Camping Site, I. R. C Beach Resort, Wizzard Beach Resort, Keshia Beach Resort, Tree Sort, Costa Maya, Esteves Beach Resort, White Plains, D'First Time Beach Resort, Bella Vista, Asinan Beach Resort, Sand and Star, Dinadiawan Agri Beach Resort, Paradise Beach Resort, Romano Beach Resort, Bayler, J.Viernes Beach Resort, Casa Corazon, Oliver Beach Resort, Iyhaman Beach Resort, Green Beach Resort, Ocean's Eleven, Dona Luz Beach Resort, Sela Beach Resort, Rock and Sand Beach Resort, and Alejandro Beach Resort.

The total number of registered resorts in Dinadiawan is 44 however two of them were under renovation and the other two resorts declined to be interviewed, so the final number of resort owners who participated was 40. In summary, the study collected data from 40 resort owners/managers.

Table 1: Distribution of Respondents in terms of Population

Resorts	Population	Respondents
Resort Owners	44	40
Total	40	40

D. Sample and Sampling Procedure

The study used a probability sampling method called the total sampling methods. All the resort owner/manager were included in the study as the respondents to provide information that are relevant to the research objectives. This method is particularly useful to obtain all the available information based on the experience, practices and operation done by the resort owners/managers available in the locale of the study.

E. Research Instrument

The researchers primarily used a questionnaire to gather the data needed for the study. The researchers used a combination of standardized and interview questions answered by the respondents. The survey questionnaire of this study was composed of three adopted from research "Research Operation Management Practices in a Beach Municipality of Sariaya, Quezon Philippines." (villota, 2022). The constructed survey questionnaire was designed to determine the operation management practices of resorts

owner/manager that will serve as a basis for action plan. It was developed upon conducting a pre-test and content validation which derived a more valid set of questions for the final administration.

F. Content Validation of Research Instrument

To validate the readability and clarity of the items included in the questionnaire, the researchers subjected it to English critiquing and six research experts including research professors which happen to be their professor in the subject in NEUST, as well as the pre-testing in order to arrive at more valid and accurate research questions. The research instruments were pre-tested at Baler, Aurora with the total of 20 resort owner/managers in the locality. Comments and suggestions were made and used as a basis for improving the questionnaire. Cronbach's Alpha for assessing reliability scales was computed using the Statistical Packages for Social Sciences (SPSS) to determine the degree to which the measures probe the underlying constructs. A coefficient of 0.981 or higher is preferred for a questionnaire to be internally consistent.

G. Data Gathering Procedure

Before the researchers distribute the questionnaire, they send a letter first to the barangay official asking for permission. With their approval, the data collection was conducted. The researchers explained the questions that were hard to understand and monitored them if they were following the instructions properly. After obtaining the signed written consent forms, the instruments were administered to the participants. The administration of the instruments was face-to-face wherein the researcher carefully explained the directions on the questionnaires and assured the confidentiality of their responses. The said online survey was administered randomly in each department. Following such procedures, students completed the set of questionnaires.

H. Statistical Analysis

The questions under study were treated using descriptive and inferential statistics. Data were computed, analyzed and described using the software Statistical Package for the Social Sciences (SPSS version 22). The statistical tools that were employed are as follows:

Percentage and Frequency distribution were used to describe the profile of the resort owner/managers.

Weighted mean was used to describe the resort operations, challenges and opportunities in their respective practices. The formula for the mean is:

$$WM = \frac{TWF}{N}$$

Where WM = weighted mean

TWF= total weighted mean N = number of samples

Thus, the data gathered was used to analyze and provide a basis for action plan.

CHAPTER THREE

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents the discussion, analysis and interpretation of data gathered in the study.

A. Profile of Resort of Dinadiawan, Dipaculao, Aurora

The profile of the resort in Dinadiawan, Dipaculao, Aurora considering the years of experience in the hospitality, type of ownership, land area, number of employees and length of resort business operations.

Table 2: Years of Experience in the Hospitality Industry of Resort Owners

Years in Experience	Frequency	Percentage
Less than 5 years	27	67.50%
5-10 years	8	20 %
11-20 years	3	7.50 %
Over 20 years	2	5%
TOTAL	40	100

Table 2 shows the years of experience in the hospitality industry of resort owners which reveals that the majority of the resort owners had less than 5 years of experience working in the hospitality industry (67.50%). This was followed by 8 or 20% of the respondents having 5-10 years of experience in the hospitality industry while only 2 or 5% of them have over 20 years of experience in resort. The findings imply that the 27 resort owners were considered to be less experienced in this kind of industry; some may have sufficient experience while others may have few experience because they entered the hospitality industry after the pandemic. They were competent enough to establish and run their business despite their less experience in the hospitality industry. Whereas 2 out of 40 (5%) resort owners had worked in the hospitality sector for more than 20 years, during those years they learned all aspects of managing a resort, which gave them more confidence in their ability to run their business.

The result was supported by the study of Conrad and Bill (2017) stating that this lack of experience of the operational requirements of the business was further compounded by a lack of management skills, or small business experience. As a consequence, the professional skills of hotel management are often below par and hotel ownership changes hands at an unacceptable rate. Sometimes this results in outright business failure. The low skill based on the almost permanent cadre of new owners creates problems for tourism authorities in developing the quality profile of guest experience. Additionally, the low skills base owners can also limit the quality of tourism experiences of services provided.

Table 3: Type of Ownership of the Resort

Ownership Type	Frequency	Percentage
Sole Proprietorship	33	82.50
Partnership	4	10.00
Corporation	3	7.50
Other (please specify)	0	0.00
TOTAL	40	100

Table 3 shows the ownership type of the resorts. It reveals that out of 40 resort owners, 33 (82.50%) of the resorts were run by sole proprietors. This indicates that resort owners were still considering the advantage of operating as a sole proprietorship. Despite being sole proprietors, they are capable of competing with other resorts and enjoy the benefits of not being able to share their income with others. However, they handle all of the resorts' problems and find solutions to them when they occur. Additionally based on the survey, the larger number of resorts are sole proprietorships because they typically only have a small size of land making them small resorts, and some of the accommodations are huts for guests to stay in, making it easy for the proprietor to run the business.

The result was supported by the study of Permwanichagun et al. (2014) reveals that such a business classification is popular because it is easy to fix and carries a low cost for a first investment. A sole proprietor only registers his/her business name for a local license then after that the business is ready to run.

Table 4: Land Area of the Resort

Land Area	Frequency	Percentage
Less than 1000 sqm.	17	42.50
1000-3000 sqm.	16	40.00
3001-5000 sqm.	6	15.00
5001-7000 sqm.	1	2.50
TOTAL	40	100

Table 4 shows the land area of the resort in which the majority (42.50%) of the respondents owns/manage a resort having a land area with less than 1000 square meters. Their areas are almost the same size because most of the resorts are owned by sole proprietorships so they can easily handle and manage the business in the lesser-sized area. While 17 or 40% of the resorts have 1000-3000 sqm. which is the common land size and 16 or 15% of the resorts have 3001-5000 sqm. which is the medium land size of resorts. Furthermore, 1 or 2.50% only has 5001-7000 sqm. land size showing that only one resort has a bigger space and average land. It is mentioned that land size is an important factor to consider in the resort business as it affects the design, development operation and profitability of the resort. Land area is one of the important considerations in putting a resort and maximizing space and ensuring a convenient set-up is one of the reasons for guests to visit a resort (Villota, 2022). Additionally, it indicates that the majority of resorts are sole proprietorships which mean that the owners are short of resources to purchase larger land.

Table 5: Number of Employees of the Resort

Number of Employees	Frequency	Percentage
Less than 10	39	97.50
10-30	1	2.50
31-50	0	0
51 and above	0	0
TOTAL	40	100

Table 5 shows that most of the resort has less than 10 employees (97.50) and the rest have 31 and above staff. Having large staff can have a positive impact on both the hotel and the guests. Staff can assist guests, resolve their complaints and so on. However, it can also be difficult and expensive to hire, train, manage and motivate employees. Thus, having a supportive and positive work culture in addition to efficient methods for employee development, retention and engagement is crucial. The result was supported by the study of Wroblewski (2020, who said that staffing is not just about finding any person to fill the job. The purpose of staffing should be about finding the ideal person for a job.

Table 6: Length of Resort Business Operation

Business Operation	Frequency	Percentage
5 years and below	29	72.50
6-10 years	6	15.00
11 years and above	5	12.50
51 and above	0	0.00
TOTAL	40	100

Table 6 shows the length of the resort business's current years of operation. The resort business that has been in operation for five years and below has the highest frequency of 29 (72.50%) of the respondents. Thus, 6 or 15% of the respondents were operating for 6-10 years of their business and there were 5 resorts who are operating for 11 years and above.

According to the findings, there were 29 fresh firms that were established during the pandemic and now that the pandemic has ended, their business is progressively making up for the years lost during the pandemic has ended, their business is progressively making up for the years lost during the pandemic and the money spent on building it. Lastly, it might be categorized as having engaged in the innovation promotion process and employed open innovation techniques. The resorts that remain operating for business for six years or longer now show greater confidence in their management.

According to Mohamad Alayuddin (2008), finance stability is the key difficulty in the first three years of a firms' operation. In this stage, entrepreneurs attempt to develop their ideas and launch their goods. As a result, business owners need to handle their funds properly at this stage of operation.

Table 7: Facilities Offered of the Resort

Facilities	Frequency	Percentage
Bar	14	35%
Store	8	20 %
Restaurant	14	35%
Swimming Pool	12	30 %
Salon	8	20%
Others	1	2.5

Table 7 shows the facilities offered by the resort business. According to respondents, the resort business offered bars and restaurants with the highest frequency of 14 (35%). Thus, swimming pools have a frequency of 12 or 30% of the respondents. The store and salon are both the same frequency of 8 or 20% and there were also respondents for others which had 1 or 2.5% of its

frequency and stated accommodation. These facilities will help attract guests and keep them delighted. Additionally, facilities will encourage guests to return to their resorts.

According to Brey (2011), a resort is a full-service accommodation establishment that offers access to or provides a selection of amenities and recreational opportunities to highlight a leisure activity. Resorts serve as the leading supplier of the visitor's experience, frequently offer services for meetings or business, and are typically situated in locations with a vacation vibe.

B. The Operation being Practice by Resorts in Barangay Dinadiawan

The operation being practiced by resorts in Barangay Dinadiawan considers guest services and experience, facility and property management, staffing and employee management and marketing promotion. The data garnered an overall mean of 4.25 verbally interpreted as Strongly Agree. The data revealed that resorts perform their practices and operate in an effective and efficient manner. This also means that resorts are having their best practices to serve their valued guests and clients.

Table 8: Operation being Practice by Resorts

Guest Services and Experience	Weighted Mean	Verbal Interpretation
1. The quality of food and drinks satisfy the needs of the guests.	3.42	Agree
2. Employees of the resort provide individual attention of every guest.	4.54	Strongly Agree
3. Employees of the resort treat guests sincerely and compassionately.	4.70	Strongly Agree
4. Employees of the resort understand the specific needs of its guests.	4.70	Strongly Agree
5. Employees of the resort are accessible and willing to answer the queries/questions of the guests.	4.68	Strongly Agree
Pooled Mean	4.41	Strongly Agree
Facility And Property Management		
1). Audible and visual fire alarms on the resort.	4.21	Agree
2). Security cameras are properly installed	3.80	Agree
3). The rooms are neatly decorated and highly facilitated	4.22	Strongly Agree
4). The rooms are technically equipped with television, phone, and internet connection	2.79	Neutral
5). The resort is backed up with an electrical generator in case of a brownout	4.36	Strongly Agree
Pooled Mean	3.88	Agree
Staffing And Employee Management		
1). Employees of the resort are being compensated for their work	4.41	Strongly Agree
2). The benefits were received as most other resort/hotel offers	4.21	Strongly Agree
3). Improving communication between management and employees	4.52	Strongly Agree
4). Employees of the resort are motivated to perform better	4.48	Strongly Agree
5). Employer encourages self-development and self-confidence	4.59	Strongly Agree
Pooled Mean	4.44	Strongly Agree
Marketing Promotion		
1). The resort uses social networks (e.g. Facebook, Instagram, TikTok, etc.) in promoting its establishment	4.25	Strongly Agree
2). Prospectus, brochures, leaflets, and others are visually appealing	3.39	Neutral
3). The resort uses an online booking system	4.36	Strongly Agree
4). The resort used the form of the brand alliance such as discounts or value-added to the guest	4.48	Strongly Agree
5). The resort used local online marketing such as websites, social media, search engines and other online channels.	4.35	Strongly Agree
Pooled Mean	4.28	Strongly Agree
OVERALL MEAN	4.25	Strongly Agree

Legend: 4.21-5.00 = Strongly Agree, 3.41-4.20 = Agree, 2.61-3.40 = Neutral, 1.81-2.60 = Disagree, 1.00-1.80 = Strongly Disagree

➤ *In terms of Guest Services*

The data gathered according to the Guest Services and experience got a pooled mean of 4.41 verbally interpreted as “Strongly Agree”. This proves that the resorts give value and prioritize the quality of service that the guests and clients are experiencing. This also implies that Dinadiawan Resorts has good guest services and experience.

The statement 3 or “Employees of the resort treat guests sincerely and compassionately” and statement 4 or “Employees of the resort understand the specific needs of its guests” got the highest total weighted mean of 4.70 with a verbal interpretation of “Strongly Agree.” This implies that the employees of resorts are passionate about their work and they always make sure to meet the needs of their respective guests. This indicates that the majority of respondents who visited and experienced the resort were satisfied

and agreed about the best practices done by the resort during their stay. It also demonstrates the genuine passion with which the staff at Dinadiawan Resorts performs their work which is essential for attracting large crowds of guests.

As a result of the warm hospitality and satisfied guests, tourism continues to grow. Being responsive to the needs of the guests and by showing dedication in providing service to them indeed can create a positive impression of the company and its employees which could lead to word-of-mouth-referrals and repeated guests. Customers who feel valued and respected are more likely to recommend the service to others and come back again. Therefore, resort personnel should always be abrupt in answering the questions of guests as it can improve the customer experience and the business performance.

According to Trepanier (2021), employees' willingness to answer questions is an important factor in creating a solid relationship with guests and generating positive word of mouth. It is recommended to raise employees' awareness concerning service to train new employees so they can properly answer guests' questions.

Data also shows that statement 1 or "The quality of food and drinks satisfies the need of guests" got the lowest weighted mean of 3.42 with verbal interpretation of "Agree". This implies that most of the respondents are unable to determine whether the food at the resorts is satisfactory because most of the resorts do not have a restaurant where guests can make meal choices and do not sell food. Some of the resorts are small, lack space and staff only huts and tent rentals for guests. Some visitors bring their food containers, while others buy food in the nearby public market to prepare at the resort. By doing this, they can satisfy their needs. Many hotels and restaurants are vying for guests' attention and quality is one of the key factors that can set you apart from the competition (Stephens, 2023). By offering exceptional food and dining experiences, you can differentiate your hotel from others in the area and attract more guests. This can help you build a strong reputation in the industry and increase your revenue over time. He also said that while investing in quality may require more resources upfront, it can ultimately lead to increased revenue in the long run. Guests are often willing to pay more for high quality food and dining experiences and are more likely to order additional items or return for future meals if they are impressed with the quality of food and service. By offering a high-quality restaurant experience, resorts can generate more revenue for their hotel and improve their bottom line.

➤ *In Terms of Facility and Property Management*

The data gathered according to the Facility and Property management got a pooled mean of 3.88 verbally interpreted as "Agree". This proves that the resorts ensure that they are properly maintained and manage their facility and property to bring quality service to guests. This also means that clients and guests are secured with all the facilities available within the resorts. This implies that Dinadiawan Resorts has enough facilities and property to cater the needs of clients.

The statement 5 or "The resort is backed up with an electrical generator in case of a brownout" both have the highest total mean of 4.36 with verbal interpretation "Strongly Agree". This implies that most of the resort's rooms are neatly decorated and clean for guests to become comfortable with their accommodations. Due to frequent brownouts caused by the large number of resorts and the volume of tourists consuming power, most resorts in Dinadiawan have backup generators in case of an electricity outage the volume of tourist consuming power, most resorts in Dinadiawan have backup generators in case of an electricity outage. The high demand for supply exceeds Aurelco's capacity to meet. Another reason they prioritize having an additional generator is that guests need electricity above all else to fully enjoy their stay.

Data also allows that statement 4 or "The rooms are technically equipped with televisions, phone and internet connection got a lowest total mean of 2.79 with an interpretation of "Neutral". It can be interpreted that not only the appearance and generator of the room in case of brownout should be considered by the owners of the resort. Since small resorts do not yet have access to such technology, it is implied that the rooms are not technologically equipped. However, rest assured that guests can still enjoy and unwind during their vacation without these amenities.

According to Buescher (2023), that enhances guest satisfaction and loyalty: guests are expected to have access to high-quality entertainment and communication services in their hotel rooms. They want to watch their favorite show, stream their content, make calls, and use the internet for work or leisure. Providing these services can increase guest satisfaction and loyalty, as well as generate positive word of mouth.

➤ *In terms of Staffing and Employee Management*

Table 10 above shows the data on the resort's staffing and employee management. The data above revealed the average weighted mean for staffing and employee management is 4.44 with verbal interpretation of "Strongly Agree". The data revealed that staffing and employee management are the other priorities of resorts. Summarizing the data above, statement no.5 "Employer encourages self-development and self-confidence" has the highest weighted mean of 4.59 with verbal interpretation "Strongly Agree". This can signify that by encouraging self-development and self-confidence, employees can benefit from having more motivated, productive, creative, and satisfied hotel employees. Employees who are confident and constantly growing can also contribute to the hotel's success, reputation, and competitiveness of staffing and employee management. Statement no.2 "The benefits were received as most other resort/hotel offers" has the lowest total weighted mean of 4.21 with verbal interpretation

“Strongly Agree” Some of the employees in the resort do not receive benefits because they are new hires another reason is that resorts are small, so they do not have bonuses for their employees.

The computed average weighted mean of guests about staffing and employee management is 4.44 with the verbal interpretation “Strongly Agree” It implies that the responses made by staff proved Dinadiawan Resort has better and excellent staff treatment and also righteous staff and employee management.

Benefits can enhance employee well-being and happiness, which can positively affect their productivity and quality of work. Benefits can also reduce stress and absenteeism and increase engagement and motivation. A study by Indeed (2014) found that 86% of hotel workers said that benefits make them more satisfied with their jobs. Therefore, giving benefits offers to their employees can be a smart and strategic move for a resort, as it can benefit both the employer and the employees.

According to Oshins (2014), the article discusses how self-confidence is critical to success in the hospitality industry, and how hospitality managers can build their self-confidence through experience, feedback, monitoring, and education. The article also presents the findings from a survey of Boston University School of Hospitality Administration seniors who interviewed hospitality leaders about their source of self-confidence. The article suggests that self-confidence can help hospitality managers overcome challenges, take risks, innovate, and lead effectively. The article also explains the importance of personal growth in the workplace and how it can help employees reach their full potential, advance their skills sets, promote a dynamic team, keep them moving, support working relationships, and more. The article implies that personal growth can help employees become more valuable, productive, and satisfied in their careers.

➤ *In terms of Marketing Promotion*

Table 11 shows the marketing promotion of Barangay Dinadiawan beach resorts. The average weighted mean is 4.19 with the verbal interpretation “Agree”, this data shows that the majority of the guests and employees agree that there is good marketing promotion in Dinadiawan Resort. Having good marketing is a very important aspect of running a successful resort business. It helps to attract potential customers, increase brand awareness, and create a positive image of the resort. Therefore, having a good marketing promotion strategy is essential for resorts to succeed in the hospitality industry.

Summarizing the data above, statement no. 5 “The resort used local online marketing such as websites; social media, search engines and other online channels” has the highest total mean of 4.31 with the verbal interpretation “Agree”. It implies that the resort used this form of marketing because most of the guests have a social media account and easy to use to gather information about the resort to stay in. Data also shows statement no. 2 “The prospectus, brochures, leaflets and others are visually appealing” has the lowest total mean of 3.87 with verbal interpretation “Agree”. It indicates that resorts do not mostly use this kind of marketing because, in the hotel and resort industry, the shift from print materials like brochures and leaflets to digital marketing is motivated by several factors, including affordability, environmental sustainability, accessibility, real-time updates, increased engagement, and data-driven insights. Hotels and resorts can effectively reach their target audience, enhance customer engagement, boost bookings, and adjust to the rapidly changing digital landscape of the hospitality industry by embracing digital marketing tools and techniques.

The explosive growth of social media channels has transformed the way many consumers interact with each other and with businesses of all kinds. Ultimately this is changing the way we do business and how businesses attract and retain consumers. A study showed that social media channels were more commonly used by U.S. businesses to connect with their customers or prospects than Google (The eMarketer, 2011). Seventy per cent (70%) of businesses use Facebook, followed by 46% using Twitter, 37% using LinkedIn, and 25% using YouTube. In an annual study conducted by Stelzner (2010,2011), Facebook and Twitter were the top two social media tools used by marketers for the past 2 years. In the hotel industry, about 75% of hotels have used social media for marketing purposes (Hotelmarketing.com, 2011). Facebook and Twitter were also found to be the two most useful social media channels for marketing purposes in the hospitality industry (Friebe & Campbell, 2010; Hotelmarketing.com, 2011). More hotels are incorporating social media into their integrated marketing communications; the attention to its effectiveness is rising. Although social media is claimed to be effective in improving marketing practices.

According to the article by Revfine (2022), leaflets and brochures are affordable and effective forms of advertising that can reach a large number of potential customers. They can easily be distributed in various locations, such as tourist attractions, airports, train stations, or local businesses. Additionally, leaflets and brochures can provide specific and detailed information about the hotel’s products or services, such as the location, facilities, amenities, rates, discounts, and special offers. They can also showcase the hotel’s unique selling points, such as the quality, reputation, or customer service.

C. Opportunities and Challenges on the Resort Operation

The data gathered shows the opportunities and challenges on the resort operation faced by resort owners/managers. The opportunities include the following areas; employment generation, revenue generation, stakeholders engagement and livelihood development or creation. Meanwhile, data about the challenges on the resort operation includes resource management, cultural preservation, environmental protection and risk management.

➤ *Opportunities on the Resort Operation*

Data gathered according to the opportunities on the resort operating including employment generation, revenue generation, stakeholder engagement and livelihood development or creation got an overall mean of 4.61 verbally interpreted as “Always”. The result proves that the majority of the respondents experienced opportunities in their operations. This means that resort owners will provide opportunities for their employees and have an engagement with the stakeholders.

Table 9: Opportunities on the Resort Operation

Opportunities in Resort Operations in term of Employment Generation		
Particular	Weighted Mean	Verbal Description
1. Resort owners provide a job to the nearby community.	4.68	Always
2. Resorts offers seasonal job opportunities	4.55	Always
3. Resorts supports local economies through employment	4.45	Always
4. Resorts provide business opportunities to locals.	4.78	Always
5. Resort offers internships or apprenticeships to students or individuals interested in hospitality careers.	4.78	Always
Pooled Mean	4.65	Always
Opportunities in Resort Operation in terms of Revenue Generation		
1. The resort is open for pre-wedding/pre-nuptial shoot packages.	4.85	Always
2. The resort set competitive room rates based on factors such as location, amenities, seasonality, and demand.	4.78	Always
3. The resorts often have multiple dining options, including restaurants, cafes, bars, and room service.	4.70	Always
4. The resort offers spas and wellness facilities offering a range of services such as massages, facials, yoga classes, and fitness programs as additional sources of income.	4.15	Often
5. The resort charges fees for equipment rental, lessons, guided tours, and access to exclusive amenities.	4.55	Always
Pooled Mean	4.61	Always
Opportunities in Resort Operation in terms of Stakeholder Engagement		
1. Resorts offer partnership to the local community for better service.	4.70	Always
2. The resort joins in programs initiated by the local government.	4.78	Always
3. The resort accepts products and services made by the locals.	4.78	Always
4. Resort ensures open communication and transparency to shareholders and investors.	4.63	Always
5. Resorts ensure negotiation of contracts, maintaining quality standards, and collaborating on product development and innovation to suppliers and vendors.	4.63	Always
Pooled Mean	4.70	Always
Opportunities in Resort Operation in terms of Livelihood Development or Creation		
1. Resorts invest in training and development programs to enhance the skills and capabilities of their employees.	4.78	Always
2. The resort supports local business as source goods and services such as farmers, artisans, tour operators, and suppliers	4.63	Always
3. Resorts play a crucial role in promoting tourism and attracting visitors to the destination.	4.63	Always
4. Resort hires IP/ community to deliver service to guests.	4.33	Always
5. Resorts often offer recreational activities and entertainment for guests.	4.78	Always
Pooled Mean	4.63	Always
OVERALL MEAN	4.64	Always

Legend: 4.21-5.00 = Always, 3.41-4.20 = Often, 2.61-3.40 = Occasionally, 1.81-2.60 = Rarely, 1.00-1.80 = Never

• *In terms of Employment Generation*

Table shows the majority of the respondents choose “always” in the employment generation of the resort operation. Both the statement no. 4 “Resorts provide business opportunities to locals” and statement no. 5 “Resort offers internships or apprenticeships to students or individuals interested in hospitality careers,” have the highest total weighted mean of 4.78 with verbal interpreted as “Always”. This signifies that the resorts are prioritizing providing employment opportunities to the locals and to those students who are undergoing an internship program. However, statement no. 3 “Resorts support local economies through employment,” has the lowest total mean of 4.45 with verbal interpretation “Always”. Although the verbal interpretation for statement no. 3 is “Always”. It can be interpreted that not only by providing employment opportunities but also supporting local economies should be considered

by the resort owners. This supports the study according to Sharma, 2015, visitor spending generates income for the local community and can lead to the alleviation of poverty in countries which are heavily reliant on tourism. It can be observed that the economic benefit of tourism can be direct (jobs), indirect (connection with other industries and induced (other sources of income).

- *In terms of Revenue Generation*

Table above shows the data for the revenue generation of the resort operation. The data shows that the average weighted mean is 4.61 with verbal interpretation “Always” that resorts in Dinadiawan have benefits with a good revenue generation because it is crucial for the businesses for several reasons. Going into the details, data shows that the statement no. 1 “The resort is open for pre-wedding/pre-nuptial shoot packages” has the highest total weighted mean of 4.85 with verbally interpreted as “Always” this means that the resorts are concerned of giving wedding shoot packages that leads to satisfaction. While statement no. 4 “The resort offers spas and wellness facilities offering a range of services such as massages, facials, yoga classes, and fitness programs as additional sources of income” has total weighted mean of 4.15 which leads to be the lowest with verbally interpreted as “Often” that resorts are small and it has a limited facilities to offer such services.

- *In terms of Stakeholder Engagement*

Table shows the stakeholder engagement of the resort operation in Dinadiawan. The average weighted mean is 4.70 which is verbally interpreted as “Always” this data shows that the majority of the resort owners and employees have a good linkage to the stakeholder that helps each other have a good relationship in making a business matter. It can be seen from the data above, both statements no. 2 “The resort joins in programs initiated by the local government” and statement no. 3 “The resort accepts products and services made by the locals” have the highest weighted mean of 4.78 with verbally interpreted as “Always” this data shows that resorts are maintaining and continuously developing their operation in terms of stakeholder engagement. While the statement no. 4 “Resort ensures open communication and transparency to shareholders and investors” and statement 5 “Resorts ensure negotiation of contracts, maintaining quality standards, and collaborating on product development and innovation to suppliers and vendors” are both in the lowest weighted average mean of 4.63 with verbally interpreted as “Always”.

- *In terms of Livelihood Development or Creation*

Table shows the data on the opportunities on the resort operation in livelihood development or creation. The data revealed the average weighted mean of 4.63 with verbally interpreted as “Always” detailing the data above, both the statement no. 1 “Resorts invest in training and development programs to enhance the skills and capabilities of their employees” and statement no. 5 “Resorts often offer recreational activities and entertainment for guests” have the highest weighted mean of 4.78 with verbally interpreted as “Always”. This data revealed that resorts will prioritize employees in terms of professional development skills to help them in providing services to the guest. And offering such additional activities and entertainment to make the stay of the guest. Statement no. 4 “Resort hires IP/ community to deliver service to guests” has the lowest total weighted mean of 4.33 which is verbally interpreted as “Always”.

➤ *Challenges on the Resort Operation*

The data gathered according to the challenges on the resort operating including resource management, cultural preservation, environmental protection and risk management got an overall mean of 3.71 verbally interpreted as “Occasionally”. The result proves that the majority of the resorts experienced challenges in their operation occasionally. This means that resorts do not usually experience the particular challenges in managing and operating the resort. The results imply that there are a number of issues preventing community members from participating in tourism. Among the most significant issues that the community brought to light were, among other things, a lack of knowledge and awareness, corruption, the monopolization of public resources, and a dearth of capable leadership (Awang and Mustapha, 2020). The study proves that challenges do exist in all businesses particularly in resort operation whether starting business or an old one that may hinder or prevent them in operating. The results show that these resorts had numerous difficulties despite the fact that SMEs usually have low entry levels (Melissen, Ginneken, and Wood, 2016).

Table 10: Challenges in Resort Operation

Challenges in Resort Operation in terms of Resource Management	Weighted Mean	Verbal Description
1. The behavior of employees is difficult to manage.	3.05	Occasionally
2. Materials/supplies are not enough.	2.98	Occasionally
3. Training and development are inadequate.	2.90	Occasionally
4. Employee benefits are not enough.	2.95	Occasionally
5. Employee positive relationships are hard to maintain.	2.95	Occasionally
Pooled Mean	2.97	Occasionally
Challenges in Resort Operation in terms of Cultural Preservation		
1. Adaptation of other cultures due to trends is evident.	3.03	Occasionally
2. Local culture in resort operations is not fully integrated.	3.03	Occasionally
3. The resort minimally offers authentic cultural experience to guests.	2.98	Occasionally
4. Culture is barely shared to tourists/guests.	3.00	Occasionally
5. Insufficient budget is allocated for cultural preservation.	3.02	Occasionally

Pooled Mean	3.01	Occasionally
Challenges in Resort Operation in terms of Environmental Protection		
1. Waste is properly disposed of and segregated.	3.65	Often
2. The resort abides with the local rules and regulations pertaining to the environment.	4.18	Often
3. The resort participates in the local initiatives campaign in protecting the environment.	4.45	Always
4. The resort performs pro environmental practices.	4.33	Always
5. The resort promotes eco-friendly supplies and materials.	4.33	Always
Pooled Mean	4.19	Often
Challenges in Resort Operation in terms of Risk Management		
1. Buildings and facilities are designed to adapt to natural disasters/calamities.	4.08	Often
2. Fire alarm and safety precautions are always visible and available.	4.8	Always
3. Staff are well trained for emergency situations and lifeguards are sufficient.	4.8	Always
4. Security cameras to protect the resort and its guests are provided.	4.88	Always
5. Compliance to data privacy act is being practiced in the resort for safety and security.	4.88	Always
Pooled Mean	4.67	Always
OVERALL MEAN	3.71	Occasionally

Legend: 4.21-5.00 = Always, 3.41-4.20 = Often, 2.61-3.40 = Occasionally, 1.81-2.60 = Rarely, 1.00-1.80 = Never

➤ *In terms of Resource Management*

The data gathered according to the challenges in resort operation in terms of resource management got a pooled mean of 2.97 verbally interpreted as “Occasionally”. The result shows that the majority of the resort-respondents were not usually experiencing challenges in the field of managing their resources. This could mean that respondents were able to ensure that resources including materials, equipment, training and personnel are well managed and available as needed by the guests. A study discovered that the three biggest risks that could affect the sustainability of the resort's operations were those related to the environment, business, and human resources (Amirudin, Nawawi, and Puteh Salin, 2017). This proves that resources including personnel should be considered to provide better service otherwise it could lead to some serious challenges or risks for every business.

The statement 1 or “The behavior of employees is difficult to manage” got the highest mean of 3.05 verbally interpreted as “Occasionally”. This was followed by statement 2 or “Materials/supplies are not enough” with a mean of 2.98 verbally interpreted as “occasionally” while statement 3 or “Training and development are inadequate” got the lowest mean of 2.90 verbally interpreted as “occasionally”. The results show that the respondents do not usually experience difficulty in handling their employees in general as well as managing their respective supplies. Meanwhile the inadequacy of training are also evident although it does not happen on a daily basis. The results could mean that though resorts are not challenge free yet they were able to manage their resources in such a way that it did not become a huge challenge/problem to them. This supports the study of Luo, Chau, Fan and Chen (2021), that policies and regulations, management, resources, costs, and awareness are the five main obstacles to the resort industry. This proves that managing resources including the behavior of people is really a challenge. That is why, being aware and knowledgeable in handling resources and people can give advantages to resort owner in providing satisfactory service to clients.

➤ *In terms of Cultural Preservation*

The data according to the challenges in resort operation in terms of cultural preservation got a pooled mean of 3.01 verbally interpreted as “Occasionally”. The result shows that the resort-respondents were able to ensure their culture is being preserved as they operate, making it the reason why it is not a usual challenge for them to preserve their respective cultures although there were some instances that this are becoming one of the thing that the resort are taking into consideration to avoid a more serious problem related to it. Thus, generally this could mean that the resort-respondents were able to embrace change without neglecting the culture they have in their locality.

The statement 1 or “Adaptation of other cultures due to trends is evident” and statement 2 or “Local culture in resort operations is not fully integrated” got the highest mean of 3.03 verbally interpreted as “Occasionally”. Meanwhile, the statement 3 or “The resort minimally offers authentic cultural experience to guests.” got the lowest mean of 2.98 verbally interpreted as “Occasionally”. The result shows that the respondents are experiencing challenges in culture adaptation due to trend and its lack of culture integration in their service and facility.

➤ *In terms of Environmental Protection*

The data gathered according to the challenges of the resort operation in terms of environment got an overall mean of 4.19 verbally interpreted as “Often”. The result shows that there were many times that the resort were able to operate practices to manage the different challenges in the area of environmental protection. This means that the resort was able to handle environmental challenges by ensuring that their practices were able to meet regulations to support the environment while carrying out their business.

The study Fraj, Matute and Melero (2015), validates that innovation and a proactive approach to the environment enhance organizational competitiveness. The study implies that the practices done by the respondents towards environmental protection were beneficial in maintaining their competitiveness and enhancing their company's image.

The statement 3 or "The resort participates in the local initiatives campaign in protecting the environment" got the highest mean of 4.45 verbally interpreted as "Always". Meanwhile the statement 1 or "Waste is properly disposed of and segregated" got the lowest mean of 3.65 verbally interpreted as "Often". This means that the respondents were able to do practices to help to protect the environment particularly in waste management. These actions enable them to manage and ensure that the environment will not be at stake especially in terms of waste disposal. The results show that the respondents are not only abiding to the laws and regulations in protecting the environment but also they are doing their part to support the local initiatives by being participative in programs and policies related to environmental protections.

➤ *In terms of Risk Management*

The data according to the challenges in resort operation in terms of risk management got a mean of 4.67 verbally interpreted as "Always". The result shows that the resort is doing countermeasures to effectively manage risks as they may arise. This could also mean that the resorts are ensuring the safety of their valued guests by providing them the facility and services that exist to mitigate the risks. Moreover, among all the challenges faced by the respondents in resort operation, the area in risk management got the highest mean indicating that among all the practices done by the resort to handle different challenges, risk management is one of their top priority.

The statement 4 or "Security cameras to protect the resort and its guests are provided" and statement 5 or "Compliance to data privacy act is being practiced in the resort for safety and security" got the highest mean of 4.88 verbally interpreted as "Always". Meanwhile, statement 1 or "Buildings and facilities are designed to adapt to natural disasters/calamities" got the lowest mean of 4.08 verbally interpreted as "Often". The result shows that the resorts are abiding to legalities pertaining to data privacy as well as providing safety and security to clients. This means that the resort is capable of handling natural or even man-made risks due to their practices and preparations. This also reveals that the resorts are taking the risk seriously since they are prone and vulnerable to different disasters and risks. Additionally, hotels exhibited a predilection for participating in local projects as opposed to those located outside their premises or abroad. When implementing their external corporate social responsibility programs, these hotels typically partnered with other non-hotel stakeholders and focused on social issues as opposed to environmental ones (Smith and Ong, 2015).

D. Proposed Strategic Plan

The data shows a proposed strategic development plan that can be implemented by the resort owners based on the result of the gathered data. The strategic development plan will include plans for resort operation practice, maximizing opportunities and managing challenges in resort operations. The proposed strategic plan will be beneficial to resort owners to be more effective and efficient in serving the guests.

➤ *Operation Practice of the Resort*

Based on the result of the study, the following strategic plans are proposed to improve the operations of the resort particularly in facility and property management since among the resorts practices this has the lowest mean.

Table 11: Proposed Strategic Development Plan for Operation Practice of Resorts in terms of Facility and Property Management

Development direction	Program/Project/Activities	Objectively Verifiable Indicator	Means of Verification
1. Assessment and Analysis	i Perform periodic inspections of the properties and facilities that are currently in use. ii Conduct SWOT analysis, or determine strengths, weaknesses, opportunities, and threats. iii Examine past maintenance records, occupancy percentages, and usage trends.	- Facility assessment - Identified Strength, weakness, opportunities and threats. - Updated and reliable records. - Improved customer satisfaction	- Safe and improved structural components of facilities and properties - Increase market share - Profit increase - High customer satisfaction

2. Investment Planning	<ul style="list-style-type: none"> i Set investment priorities in accordance with the goals and results of the assessment. ii Set aside funds for maintenance projects, infrastructure improvements, and technology developments. iii Consider long-term sustainability objectives and, when it is practical. iv Make investments on efficient equipment and sources. 	<ul style="list-style-type: none"> - Adequate budget for facilities and properties. - Improved facilities and properties - Modern and state-of-the-art facilities. 	<ul style="list-style-type: none"> - Well designed property and facility investment plan - Business expansion - Profit increase
3. Amenities and Guest Services	<ul style="list-style-type: none"> i Enhance the resort's amenities and guest services to differentiate it from competitors and improve the overall guest experience. ii Consider adding new amenities or upgrading existing ones based on guest preferences and market trends, such as spa services, fitness centers, recreational activities, or dining options. iii Train staff to deliver exceptional customer service and personalized experiences that exceed guest expectations. 	<ul style="list-style-type: none"> - Trained personnel - Efficient service - Competitive amenities - Multiple services available 	<ul style="list-style-type: none"> - Comfortable amenities. - High customer/client satisfaction - Profit increase
4. Stakeholder Collaboration	<ul style="list-style-type: none"> i Encourage cooperation and joint ventures with important parties, such as vendors, landlords, tenants, and government agencies. ii Make use of group knowledge and synergies to accomplish shared objectives and spur innovation in property and facility management. 	<ul style="list-style-type: none"> - Greater community impact - Strong market and trade linkages. - Higher network - Increased partnership with different groups and agencies - Increased collaborative efforts 	<ul style="list-style-type: none"> - High stakeholders' participation and involvement - Community solidarity
5. Feedbacking System for Continuous Improvement	<ul style="list-style-type: none"> i Learn about the needs and satisfaction levels of tenants, staff, and other stakeholders through feedbacks. ii Solicit feedback from guests through surveys, reviews, and direct communication to identify areas for improvement and measure satisfaction levels. iii Regularly review of performance metrics, such as occupancy rates, guest satisfaction scores, and maintenance costs, to gauge the effectiveness of facility and property management efforts. iv Use feedback and data insights to make informed decisions and continuously refine the strategic development plan for ongoing improvement. 	<ul style="list-style-type: none"> - Established feedbacking system - Recorded suggestion and feedback from clients. - Services and facilities are designed based on the clients' needs and preferences - Minimize unreasonable and unnecessary improvements 	<ul style="list-style-type: none"> - High customer satisfaction - Reduced bad reviews - Logical use of expenditures

➤ *Proposed Strategic Development Plan to Maximize Opportunities in Resort Operation in terms of Revenue Generation*

Based on the result of the study, the following strategic plans are proposed to maximize the opportunities of the resort particularly in revenue generation since among the resorts opportunities this has the lowest mean. Thus, the following plans and strategies are being proposed.

Table 12: Proposed Strategic Development Plan to Maximize Opportunities in Resort Operation in terms of Revenue Generation

Development direction	Program/Project/Activities	Objectively Verifiable Indicator	Means of Verification
i. Product and Service Enhancement	i. Expand the resort's menu to better suit target market demands and tastes.	- Increase product variation.	- Higher revenue
	ii. Offer fresh features and services, like spa services, entertainment options, dining experiences, or themed gatherings.	- Higher sales	- Increase productivity.
	iii. Update buildings and lodging frequently to uphold high standards and draw return guests.	- Improve customer satisfaction.	- High market.
2.Pricing Strategy Optimization:	i. Examine pricing policies for lodging, packages, and extra services.	- Competitive price.	- Improved pricing strategy.
	ii. Use dynamic pricing models that consider variations in demand, seasonality, and pricing of competitors.	- Increase popularity of the resort.	- Increased number of clients.
	iii. Provide promotions and value-added packages to encourage reservations and raise average spending per visitor.	- High demand.	
3. Guest Experience Enhancement.	i. Put the needs of your loyal customers first by providing them with individualized care, attentive service, and unforgettable experiences.	- Improve customer service.	- Efficient and effective services of local personnel
	ii. Put in place guest feedback systems to get information and quickly address areas that need work.	- Efficient communication with clients	- Achieve referrals from clients.
	iii. Create exclusive benefits, membership tiers, and loyalty programs to encourage recurring business and recommendations.	- Assurance of return customers.	
4. Partnerships and Collaborations	i. Create strategic alliances with nearby companies, tourist destinations, and tour guides to provide bundled packages and chances for cross-promotion.	- Increased cooperation and local partnership	- Increased brand image.
	ii. Work together to promote special events and group reservations with corporate clients, travel agencies, and destination marketing organizations.	- Assurance of accountability among partners.	- Strong partnership and alliance.
	iii. Create connections with travel consortia, airline alliances, and loyalty programs to reach a wider audience and improve brand awareness.	- Efficient Corporate social responsibility.	- Increase opportunity.
5. Continuous Improvement	i. Foster a culture of continuous learning and improvement within your organization, encouraging innovation, experimentation, and adaptation to changing market conditions.	- Adapt to current trends.	- Enhanced strategic plan.
	ii. Regularly review and update your strategic development plan to reflect evolving business goals and market dynamics	- Ready and available strategic plan.	- Achieve continuous improvement.

➤ *Challenges in Resort Operation in terms of Resource Management*

Based on the result of the study, the following strategic plans are proposed to manage the challenges of the resort particularly in resource management since among the resorts challenges faced this has the lowest mean. Thus, the following plans and strategies are being proposed.

Table 13: Strategic Development Plan to Manage the Challenges in Resort Operation in terms of Resource Management

Development Direction	Program/Project/Activities	Objectively Verifiable Indicator	Means of Verification
1. Comprehensive Resource Audit	i. Conduct a comprehensive inventory of all available resources, such as energy, food, water, personnel, and infrastructure. ii. Recognize areas of waste, comprehend current consumption patterns, and evaluate the effectiveness of current systems.	- Availability of resources - Well-management inventory management plan. - Accessible resources	- Improved resource management. - Sufficient resources. - Increase manpower
2. Resource Allocation and Optimization	i. Develop strategies for optimal allocation of resources to projects, departments, or activities based on priorities and expected returns. ii. Implement tools and processes for monitoring resource allocation and utilization in real-time.	- Increase in resource utilization. - Reduction in resource wastage - Optimal use of resources.	- Increased in productivity. - Reduced waste - Maximized resources
2. Staff Training and Engagement	i Involvement of employees in sustainability initiatives. ii Training and mentoring personnel to conserve resources. iii Promote open and creative suggestions for resource optimization among personnel. iv Give employees the freedom to own resource management projects.	- Improved efficiency of personnel - Reduce error/mistakes. - Increase performance.	- Delivered basic services. - Trained and competent personnel. - Satisfying services.
3. Risk Management and Contingency Planning	i. Identify potential risks and vulnerabilities in resource management, such as supply chain disruptions, regulatory changes, or market volatility. ii. Develop contingency plans and risk mitigation strategies to address these challenges and ensure continuity of operations	- Efficient supply chain management. - Reduce disruption of work/operations. - Read and available contingency plans.	- Developed a risk management plan. - Continuity of operations.
4. Long-term Planning and Investment	i Create a long-term strategic resource management plan that is in line with the general aims and objectives of the resort. ii Provide enough funds and resources for staff training, technology adoption, and long-term infrastructure upgrades.	- Available manpower - Efficient resource management plan. - Conduct of training and development - Sufficient budget for resource management.	- Developed personnel. - Well-developed investment and long-term plan.

CHAPTER FOUR

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

A. Summary of Findings

This study sought to determine the guest experience of the operation management practices of the resort in Barangay Dinadiawan, Dipaculao, Aurora. To identify these practices, the needed information that gathered first, the profile of the respondents such as: Years of Experience, Type of Ownership, Number of Employee, Length of Resort Business and Facilities Offered. Secondly, how the operation is being practiced by resort. Lastly, to know the opportunities and challenges of the resort operations. The researcher used a survey questionnaire answered by the respondents who are the owner/employees of the resort. The researchers choose forty (40) registered resorts as the focus and respondents of this research.

From the given data, these are the results of the study. It was shown in the profile of the owner. It was found that the years of experience of the resort owner in the hospitality industry. Most of the resort owners had less than 5 years (65.50%). 5 to 10 years are (20.00%) and the 11 to 20 years in the industry are (7.50%). while the resort has over 20 years of experience (5.00%) in operation. It reveals that the ownership of the resort that out of 40 resort owners, 33 (82.50%) of the resorts are run by a sole proprietorship, it indicates here that they still considering the advantage of operating a sole proprietorship, they are capable of competing with other resorts and enjoying the benefit of not being able to share their income to others. They are ready to face and handle all the problems and find a solution to them when they occur. The number of employees of the resort revealed that most of the resort has less than 10 employees (95.50%). And 39 (2.50%) for the 10-30 number of employees. The primary length of the business operation of the resort has been in operation for 5 years and below. The highest frequency of (72.50%) according to the findings. This business progressively made up for years during the money spent on building it. It was shown that the data for the guest services and experience, statement no. 5 "Employees of the resort are accessible and willing to answer the queries/questions of the guest and have the highest total weighted mean of 4.58% with verbal interpretation of strongly agree. It revealed that the "Audible and visual fire alarms on the resort" statement no 1 has a total mean of 4.05 in verbal interpretation "agree" statement no. 2 "security cameras are properly installed" has a total mean of 3.89. The result further shows enhanced employee well-being and happiness which can positively affect their productivity and quality of work. The benefits are also reduced stress and absenteeism and increased engagement and motivation. It was found out that marketing promotion of the Barangay Dinadiawan beach resort. The average weighted mean is 4.19 with the verbal interpretation "agree". This data shows that the majority of the guests and employees agree that there are good marketing promotions in Dinadiawan Resort.

B. Conclusion

From the findings of the study, the researchers concluded that the resort owner employs a sole proprietorship form of business, it may be stated that the majority of the resorts in Barangay Dinadiawan are owned and run by a single individual. The resort is easy to run because most of its land size is 3,000-1000 square meters. Every resort employs limited staff depending on its land size. Usually, because the resort is small it has only less than 10 employees to perform different tasks. Employees that are deployed in the resort are flexible in doing the assigned task. Having a lot of facilities in the resort can encourage more guests to return. Because some of them are looking for comfortable facilities where they can really relax and enjoy their stay. By marketing strategy, resorts can be promoted in different ways to attract guests. It helps resorts to be well known in the area and even in social media. The strategic plans can help the resort to improve its operation management. In this way resort business will use strategic plans to easily run business.

C. Recommendations

Based on the drawn conclusion, the researchers strongly recommend that the resort owner should consider expanding their business by forming partnership or corporations with other investors or stakeholders. This could help them access more capital, resources, and expertise to improve their services and facilities. Resort owners should also consider adding a more facilities that can offer to their guests to make their stay more valuable. By doing this they increase their revenue, customer satisfaction and guest return. They can also provide employment opportunities to the locals whenever they expand their facilities. The resort owners should also adopt more effective marketing strategies to promote their resort and attract more customers. This could include creating a website, social media accounts, or online platforms to showcase the resort and its features. They could also offer discounts, packages, or incentives to encourage repeat visits and referrals. Resort can also adopt the strategic plan to ensure the success of the resort business. By improving all the necessary operation management in the resort.

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APPENDICES**APPENDIX A. SURVEY QUESTIONNAIRE**

A. Part 1. Direction: Please Check the Most Appropriate Responses.

➤ Profile of the Resorts in Barangay Dinadiawan, Dipaculao, Aurora in Terms of:

- Years of experience in the hospitality industry

___ Less than 5 years

___ 11-20 years

___ 5-10 years

___ Over 20 years

- Type of ownership

___ Sole Proprietorship

___ Corporation

___ Partnership

Other (please specify)

- Land Area

___ Less than 1,000 sqm.

___ 1,000-3,000 sqm.

___ 3,001-5,000 sqm.

___ 5,001-7,000 sqm.

___ 9,000 sqm. and above

- Number of Employees

___ Less than 10

___ 10-30

___ 31-50

___ 51 and above

- Length of resort business operation

___ 5 years and below

___ 6-10 years

___ 11 years and above

___ 51 years and above

Facilities Offered

___ Bar

___ Store/Souvenir Shop

___ Restaurant

___ Swimming Pool

___ Salon, Spa and Massage

Others please specify: _____

B. Part 2. Operations Practiced by Resorts

Directions: Choose from the legend below the number that corresponds to your answer. Kindly put a (/) that will signify your answer. The following adjectival values were used:

Scale of Values	Scale of Range	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree
4	3.41 – 4.20	Agree
3	2.61 – 3.40	Neutral
2	1.81 – 2.60	Disagree
1	1.00 – 1.80	Strongly Disagree

➤ *Operations Practiced by Resorts in Terms of:*• *Guest Services and Experience*

Particular	1	2	3	4	5
1. The quality of food and drinks satisfy the needs of the guests.					
2. Employees of the resort provide individual attention to every guest.					
3. Employees of the resort treat guests sincerely and compassionately.					
4. Employees of the resort understand the specific needs of its guests.					
5. Employees of the resort are accessible and willing to answer the queries/questions of the guests.					

• *Facility and Property Management*

Particular	1	2	3	4	5
1. Audible and visual fire alarms on the resort.					
2. Security and cameras are properly installed.					
3. The rooms are neatly decorated and highly facilitated.					
4. The rooms are technically equipped with television, phone and internet connection.					
5. The resort is backed up with an electrical generator in case of a brownout.					

• *Staffing and Employee Management*

Particular	1	2	3	4	5
1. Employees of the resort are being compensated for their work.					
2. The benefits were received as most other resort/hotel offers.					
3. Improving communication between management and employees.					
4. Employees of the resort are motivated to perform better.					
5. Employers encourage self-development and self-confidence.					

• *Marketing Promotions*

Particular	1	2	3	4	5
1. The resort uses social networks (e.g. Facebook, Instagram, Tiktok, etc.) in promoting their establishment.					
2. Prospectus, brochures, leaflets and others are visually appealing.					
3. The resort uses an online booking system.					
4. The resort used the form of brand alliance such as discounts or value-added to the guests.					
5. The resort used local online marketing such as websites, social media, search engines and other online channels.					

C. Part 3. Opportunities and Challenges in Resort Operation

- Directions: Choose from the legend below the number that corresponds to your answer. The following adjectival values were used:

Scale of Values	Verbal Interpretation
5	Always
4	Often
3	Occasionally
2	Rarely
1	Never

➤ *Opportunities*• *Opportunities in Resort Operations in Term of Employment Generation*

Particular	1	2	3	4	5
1. Resort owners provide a job to the nearby community.					
2. Resorts offers seasonal job opportunities					
3. Resorts supports local economies through employment					
4. Resorts provide business opportunities to locals.					
5. Resort offers internships or apprenticeships to students or individuals interested in hospitality careers.					

• *Opportunities in Resort Operation in Terms of Revenue Generation*

Particular	1	2	3	4	5
1. The resort is open for pre-wedding/pre-nuptial shoot packages.					
2. The resort set competitive room rates based on factors such as location, amenities, seasonality, and demand.					
3. The resorts often have multiple dining options, including restaurants, cafes, bars, and room service.					
4. The resort offers spas and wellness facilities offering a range of services such as massages, facials, yoga classes, and fitness programs as additional sources of income.					
5. The resort charges fees for equipment rental, lessons, guided tours, and access to exclusive amenities.					

• *Opportunities in Resort Operation in Terms of Stakeholder Engagement*

Particular	1	2	3	4	5
1. Resorts offer partnership to the local community for better service.					
2. The resort joins in programs initiated by the local government.					
3. The resort accepts products and services made by the locals.					
4. Resort ensures open communication and transparency to shareholders and investors.					
5. Resorts ensure negotiation of contracts, maintaining quality standards, and collaborating on product development and innovation to suppliers and vendors.					

• *Opportunities in Resort Operation in terms of Livelihood and Development or Creation*

Particular	1	2	3	4	5
1. Resorts invest in training and development programs to enhance the skills and capabilities of their employees.					
2. The resort supports local business as source goods and services such as farmers, artisans, tour operators, and suppliers					
3. Resorts play a crucial role in promoting tourism and attracting visitors to the destination.					
4. Resort hires IP/ community to deliver service to guests.					
5. Resorts often offer recreational activities and entertainment for guests.					

➤ *Challenges*

- Directions: Choose from the legend below the number that corresponds to your answer. The following adjectival values were used:

Scale of Values	Verbal Interpretation
5	Always
4	Often
3	Occasionally
2	Rarely
1	Never

- Challenges in Resort Operation in Terms of Resource Management

Particular	1	2	3	4	5
1. The behavior of employees is difficult to manage.					
2. Materials/supplies are not enough.					
3. Training and development are inadequate.					
4. Employee benefits are not enough.					
5. Employee positive relationships are hard to maintain.					

- Challenges in Resort Operation in terms of Cultural Preservation

Particular	1	2	3	4	5
1. Adaptation of other cultures due to trends is evident.					
2. Local culture in resort operations is not fully integrated.					
3. The resort minimally offers authentic cultural experience to guests.					
4. Culture is barely shared to tourists/guests.					
5. Insufficient budget is allocated for cultural preservation.					

- Challenges in Resort Operation in Terms of Environmental Protection

Particular	1	2	3	4	5
1. Waste is properly disposed of and segregated.					
2. The resort abides with the local rules and regulations pertaining to the environment.					
3. The resort participates in the local initiatives campaign in protecting the environment.					
4. The resort performs pro environmental practices.					
5. The resort promotes eco-friendly supplies and materials.					

- Challenges in Resort Operation in Terms of Risk Management

Particular	1	2	3	4	5
1. Buildings and facilities are designed to adapt to natural disasters/calamities.					
2. Fire alarm and safety precautions are always visible and available.					
3. Staff are well trained for emergency situations and lifeguards are sufficient.					
4. Security cameras to protect the resort and its guests are provided.					
5. Compliance to data privacy act is being practiced in the resort for safety and security.					

APPENDIX B: REQUEST TO CONDUCT A SURVEY

To: RESORT OWNERS/MANAGERS
Dinadiawan Dipaculao, Aurora

Re: Request for Conducting a Survey.

Dear Ma'am/Sir,

Greetings!

We, RHOMARK D. JARDIEL and ABEGAIL VALLEJO, students of Nueva Ecija University of Science and Technology, Graduate Studies is conducting a research study entitled **“OPERATION MANAGEMENT PRACTICES OF RESORTS IN DINADIAWAN, DIPACULAO, AURORA: BASIS FOR STRATEGIC PLAN”** wherein the respondents and the location of our study will be your respective resort and locality.

In line with this, we are requesting your good office to allow us to conduct and gather the needed data involving your practices and operation. Also, we will be asking your permission to allow us to get the necessary and relevant data to substantiate the study. Rest assured that all the data will be treated with utmost confidentiality and will only be used for the purpose of this study.

Hoping for your favorable response regarding this matter.

Respectfully yours,


RHOMARK D. JARDIEL
Researcher