

Management Practices of Resorts in Ilocandia : Problems Encountered and Solutions Provided

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Abstract— The study determined the management practices of the resorts in Ilocandia, identified the problems encountered and respondents' suggested solutions for improvement. The researcher used a descriptive-correlational method. There were 404 respondents from 14 resorts. The researcher used the questionnaire checklist, interview and focus group discussion in gathering data. Frequency, percentage, mean and correlation coefficient analysis were used to treat the data. Ethical protocols were considered. Results showed that the level of marketing and human resource management practices among owners/manager and customers was rated "High" and the level of financial management practices was "Very High". The source of capitalization of resort and age, civil status, educational attainment and monthly income of the customers are significantly related to marketing management practices. The source of capitalization is inversely related to human resource management practices. Number of years in operations is inversely related to financial management practices. The problems encountered along marketing management resorts was rated "High". Roads should be improved for accessibility of customers. **Owners/managers** and staff should improve the advertisement of the resorts. They should provide the guests with the best experiences by giving quality services and amenities. Seawalls should be constructed near the beach resorts. It is highly recommended that the resorts should come out with Manual of Operations that would help relay the standards and procedures of the resorts and guide the managers/owners, staff and customers with the various operations in the different departments.

Keywords—Marketing , Human Resource, Financial , Training and Development

INTRODUCTION

Globaly , Tourism Industry has considered resorts to play an important role in the growth and development of a nation. Tourists from different countries love beautiful beaches because they find peace and are relaxed after long hard work in their busy world.

The Ilocos region is known for its breathtaking beaches aside from cultural and historical sites. It is worth exploring from Laoag City, the capital of Ilocos Norte to the Historic City of Vigan, and to the south, the last town, Tagudin, Ilocos Sur.

Ilocos Sur is considered one of the most beautiful places in the Philippines due to its strategic location and the interesting adventurous sceneries that are preserved and protected by the government to attract more tourists. The tourism industry provides career opportunities for people of every generation, experience and education. Resorts contribute much in the attainment and acceleration of the social and economic growth of the country.

The resort industry is a distinctive and dynamic part of the hospitality industry, producing a unique environment where owners and managers deal with a wide range of unique issues.

Resort management is a huge part of the hospitality and lodging industry. There are often different types of managers in resorts, including those who oversee food and beverages, maintenance and activity departments. In a huge resort, a general manager may be in charge of all operations while overseeing various other managers, like those in the front

office. In a small resort, the general manager may be required to oversee most of department facilities. Resort managers

must be familiar with all aspects of the industry and have a significant number of hospitality experiences.

Excellent resort management can be observed in international resorts like the Diamond Resorts International. Through various subsidiaries, these are fast becoming one of the world's largest resort management companies, providing professional, full-service property management services to more than 50 vacation ownership resorts in the U.S., Europe and the Caribbean. They offer a full complement of resort management services that provide their customers with a total solution and they partner with them to develop a program tailored to meet their needs. The services they choose are delivered by a passionate team of experts and industry visionaries committed to provide the highest standards of quality and guest satisfaction. To them monitoring and safeguarding association funds are of paramount importance (Diamond Resort, 2017).

In Ilocos Sur, resorts play a significant role because these give tourists nice places to stay as well as accommodation needed by customers when they are on vacation. These also provide many jobs and revenue for the area. In the province, there had been a potential growth and development towards industrialization and programs to promote local and foreign tourism. These led to the growth of the resorts that are now

serving the province. Many tourists as far as the farthest part of the Philippines and even from European countries, Asia and America visit the province and stay in the different resorts of Ilocos Sur. During peak seasons, resorts and hotels in Ilocos Sur are fully booked and this becomes a big problem to the tourists. There are other resorts and hotels but because of poor management, poor services and satisfaction of tourists, they evade these because they are after quality services.

With this scenario, it prompted the researcher to look into the management practices of Resorts in the Ilocandia, problems encountered and solutions to these problems.

Effectively, quality and excellence are exceptionally significant viewpoints to be taken into consideration at resorts. Keeping in mind the end goal to contend in the business, quality systems are essential. It is hoped that this study will serve as baseline information for future researchers or scholars in their investigation.

Findings of the study will help resort managers and owners in the province for the improvement of their resorts. It will guide them on how to improve their management and will give them the idea of the best practices of resorts of which they could adopt. It will also help the staff of the resorts so they may be aware on how to work hard to improve their services too, what common problems encountered and how they would avoid these problems. Also, there have been very few studies on the management practices of resorts in Ilocos Sur so this study will also be considered as a reference or guide in the academe particularly in the College of Business Administration.

This study determined the management practices of resorts in Ilocandia, identified the problems encountered and respondents provided solutions. Specifically, it sought to answer the following questions:

1. What is the profile of resorts in Ilocandia in terms of the following: type of ownership, capitalization, source of capitalization, years in operations, number of staff, and number of rooms?
2. What is the profile of managers and staff in terms of the following: age, sex, civil status, educational attainment, length of experience, and number of resort training programs/ seminar- workshops attended?
3. What is the profile of customers in terms of the following:
 - a) Socio-demographic profile: age, sex, civil status, educational attainment, and monthly income?
 - b) Resort Occupancy/ Resort Accommodation of the Customers: number of years patronizing the resort, average number of days staying in the resort, average price of the resort occupancy per day, and reasons for staying in the resort?
4. What is the level of management practices of resort in Ilocandia in terms of the following: **Marketing**

Management :buying, selling, transporting, storing, standardizing and grading, financing, risk taking, and marketing information; **Human Resource Management**: recruitment and selection, training and development, and compensation and administration; **Financial Management**: account management, cash management, inventory management, payables management, and capitalization, and budgeting?

5. Is there a significant relationship between the level of management practices of resorts in Ilocandia and each of the following:
 - a. manager/staff- related factors,
 - b. customer-related factors, and
 - c. resort-related Factors?
6. What are the problems encountered by resorts in Ilocandia?
7. What are the suggested solutions to problems encountered in Ilocandia?

Sangkaworn and Mujtaba (2011) ,in their study, "Marketing Practices of Hotels and Resorts in Chiang Mai " presented their findings that the hotels and resorts situated in ChiangMai are largely sole proprietorship in nature. Almost all managers are college graduates, and the majority of them are female. There was no significant relationship between the level of marketing practices and the business-related factors in terms of type of ownership, capital, number of employees and year of existence.

Valdez (2012) pointed out that business owners/managers should continue looking into the overall management of the electronic gadgets outlets in order to maintain as well as improve their business practices and operations. He also concluded that age, educational attainment, civil status, start-up capital, source of capitalization and number of years in the business are significantly related to the overall management of electronic gadget outlets.

In the findings of Reotutar (2014), the status of marketing management practices along eight universal marketing mix was found out moderate. The highest mean rating falls along marketing information with very high response and low response was seen in storing and transporting. As a whole, there is a significant relationship between marketing management on length of service of the manager; and number of members and medical/catering on business related factors.

Rush (2017) suggested that travel-related networking has proven to be an effective marketing strategy for resorts. Companies whose holdings include numerous resorts and hotels can schedule destination sales trips, where favored or potential booking clients can be treated with the resort's specialized offerings. Resorts can also partner with local groups to sponsor area events.

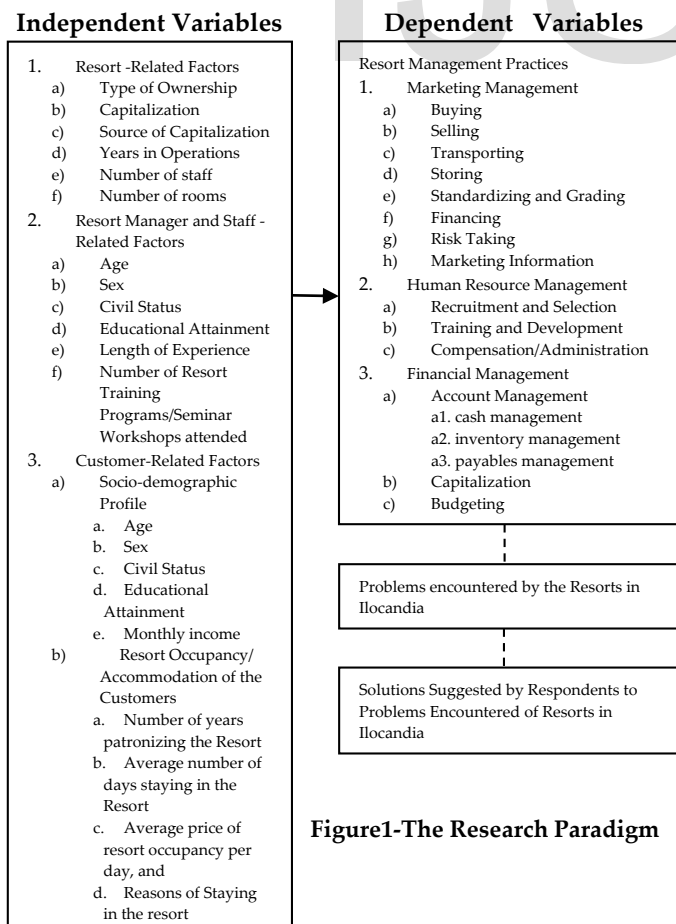
Enriquez (2014) findings showed that operating a resort is financially risky and it requires sufficient working capital. This type of business requires a huge amount of capital and does not have a quick return of investment.

Limpongpan (2015) findings on financial management along account management, the cash management is very much implemented for the disbursement control operation and monitoring of cash balances. These are the important cash management operations of the hotel to check its financial liquidity.

Abella J. et al.(2012) findings showed that the top problems encountered by the guests about Resort Managements are unequal treatment of employees to the guests was really a negative factor or a bad impression to the customer especially when it comes to nationality races; Shortages of water supply; and brown-outs/black-outs are some of the problems encountered because the location of the resort is far away from the city.

All the studies mentioned above are similar to the present study as those dealt with the best practices of resorts but they differ in locations . Others were considered because they dealt with management practices and problems encountered which are of great importance in guiding the researcher in the conduct of the present study.

The researcher was guided by the conceptual paradigm illustrated in Figure 1.



METHODOLOGY

The study used the descriptive-correlational method to determine the management practices of resorts in the 1st District of Ilocos Sur in terms of marketing, human resource management and financial management and problems encountered on management practices of the resorts. On the other hand to back up the problems encountered in managing resorts , interview and simple focus group discussion (FGD) with the managers/owners, staff and customers were done.

The respondents of the study included managers, staff, and customers of resorts in the 1st District of Ilocos Sur. The researcher gathered data in 2017 . Total enumeration was used for the resort manager and staff. For the customers, purposive sampling was done, those available during the time of data gathering served as respondents.

There are 17 resorts within the area as provided by the Ilocos Sur Provincial Tourism Office. Unfortunately, three (3) resorts were temporarily closed when the researcher was gathering data. The resort owners/managers and staff have a sample size of 152 and 252 customers, a total of 404 respondents who assessed the management practices of resort . The researcher adapted the questionnaire from the studies of Limpongpan (2015), Reotutar (2014) and Pablico (2007). The questionnaire was content validated by three (3) owners/managers of resorts in the 2nd District of Ilocos Sur. The researcher administered the questionnaire to all the owners/managers, staff and customers of resorts. Letters were given to the owners/managers, staff and customers for the permission to serve as respondents of the study. Interview and simple focus group discussion were done for about three months . Frequency , percentage ,mean and Correlation Coefficient Analysis were the statistical treatments used in the study.

RESULTS AND DISCUSSION

Profile of the Resorts in Ilocandia

Out of 14 resorts in Ilocandia, majority (8 or 57.1%) of them fall under sole proprietorship and the least (1 or 7.1%) is owned by the city government. A substantial percentage (4 or 28.6%) of the 14 resorts invested Php 1-5 million and more than Php 15 million while the least (1 or 7.1%) invested Php 10,000,001-Php 15,000,000. Most (12 or 85.7%) of the owners of resorts source of capitalization come from their own earnings and only one (7.1%) responded as corporation and city development fund. A great percentage (6 or 42.9%) of the resorts are operating 11-15 years and the least (1 or 7.1 %) operations of resorts is 5 years and below and more than 20 years. Out of 14 resorts in Ilocandia, majority (8 or 57.1%) have only 10 and below number of staff working in their resorts while the least

(1 or 7.1%) is from 31-40 and more than 50 number of staff respectively. Majority (9 or 64.3%) of resorts have 20 and below number of rooms and only one (7.1%) has 51-60 number of rooms.

Profile of Managers and Staff of Resorts in Ilocandia

Among 14 owners/managers , a mark percentage (5 or 35.7%) of them belong to age bracket of 41-50 years old and only one (7.1%) with an age bracket of 31-40 years old. Nobody among the owners/managers is with the age bracket of 20 and below. Out of 138 staff of the 14 resorts, a great number (56 or 40.6%) of them belong to the age bracket of 21-30 years old, while only four (2.9%) with the age bracket of 51-60 years old. Nobody among the staff is with the age bracket of more than 60. Great majority (11 or 78.6%) of owners/mangers are female and the least (3 or 21.4%) are males. On the other hand, out of 138 staff of the 14 resorts, half (70 or 50.7%) of them are males and great percentage (68 or 49.3%) are females. Majority (63 or 64.3%) of the owners/managers are married, only one (7.3%) is a widow and nobody is separated. Among the staff, majority (71 or 51.5%) of them are single while two (1.4%). of them are widowed and separated. Great majority (11 or 78.6%) of the owners/managers are college graduates, followed by (2 or 14.3%) college level and only one (7.1%) with doctorate degree. This implies that it needs competent knowledge and skills to run a resort. On the other hand, half (69 or 50%) of the staff are college graduates and only one (.7 %) is elementary level. A great number (6 or 42.9%) of the owners/managers have 11-15 years length of experience, while only one (7.1%) with less than a year and 6-10 years length of experience respectively. This is related to the establishment of the resort which is 11-15 years of operation. Among 138 staff, a great percentage (68 or 49.3%) of them have 1-5 years length of experience and only one (7.1%) has more than 20 years length of experience. Nobody among the staff with 16-20 years length of experience. Out of 14 managers/owners, a great number (6 or 42.9%) of them have attended 5 and below resort training programs/seminar-workshops. The least (1 or 7.1%) of them attended 16-20 and more than 20 resort training programs/seminar-workshops. On the other hand, great majority (113 or 81.9%) of the staff attended 5 and below resort training programs/seminar-workshops. While the least (3 or 2.1%) are more than 20 resort training programs/seminar-workshops. Nobody attended 11-15 resort training programs/seminar-workshops.

Profile of Customers of Resorts in Ilocandia

Out of 252 customers who responded in this study, a great number (56 or 22.2%) of them belong to age bracket of 20 years old and below and the least (26 or 10.3%) belong to more than 60 years age bracket. Great majority (191 or 75.8%) of the customers are females and there are a substantial percentage (61 or 24.2%) male customers. Majority (140 or 55.6%) of the

customers are single and only three (1.2%) are separated. A substantial percentage (63 or 25%) of the customers are college graduates with master’s units and only one (.4%) falls under vocational course. Out of 252 customers, majority (133 or 52.8%) have monthly income of Php20,001 and above while the least (20 or 7.9%) have Php15,001-Php20,000 monthly income. This is related to the educational attainment of the customers. Also, Cruz (2008) mentioned that those with higher social status travel more than those with lower income and social status. A great percentage (108 or 42.9%) of the customers are frequently visiting the resort for 1-5 years and only three (1.2%) are patronizing the resorts for 16-20 years. Great majority (203 or 80.6%) of the respondents stay in the resort for less than a day while only two (.8%) customers stay more than 5 days. As seen in table 4, majority (173 or 68.7%) of the customers prefer to pay Php 1,000 and below for staying in the resort per day. Only two (.8%) prefer to pay Php 4,001 - Php 5,000 per day while staying in the resort. Majority (179 or 71%) of the customers prefer to stay in the resort because of the affordable price and only five (2.0%) of them prefer to stay because of good services and friendly staff.

Level of Marketing Management of Resorts in Ilocandia

Buying. As shown in Table 1 on the level of marketing management practices in terms of buying, the manager “Strongly Agree” in terms of the satisfaction and availability of their products/services which got the highest mean rating of 4.29. This implies that the owners/mangers are setting strategies to cater their customer’s needs and satisfaction in order to meet their goals in getting the loyalty “suki” of their customers. As validated by their customers, they “Agree “that availability and satisfaction of the products/services in a resort is important which got the highest mean score of 3.92 and 3.89 respectively. Overall, the marketing management practices in terms of buying among owners/mangers and customers is “High” as supported by the mean rating of 4.05 as a whole. This implies that all indicators under buying are significant roles for the survival or long-term operation of the resort.

Table 1

Item Mean Ratings Showing the Level of Marketing Management Practices of Resorts in Ilocandia

Items	Managers		Customers		As a Whole	
	Mean	DR	Mean	DR	Mean	DR
A. Buying						
1. The products/services are available at all times.	4.29	SA	3.92	A	4.11	A

2. The products/services can satisfy the customer's wants and needs	4.29	SA	3.89	A	4.09	A
3. The products/services are highly profitable in nature.	4.07	A	3.83	A	3.95	A
Overall	4.21	VH	3.88	H	4.05	H
B. Selling						
1. Products						
a. The products/services are sold in cash basis.	4.79	SA	4.41	SA	4.60	SA
b. The products/services are sold on credit.	2.64	U	2.89	U	2.77	U
c. The price of products/services is based on prevailing market price.	4.07	A	3.61	A	3.84	A
d. The resort staff are responsible in selling the products/services.	4.07	A	3.99	A	4.03	A
e. The resort provides promotional campaigns such as:						
e.1. TV	3.36	U	3.81	A	3.59	A
e.2. Radio	3.79	A	3.63	A	3.71	A
e.3. website	3.86	A	3.56	A	3.71	A
2. Accommodation						
a. well-appointed guestrooms, equipped with air-conditioning.	4.43	SA	4.08	A	4.26	SA
b. private bath shower and hot and cold water	4.36	SA	3.96	A	4.16	A
c. cable TV	4.00	A	3.79	A	3.90	A
d. WIFI	3.71	A	3.46	A	3.59	A
e. telephone	3.57	A	3.62	A	3.60	A
f. bathroom amenities	4.50	SA	4.11	A	4.31	SA
g. Cottage/Cabana	4.36	SA	4.33	SA	4.35	SA
3. Facilities and amenities						
a. coffee shop	3.29	A	3.35	U	3.32	U
b. spacious parking space	4.71	SA	4.23	SA	4.47	SA
c. ample lobby and lounge	3.86	A	3.83	A	3.85	A
d. twenty-four hour standby generator	4.29	SA	3.54	A	3.92	A
e. banquet facilities	3.86	A	3.73	A	3.80	A
f. seminar and convention material	4.50	SA	3.81	A	4.16	A
g. alternative rooms	3.36	U	3.80	A	3.58	A
h. videoke or karaoke	4.71	SA	4.28	SA	4.50	SA
i. swimming pool	4.14	A	4.29	SA	4.22	SA

j. gym	2.00	D	2.75	U	2.38	D
k. bar	3.29	U	3.41	A	3.35	U
4. Services						
a. room services	4.50	SA	3.98	A	4.24	SA
b. porter service	3.71	A	3.36	U	3.54	A
c. laundry and pressing	3.71	A	3.15	U	3.43	A
d. free airport transfer	1.93	D	2.62	U	2.28	D
e. wedding, conference, convention packages and other functions	4.43	SA	4.01	A	4.22	SA
f. group packages, booking	4.14	A	3.73	A	3.94	A
g. access to on-line via Internet	3.79	A	3.32	U	3.56	A
h. hiring technology concierges.	2.57	D	3.06	U	2.82	U
i. spa	2.57	D	2.83	U	2.70	U
Overall	3.79	H	3.66	H	3.73	H
C. Transporting						
1. The resort uses shuttle ride in fetching the customers and transporting back.	2.86	U	2.40	D	2.63	U
2. The resort uses the following modes for customers to register.						
a. Resort direct reservation	4.86	SA	3.75	A	4.31	SA
b. Resort online reservation	4.21	SA	3.16	U	3.69	A
c. Travel Agency	3.21	U	2.88	U	3.05	U
d. Tour Operator	3.86	A	2.88	U	3.37	U
e. Contracted Corporate	3.36	U	2.83	U	3.10	U
Overall	3.73	H	2.98	A	3.36	A
D. Storing						
1. The resort provides stock inventory facility such as storage room.	4.64	SA	3.55	A	4.10	A
2. The products are kept in storage facility up to:						
a. The time is needed	4.43	SA	3.50	A	3.97	A
b. Less than a week	4.14	A	3.22	U	3.68	A
c. More than a week	3.93	A	3.18	U	3.56	A
3. The resort provides baggage counter for customers.	3.93	A	3.38	U	3.66	A
Overall	4.21	VH	3.37	A	3.79	H

E. Standardizing and Grading						
1. The products/services are supervised and regulated by higher authorities.	4.43	SA	3.73	A	4.08	A
2. The products/services are in consonance with the standards and laws issued by the Department of Tourism.	4.50	SA	3.67	A	4.09	A
3. The products/services being offered are guided by provisions in the Department of Tourism.	4.43	SA	3.64	A	4.04	A
Overall	4.45	VH	3.68	H	4.07	H
F. Financing						
1. Training finance for staff.	4.07	A	3.36	U	3.72	A
2. Benefits of staff	4.50	SA	3.36	U	3.93	A
Overall	4.29	VH	3.36	A	3.83	H
G. Risk Taking						
1. The resort uses insurance for the protection and security of properties.	3.93	A	3.39	A	3.66	A
2. The resort provides repairs and maintenance account for its operation.	4.43	SA	3.52	A	3.98	A
3. The resort provides an account for litigation purposes.	3.64	A	3.29	U	3.47	A
Overall	4.00	H	3.40	A	3.70	H
H. Marketing Information						
1. The resort provides meeting with the following:						
a. Customers	4.00	A	3.49	A	3.75	A
b. Stockholders	3.64	A	3.49	A	3.57	A
c. Staff	4.57	SA	3.56	A	4.07	A
2. The resort consults the general assembly for decision making.	3.93	A	3.31	U	3.62	A
3. The resort welcome feedbacks, comments, suggestions and queries from members and customers.	4.71	SA	3.97	A	4.34	SA
Overall	4.19	H	3.46	H	3.83	H
As a whole	4.11	H	3.47	H	3.79	H

Norm:

Range	Item DR	Overall DR
4.21 – 5.00	Strongly Agree (SA)	Very High (VH)
3.41 – 4.20	Agree (A)	High (H)
2.61 – 3.40	Undecided (U)	Average (A)
1.81 – 2.60	Disagree (D)	Low (L)
1.00 – 1.80	Strongly Disagree (SD)	Very Low (VL)

Selling. As a whole, the marketing management practices in terms of selling among owners/managers and customers is “High” as supported by the mean rating of 3.73. This implies that good selling strategy provides good income generating that makes a business operate longer.

On products, both owners/ managers and customers “Strongly Agree” that the products/services are sold in cash basis with a mean rating of 4.79 and 4.41, respectively. On the other hand, both of them are “Undecided” if the products/services are sold on credit which got the lowest mean score of 2.64 and 2.89, respectively. This implies that both of them prefer to transact or pay on a cash basis rather than credit cards because many small businesses use cash-basis accounting because it is easier’. As shown in the findings on accommodation, when taken as a whole both owner/manager and customers “Strongly Agree” that they need to give importance on cottage/cabana (4.35) which got the highest mean score. Since majority of customers stay less than a day or “come and go”, they need a rented place to stay for a while, to put their baggage and items, and to enjoy the scenery of resort. On the other hand, both of them “Agree” that using WIFI is not yet well established which got the lowest mean score of 3.59. This could be due to additional expense among the owners of resorts in catering wide space for WIFI access. When taken as a whole, both owners/managers and customers “Strongly Agree” on the importance of spacious parking space (4.47), videoke or karaoke (4.50), and swimming pool (4.22) which got the highest mean scores on the subcategories of facilities and amenities on marketing strategy. Spacious parking space accommodates large number of customers since the location of majority of resorts are not in the city proper. Transportation is an issue among customers especially from far places. Videoke/karaoke and swimming pool are good entertaining /recreational activities among locals. These strongly attract the customers and good marketing strategy among resorts owners. On the other hand, both of the owner/manager and customers “Disagree” on the impact of gym as good marketing strategy which got the lowest mean score of 2.38. This could mean that owners consider the additional expenses to cater gym amenities especially they are small time resorts. On services, the respondents “Strongly Agree” that room services (\bar{x} =4.50) and wedding, conference, convention packages and other functions services (\bar{x} =4.43) are good marketing strategy. This implies that room service is an income generating strategy especially if the customer wants to stay more than one day in the resort. Likewise, event packages cater large number of customers and these customers can see the scenery of the resorts that could attract them to bring their family, relatives or friends in an outing or other occasion. On the contrary both “Disagree” that free airport transfer is not on the list on services of all resorts. This could be due to the distance of each resort from the airport and additional expenses of resort owners.

Transporting. It can be seen in table 1 that both owner/manager and customer “Strongly Agree” that resort direct reservation is vital in marketing management strategies which got the highest mean score of 4.31. This implies that direct reservation assures the owners/managers have potential clients who come and pay while the customers are assured that there is a place for them to stay as well as owners/managers and staff prepare all the necessities that they need e.g the owners and staff arrange and clean the resorts for customers and the customers expect clean and ready amenities for them. On the contrary, both of them are “Undecided” that the resort uses shuttle ride in fetching the customers and transporting back which got the lowest mean score of 2.63. This could mean that additional expenses on the part of the owner especially when small group of customers are being catered. Also, majority of resorts have ten (10) and below number of staff which is not enough to accommodate this responsibility. As a whole the level of marketing management along transporting is “Average” with a mean score of 3.36. This could be due to the fact that most of the selections under transportation are not established or not certain in generating income.

Storing. The respondents “Agree” that the resort provides stock inventory facility such as storage room with the highest mean score of 4.10. This was followed by the items “products are kept in the storage up to the time is needed ($\bar{x} = 3.97$) and should provide baggage counter for customers ($\bar{x} = 3.66$).” This implies that the resort owner/manager should have good facility for storage to stock and keep the products safe from spoilage, damage and looting/stealing. On the other hand the respondents “Agree” that the products are kept in storage facility up to more than a week, which got the lowest mean score of 3.56. This could mean that products that are stored too long might signify not in demand for selling and it consumes too much space in the inventory facility. Overall, the level of marketing management along storing is “High” with a mean score of 3.79. This could mean that the owners/managers give importance in storing their products to sell to their customers’ needs because storage facilities protect the quality of perishable/semi-perishable products from deterioration to avoid income lost.

Standardizing and Grading. Overall, the owners/managers have “Very High” response with a mean score of 4.45 on all the items of standardizing and grading. This only proves that they are abiding to the rules and regulations by the Department of Tourism. The Department of Tourism has the right to close resorts if they do not follow the rules set by government authorities. On the other hand the customers have “High” response on all the items under standardizing and grading with a mean score of 3.68. This could imply that the

customers are aware on the laws and regulations of their safety and rights especially in pertaining to the products or services of the resort.

Financing. Overall, the owners/managers have “Very High” regards on all the items with a mean score of 4.29. This could imply that they give importance to the development and benefits of their staff to assure their staff loyalty in their resort. Furthermore, it promotes competitiveness and development of their skills to improve their services which could attract customers in their resort. On the contrary the customers are “Undecided” on the trainings and benefits of staff with a mean score of 3.36. This could mean that they are not aware of the staff growth and development because they are only after the good services of the staff.

Risk Taking. It can be seen in Table 1 that owners/managers “Strongly Agree” on the importance of repairs and maintenance of operations in their resorts which got the highest mean score of 4.43. This could mean that they need money for the repair and maintenance of their resort to preserve the beauty and long term operations of the resorts. Same result was seen in the study of Enriquez (2014) that operating a resort is financially risky, it requires sufficient working capital and doesn’t have a quick return of investment. The resort spends large amount in the maintenance of the facilities. Overall, the respondents have “High” response on the marketing information with a mean score of 3.70. This implies that the owners and managers are in favor of insurance for the protection and security of their resorts provide repairs and maintenance account for resort operation, and provide an account for litigation purposes.

Marketing Information. The owners/managers “Strongly Agree” to conduct meetings among their staff and they welcome feedbacks, comments, suggestions and queries from customers with a mean rating score of 4.57 and 4.71 respectively. This could imply that they welcome views and opinions among staff and customers for the improvement of the resort. Same response was seen among customers on item “conducting meeting among their staff (4.07)” and the owners/managers “welcome feedbacks and queries from customers (4.34)” which got the highest mean score. On the other hand the customer is “Undecided” when the resort consults the general assembly for decision making. This implies that they are not aware on the decision making of the resort. Overall, the respondents have “High” response on the marketing information with a mean score of 3.83. As a whole the level of marketing management of the respondents is “High” with a mean score of 3.79. This indicates that the resort provides meetings with customers and staff.

Level of Human Resource Management Practices of Resorts in Ilocandia

Recruitment and Selection. It can be seen in Table 2 that the owner/manager responded “Very Much Implemented” in recruiting staff through referrals (\bar{x} =4.29) and they should focus hiring staff based on their practical knowledge and skills (\bar{x} =4.57) which got the highest mean score. This implies that resort owner/manager has more trust in the skills of those being referred by others they know because they probably had been tested and/ or they could be affected by the Filipino culture. While owners/managers responded “Least Implemented” in hiring staff through employment agencies which got the lowest mean score of 2.14. This implies that the resort owners/managers are not assured on the capabilities of the staff from the agencies which require more money in hiring. On the other hand, the customers responded “much implemented” that the owners should focus hiring staff based on their personality (4.18) which got the highest mean score. This means that they consider personality as better indicator of how well they will perform in their job. While customers believe that the management should “less implement” recruiting staff in resort school which got the lowest mean score of 2.04. This could imply that resort school is not yet established in Ilocos Sur. Overall, the level of human resource management of respondents along recruitment and selection is “Average” with a mean score of 3.38. This indicates that owners are particular and selective in recruiting staff that they can trust and have compassion in their job.

Table 2

Item Mean Ratings Showing the Level of Human Resource Management of Resorts in Ilocandia

Items	Owners/ Managers		Staff		As a Whole	
	Mean	DR	Mean	DR	Mean	DR
A. Recruitment and Selection						
1. The Management makes use of the following recruitment methods:						
a. Staff referrals	4.29	VM I	3.59	MuI	3.94	MuI
b. Job advertisements	3.57	MuI	3.14	MoI	3.36	MoI

c. Internal movements	3.29	MoI	2.47	LI	2.88	MoI
d. Online recruiting	2.50	LI	2.41	LI	2.46	LI
e. Recruitment in Resort School	2.36	LI	2.04	LI	2.20	LI
f. Employment Agencies	2.14	LI	2.14	LI	2.14	LI
2. The management considers the following factors in hiring staff:						
a. Socio-demography	3.29	MoI	2.95	MoI	3.12	MoI
b. Educational Attainment	3.64	MuI	3.72	MuI	3.68	MuI
c. Personality	4.07	MuI	4.18	MuI	4.13	MuI
d. Service mind	4.36	VM I	4.10	MuI	4.23	VM I
e. Previous Working Experience	4.00	MuI	4.12	MuI	4.06	MuI
f. Practical knowledge and skills	4.57	VM I	4.17	MuI	4.37	VM I
Overall	3.51	H	3.25	A	3.38	A
B. Training and Development						
1. The management focuses on the following outcomes after training:						
a. Service mind	4.71	VM I	4.17	MuI	4.44	VM I
b. Hospitality	4.79	VM I	4.25	VM I	4.52	VM I
c. Personality	4.50	VM I	4.22	VM I	4.36	VM I
d. Work performance	4.79	VM I	4.37	VM I	4.58	VM I
2. Type of Training						
a. On the job training	4.29	VM I	4.09	MuI	4.19	MuI
b. Off the job training	3.50	MuI	2.62	MoI	3.06	MoI
Overall	4.43	VH	3.95	H	4.19	H
Compensation and Administration						
The management provides its staff with						
a. Salary	4.93	VM I	4.46	VM I	4.70	VM I

b. Social Security	4.71	VM I	3.86	MuI	4.29	VM I
c. Service charge/Tip	4.43	VM I	3.72	MuI	4.08	MuI
d. Bonus	4.71	VM I	3.75	MuI	4.23	VM I
e. Overtime pay	4.43	VM I	3.97	MuI	4.20	MuI
f. Commission	3.07	MoI	2.36	LI	2.72	MoI
g. Transportation Allowance	3.29	MoI	2.29	LI	2.79	MoI
h. Meal Allowance	4.43	VM I	3.31	MoI	3.87	MuI
i. Uniform Allowance	4.50	VM I	3.09	MoI	3.80	MuI
j. Benefits (retirement, health insurance, etc.)	4.29	VM I	3.26	MoI	3.78	MuI
2. The management considers the following factors in motivation of its staff.						
a. Job promotion	4.21	VM I	3.06	MoI	3.64	MuI
b. Job Rotation	4.14	MuI	3.12	MoI	3.63	MuI
c. Staff award	4.14	MuI	2.59	LI	3.37	MoI
Overall	4.25	VH	3.29	A	3.77	H
As a Whole	4.06	H	3.50	H	3.78	H

Norm:

Range	Item DR	Overall DR
4.21 – 5.00	Very Much Implemented (VMI)	Very High (VH)
3.41 – 4.20	Much Implemented (MuI)	High (H)
2.61 – 3.40	Moderately Implemented (MoI)	Average (A)
1.81 – 2.60	Least Implemented (LI)	Low (L)
1.00 – 1.80	Not Implemented (NI)	Very Low (VL)

Training and Development. As a whole, the respondents answered “Very Much Implemented” on service mind (4.44), hospitality (4.52), personality (4.36), and work performance (4.58) which got high mean scores. This implies that these qualities for the staff promotes professionalism, delivers quality service to customers, and they can be assets of the resorts. On the other hand the respondents answered “Moderately Implemented” in off the job training with the lowest mean score of 3.06. This could imply that management only select few staff in sending them for training outside the resort and later these staff will teach their co-workers about the strategies and new trends they learned. Furthermore, this

technique saves money and avoids low man power in the resort. Overall, the level of human resource management of respondents along training and development is “High” with a mean score of 4.19. Friendly, accommodating, hospitable and hardworking are good qualities of staff in any resort or business establishment.

Compensation and Administration. As a whole, the respondents answered “Very Much Implemented” on items salary (4.70), social security (4.29) and bonus (4.23) which got high mean scores. This could imply that the management recompense the hard work of their staff and to motivate them to work harder to do their job efficiently. Furthermore, it promotes competitiveness and development of their skills to improve their services. On the contrary the respondents answered “Moderately Implemented” on commission (2.72) and transportation allowance (2.79) which got low mean scores. Some owners said that the staff are already compensated with tips, bonuses, social security and salary so they are no longer given commissions. Overall, the level of human resource management of the respondents along compensation and administration is “High” with a mean score of 3.77. According to Medina (2006) as cited by Arce (2009), compensation is the most important factor in motivating employees. As a whole the level of human resource management of the respondents is “High” with a mean score of 3.78. This indicates that the respondents give importance in hiring and developing their staff because they firmly believe that the staff can help make or unmake their resorts.

Level of Financial Management of Resorts in Ilocandia

The level of financial management of the resorts in Ilocandia is seen in Table 3.

Accounts Management. The owners/managers have “Very High” response on cash management with a mean score rating of 4.66. Proper handling of cash (\bar{x} =4.71) and monitor of cash balances (\bar{x} =4.71) are “Very Much Implemented” which got the highest score. Proper handling and monitoring of cash is important in liquidation of the finances of the resorts and to know the standing of their establishment if it is productive or not.

Table 3

Item Mean Ratings Showing the Level of Financial Management of Owners/Managers

Items	Mean	DR
A. Accounts Management		
1. Cash Management		
1.1 The management considers the following factors in the management of its cash resources:		
a. Proper handling of cash	4.71	VMI
b. Management of collections	4.64	VMI
c. Control of disbursements	4.57	VMI
d. Monitor of cash balances	4.71	VMI
Ave.	4.66	VH
2. Inventory Management		
2.1 The management considers the following factors in the management of its inventory:		
a. Presence of inventory control method	4.64	VMI
b. Presence of computer for data based on inventory control	3.64	MuI
c. Physical presence of purchasing personnel	4.43	VMI
Ave.	4.24	VH
3. Payables Management		
3.1 The management considers the following factors in the management of its payables:		
a. Presence of list payables	4.64	VMI
b. Monitors the payable balances	4.71	VMI
c. Limit the acquiring of payables	4.57	VMI
d. Setting the credit period of all payables	4.57	VMI
Ave.	4.53	VH
Overall	4.48	VH
B. Capitalization		
1. The management considers the following factors to properly finance its operations:		
a. Proper plans for capital formation	4.36	VMI
b. Adequate capital for the business	4.29	VMI
c. Proper utilization of capital	4.57	VMI
d. Regular evaluation on the present worth of the business	4.57	VMI
Overall	4.45	VH
C. Budgeting		
1. The management considers the following to monitor the financial operations of the business:		
a. Budget plan	4.57	VMI
b. Project sales, income and assets	4.43	VMI
c. Evaluate budget plans	4.43	VMI
d. Identify changes in operations	4.29	VMI
Overall	4.43	VH
As a whole	4.47	VH

Norm:

Range	Item DR
4.21 – 5.00	Very Much Implemented (VMI)
3.41 – 4.20	Much Implemented (MuI)
2.61 – 3.40	Moderately Implemented (MoI)
1.81 – 2.60	Least Implemented (LI)
1.00 – 1.80	Not Implemented (NI)

On the inventory management, the response is “Very High” with an average score of 4.24. It implies that they very much implement the necessity of inventory control method (4.64) and presence of purchasing personnel (\bar{x} =4.43). The presence of purchasing personnel controls the necessities and supply needed in the resort and the inventory keeps tract of the movement of goods in and out of the resort. In the case of payable management, the response is “Very High” with an average score of 4.53. The owner/ manager responded “Very Much Implemented” on all items especially on monitoring payable balances (4.71). To monitor the financial transaction of the resort is effective to check income and expenses of the establishment. Overall, the outcome of the result on account management is very high (\bar{x} =4.48) which proves that the monitoring and evaluation of the financial cost of operations is important and critical.

Capitalization. The owner/ manager responded “Very Much Implemented” on all items especially proper utilization of capital (\bar{x} =4.57) and regular evaluation on the present worth of the business (\bar{x} =4.57). These findings confirm the statement of Que (2012) that financial management involves managing money of the firm in order to maximize cash availability and interest income or any idle funds. Overall the response is “Very High” with a score of 4.45 on capitalization. This implies that the owner of resorts have enough capital and they utilize their income properly.

Budgeting. It can be seen in Table 3 along budgeting that the owner/ manager answered “Very Much Implemented” on all items particularly in budget plan which got the highest mean score of 4.57. This implies that the owner/manager plans the budget ahead of time, always looks into the financial operations of the business and liquidates all necessities and goods needed in the resort to cater all the needs for the maintenance and improvement of the resort as well as the demands of the customers. Overall the response is “Very High” with a score of 4.43 on budgeting. As a whole the level of financial management of the owner/manager is “Very High” with a mean score of 4.47. This implies that the owners of resorts have managed their capital and monitor their inventory

well. Also, they utilized their income appropriately and good budget plan.

Correlation Coefficients between the Level of Marketing Management of Respondents and Some Variables

Table 4 presents the correlation coefficients between the level of marketing management of the respondents and profile of respondents along manager/personnel-related factors, customer-related factors, and resort related factors.

Resort-Related Factors.

On Buying. Resort-related factors have no significant relationship on buying. This may be due to the other variables not considered in the current study.

On Selling. Source of capitalization appears inversely related to selling with a correlation coefficient of -.534 at 0.05 level of significance. This implies that the lesser capital from their own earnings but sole proprietorship profits more because the generated income from their resorts will not be divided among investors.

On Transporting. The number of staff (r=.783) and number of rooms (r=.562) are related to transporting. This implies that even if there are small number of staff and rooms it is easier to market through direct reservation, phone and facebook.

Type of ownership	-.072	-.154	.342	.241	.076	-.244	-.104	.015	.017
Capitalization	-.139	-.084	.200	-.101	-.399	-.344	-.346	-.327	-.264
Source of Capitalization	-.502	-.534*	-.250	-.266	-.273	-.591*	-.517	-.534*	-.570*
Years in Operation	-.525	-.384	-.476	.003	-.426	-.342	-.291	-.193	-.428
Number of Staff	.108	.310	.783**	.274	-.034	.129	.428	.226	.376
Number of rooms	.130	.405	.562*	.055	.396	.409	.350	.352	.436
Manager-Related Factors									
Age	.178	-.192	-.101	-.024	-.405	-.321	-.543*	-.419	-.322
Sex	-.178	.300	.340	.304	.371	.241	.447	.358	.366
Civil Status	.185	.251	.312	.266	.273	.384	.329	.229	.366
Educational Attainment	.179	.308	.097	.422	.375	.352	.419	.321	.406
Length of Experience	.083	.132	.291	.138	.046	-.240	-.093	-.136	.024
Number of resort training programs/seminar workshops attended	.299	.273	.589*	.292	.050	.162	.300	.124	.344
Customer-Related Factors									
Age	-.049	.075	.067	.182**	.234**	.174**	.123	.167**	.164**
Sex	.102	.220**	.106	-.031	.050	-.042	-.092	.124*	.020
Civil Status	.001	.212**	.158*	.170**	.243**	.090	.110	.195**	.192**
Educational Attainment	.028	.096	.129*	.143*	.244**	.036	.093	.119	.149*
Monthly Income	-.001	.060	.043	.155*	.275**	.097	.071	.087	.133*
Years of patronizing	.111	-.040	.005	.069	.039	-.017	-.025	.038	.028
Days of Stay	.140*	.225**	-.062	-.040	-.025	-.118	-.117	-.012	-.017

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4

Correlation Coefficients between the Level of Marketing Management of Respondents and Some Variables

Variables	Buying	Selling	Transporting	Storing	Standardizing and Grading	Financing	Risk Taking	Marketing Information	As a whole
Resort-Related Factors									

On Storing. Unfortunately, the table shows that resort-related factors have no significant relationship on storing. It could be attributed to the other variables not included in the study.

On Standardizing and Grading. Apparently, the table shows that resort-related factors have no significant relationship on standardizing and grading. This may be due to other factors not considered in the current study.

On Financing. The result shows that the source of capitalization (r=.591) is inversely related to financing. This implies that owners' sole earning that provides capital in a resort gives importance to their staff through good benefits and trainings to gain loyalty because good and reliable staff could be assets in a resort business.

On Risk Taking. Unfortunately, the table shows that resort-related factors have no significant relationship on risk taking. This could be attributed to other variables not included in the present study.

On Marketing Information. Source of capitalization is inversely related to marketing information with the correlation coefficient of .534 at .05 level. This indicates that own earnings as source of capital in the business tends to inquire more for the development of the resort through suggestions, feedbacks and comments from staff customers. As a whole, the source of capitalization of the resort is inversely related to marketing management practices with a correlation coefficient of -.570 at 0.05 level of significance. This could imply that own earning as source of capital can generate income more because they have absolute control over the business and decide where to invest their money. On the other hand, type of ownership, capitalization, years in operations, number of staff and number of rooms have no relationship with marketing management practices. It could be attributed to other variables not included in the current research.

Manager-Related Factors.

On Buying. Apparently, the table shows that manager-related factors have no significant relationship on buying. This may be due to other factors not considered in the current study.

On Selling. Unfortunately, the table shows that resort-related factors have no significant relationship on selling. It could be attributed to other variables not included in the study.

On Transporting. The number of resort training programs/seminar workshops attended is related to transporting with a correlation coefficient of .589, at the 0.05 level of significance. This implies that direct reservation does not require extensive training of the managers because it only requires simple communication.

On Storing. Apparently, the table shows that manager-related factors have no significant relationship on storing. It could be attributed to the other factors not included in the study.

On Standardizing and Grading. Unfortunately, the table shows that manager-related factors have no significant relationship on standardizing and grading. This may be due to other factors not considered in the current study.

On Financing. Apparently, the table shows that manager-related factors have no significant relationship on financing. It could be attributed to other variables not included in the present study.

On Risk Taking. Age ($r=.543$) of the owner/ manager is inversely related to risk taking. This implies that older owners/managers will less take risk in insuring their resorts for protection and security of properties than the younger owners or managers. They less provide repairs and maintenance account for their resort operations and account for litigation purposes. It could be that they do not know how their health deteriorates. It seems that they are hard up in

coping with new trends in maintaining resorts and technology updates because of their age.

On Marketing Information. Unfortunately, the table shows that manager-related factors have no significant relationship on marketing information. This may be due to other factors not considered in the current study.

As a whole, manager-related factors have no relationship with marketing management practices. It could be attributed to other variables not included in the present study.

Customer-Related Factors.

On Buying. The table shows that there is a significant relationship between buying and number of days stay in the resort with a correlation coefficient of .140 at 0.05 level of significance. This indicates that less stay is more availed by the customers which gives profit to the resorts. Based on the interview from the customers, they are only after swimming and seeing the scenery of the resort.

On Selling. Meanwhile, sex, civil status, days of stay are related to selling with a correlation coefficient of .220, .212, and .225, respectively at 0.01 level of significance. This implies that women who are single are free and more adventurous to experience resort amenities and facilities such as swimming, karaoke and products of resorts for their outings.

On Transporting. Civil status and educational attainment of the customers are related to transporting with a correlation coefficient of .158 and .129 respectively at 0.05 level of significance. This implies that single and educated people are easier to transact with through direct communication because they do not have too many obligations and do not need approval from others.

On Storing. Age and civil status are related to storing with the correlation of .182 and .170 respectively at .01 level of significance. Likewise, educational attainment (.143) and monthly income (.155) are related to storing at .05 level of significance. This implies that 40 years old and below, single customers who are educated with high monthly income have more valuable things like gadgets, food stuff and clothes for storage because probably since they are single they have all the time to get all what they need for their comfort.

On Standardizing and Grading. Age (.234), civil status (.243), educational attainment (.244) and monthly income (.275) are significantly related to standardizing and grading at .01 level of significance. This indicates that 40 years of age and below, single customers who are educated with high monthly income prefer to choose products and services that are supervised, guided and with high standards that are regulated by higher authorities because they feel safe and want to receive quality services.

On Financing. Likewise, age ($r=.174$) is significantly related to financing at .01 level. This implies that 40 and below years old

customers perceived that the resort owners/managers should give training and provide benefits to their staff for them to be equipped on new trends along proper services and dealings with customers so that the latter will receive good quality services.

On Risk Taking. Customer-related factors have no significant relationship on risk taking. This may be due to other factors not considered in the current study.

On Marketing Information. Sex of customers is inversely related to marketing information with the correlation coefficient of -.124 respectively at the .05 level of significance. This indicates that female customers tend to respond more on feedbacks and suggestions because they are more patient in giving their feedbacks and are more interested in exploring resorts for their relaxation and outings. The information from them can contribute for the long operation of the resort. Likewise, age ($r=.167$) and civil status ($r=.195$) are significantly related to marketing information at .01 level. This implies that younger and single customers' curiosities to explore different resorts are more likely to contribute input for the improvement of the resorts through their comments and feedbacks. As a whole, age ($r=.164$), civil status ($r=.192$), educational attainment ($r=.149$), monthly income ($r=.133$) of the customers are significantly related to marketing management practices. This could indicate that younger, single and educated customers with high income are more likely to go to resorts and avail the products, services, amenities and facilities.

Correlation Coefficients between the Level of Human Resource Management of Respondents and some Variables

Table 5 presents the correlation coefficients between the level of human resource management of the respondents (recruitment and selection; training and development; and compensation and administration) and profile of respondents along resort-related factors and manager/staff-related factors.

Table 5

Correlation Coefficients between the Level of Human Resource Management of Respondents and some Variables

Variables	Recruitment and Selection	Training and Development	Compensation and Administration	As a Whole
Resort-Related Factors				
Type of ownership	-.350	-.173	-.191	-.276
Capitalization	-.455	-.264	-.486	-.447
Source of Capitalization	-.482	-.487	-.630*	-.564*
Years in Operation	-.472	-.504	-.391	-.486

Number of Staff	-.105	.281	.090	.051
Number of Rooms	.229	.251	.228	.250
Manager/Staff-Related Factors				
Age	-.381	-.278	-.287	-.349
Sex	.221	.457	.512	.392
Civil Status	.389	.387	.250	.369
Educational Attainment	.474	.493	.470	.510
Length of Experience	-.617*	-.295	-.390	-.502
Number of resort training programs/seminar workshops attended	-.158	-.013	.097	-.048

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Resort-Related Factors.

On Recruitment and Selection. Resort-related factors have no significant relationship on recruitment and selection and *Training and Development*. It could be attributed to other variables not included in the study.

On Compensation and Administration. The source of capitalization is inversely related to compensation and administration with the correlation coefficient of .630 at 0.05 level of significance. This implies that the owners' own earnings as source of capital are used to invest for the benefits of their staff to boost them to work hard and to develop loyal and competitive staff. As a whole, the source of capitalization is inversely related to human resources management practices with the correlation coefficient of .564 at 0.05 level of significance. This implies that the owners of the resorts are willing to invest for the benefits of the staff because they fully know that being generous employers mean productive staff.

Manager-Related Factors.

On Recruitment and Selection. Length of experience is inversely related to recruitment and selection with the correlation coefficient of .617 at 0.05 level of significance. Based on the interview, the owners/ managers mentioned that they prefer less experience or no experience of the staff because they find these staff to be more obedient and they can teach them easier unlike those who are experienced in this business they think highly of themselves and always asking about their salary increase.

On Training and Development. Apparently, the table shows that manager/staff-related factors have no significant

relationship on training and development ;and on *Compensation and Administration*. As a whole, no significant relationship was found between all variables along manager/ staff-related factors and human resources management practices. It could be attributed to other variables not included in the present study.

Correlation Coefficients between the Level of Financial Management of Respondents and some Variables

Table 6 reveals that in *Account Management* the source of capitalization ($r=.572$) and years in operation ($r=.555$) are inversely related to accounts management at the 0.05 level of significance. This indicates that since most of owners’ source of capitalization comes from their personal earnings they tend to account, manage, monitor and control the ins and outs of cash and products for their inventory.

Table 6

Correlation Coefficients between the Level of Financial Management of Respondents and some Variables

Variables	Account Management	Capitalization	Budgeting	As a whole
Resort-Related Factors				
Type of ownership	-.005	.047	.004	.016
Capitalization	-.432	-.336	-.239	-.368
Source of Capitalization	-.572*	-.524	-.218	-.474
Years in Operation	-.555*	-.475	-.492	-.566*
Number of staff	.090	-.011	-.033	.013
Number of rooms	.336	.424	.428	.445
Manager-Related Factors				
Age	-.318	-.300	-.369	-.371
Sex	.176	.286	.225	.256
Civil Status	.316	.336	.429	.408
Educational Attainment	.315	.387	.276	.361
Length of Experience	-.067	-.135	-.388	-.234
Number of resort training programs/seminar workshops attended	.097	-.051	.127	.069

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Resort-Related Factors

Capitalization and Budgeting Resort-related factors have no significant relationship on financial management along capitalization. Apparently, there is no significant relationship between resort-related factors and manager-related factors on budgeting too. This may be due to some other variables not considered in the present study. As a whole, the correlation coefficient reveals that the years in operation is inversely related to financial management practices with the correlation coefficient of .566 at 0.05 level of significance. This implies that the longer years of operations, the lower the financial practices because the management obtained most of the necessities in early stage of the operations in their resort so all they have to do now is to maintain. On the contrary, type of ownership, capitalization, source of capitalization, number of staff, and number of rooms have no significant relationship with financial management practices.

Manager-Related Factors

There is no significant relationship between manager-related factors on **account management**, financial management along *capitalization and budgeting*. As a whole, age ($r= -.371$), sex ($r=.256$), civil status ($r=.408$), educational attainment ($r=.361$), length of experience ($r= -.234$) and number of resort training programs/ seminar workshops attended ($r=.069$) have no relationship with financial management practices. These could be attributed to other variables not included in the present study.

Problems Encountered in the Management Practices of Resorts

Along Marketing Management. As shown in table 7, the owner/manager have “High” response on stiff competition ($\bar{x}=4.07$), low sales/few customers($\bar{x}=3.43$), and location is far from the center ($\bar{x}=3.79$) which got the “High” mean score ($\bar{x}=3.54$). This implies that in Ilocandia, resorts and hotels erected like mushrooms that competitions became a big problem to resorts. Based on interviews of the researcher to the owners, they admit that the way going to their resort is narrow, rough, not cemented ,dusty and not safe which greatly affect their sales. Also, customers who do not have private car going to their resort are charged with high fare. Tricycle drivers take advantage especially night time or dawn. Some stated that the presence of various transient houses in Vigan has impact on their sales because years back, the tourists prefer to stay at their resort if hotels are fully booked but now with transient inns or apartments/houses they go to those places already because of extremely low price of accommodation. Moreover, the suspension of CHED in educational tours and fieldtrips

affect the sales of the resorts. Overall, the problems encountered along marketing management resorts is “High” as supported by the mean rating of 3.54.

Table 7

Problems Encountered in the Management Practices of Resorts in Ilocandia

Problems Encountered	Mean	DR
Along Marketing Management		
a. Stiff competition	4.07	H
b. Low sales/ Few customers	3.43	H
c. Location is far from the center.	3.79	H
d. Lack of patronizing the products/services	3.21	A
e. High cost of purchase from suppliers	3.21	A
Overall	3.54	H
Along Human Resource Management		
a. Lack of staff	3.21	A
b. Unfaithfulness of staff to the resort	2.57	L
c. Poor services of staff	2.79	A
d. Absenteeism/ laziness	2.93	A
e. Hard to find competent staff	3.07	A
Overall	2.91	A
Along Financial Management		
a. Difficulty in raising capital	3.14	A
b. Difficulty in sending staff to attend trainings sponsored by resort due to insufficiency of finance	2.93	A
c. Poor decision/management as far as finances are concerned	3.07	A
d. No detailed financial tracking	3.14	A
Overall	3.07	A
As a Whole	3.12	A

Norm:

Range	DR
4.21 – 5.00	Very High (VH)
3.41 – 4.20	High (H)
2.61 – 3.40	Average (A)
1.81 – 2.60	Low (L)
1.00 – 1.80	Very Low (VL)

Along Human Resource Management.

Owners/managers have “Average” response on lack of staff

which got the highest mean of 3.21. This implies that most of the resorts do not require too many staff just enough for them to supervise because if they get extra staff , this means additional expense on their part . On the contrary, they have low response on unfaithfulness of staff to the resort which got the lowest mean of 2.57. Based on interviews, they claimed that they do not have major problems on loyalty of their staff because they give importance to the development and compensation of their staff.

Overall, problems encountered along human resource management is “Average” (\bar{x} =2.91). This indicates that the owner/manager relationship with the staff is good.

Along Financial Management. Overall, the problems encountered along financial management is “Average” level as proven by the mean rating of 3.07. Difficulty in raising capital (\bar{x} =3.14) and no detailed financial tracking (\bar{x} =3.14) got the highest mean score. This implies that the resort managers/owners have average problems on raising capital because mostly come from their own earnings and based on interview they really set aside for this to maintain their resorts. As a whole the problems encountered in the management practices of the resorts along marketing management, human resource management, and financial management is “Average” with a mean score of 3.12.

Solutions suggested by the owners/managers, staff and customers to problems encountered.

When respondents were interviewed on what they can suggest to solve resort problems they encountered, these were their answers.

“Roads should be improved or constructed for accessibility of clients. Advertisement should be well planned and strategized because there’s a ton of competition out there. Resort owners, managers and staff should provide guests the best experiences by giving quality services and amenities because visitors hate disappointments. Seawalls should be constructed near the area especially the beach resorts to provide security . Resorts must offer valuable seasonal sales. No one can resist a good sale, offer unique and interesting promotions .Social media is very important too. One must have facebook page to keep customers updated of new events or low costs . The resort management should be familiar with online transactions such as booking information and online forms for making reservations and partnerships such as airlines, car rentals, or fare-finding websites. They may also provide invaluable feedback forms so resorts can identify strengths and weaknesses for targeted areas of improvement. Resort managers and staff must respond quickly to their clients and treat the guests with tender care, kindness and understanding. Owners should maintain and improve continuously their resorts, include painting annually , modernize

landscapes and must have their own "pakulo" to attract tourists and clients".

CONCLUSIONS

The level of marketing management practices among owners/managers and customers was rated "High". The level of human resource management practices among owners/managers and staff was assessed "High". While, the level of financial management practices of the owners/managers was rated "Very High". The source of capitalization of resort and age, civil status, educational attainment, monthly income of the customers are significantly related to marketing management practices. The source of capitalization are inversely related to human resource management practices. Years in operations is inversely related to financial management practices. The problems encountered along marketing management resorts was rated "High" especially on items like "stiff competition, low sales/few customers, and location is far from the center". On the other hand, the problems encountered along human resource management were rated "Average", so with the problems encountered along financial management like "difficulty in raising capital and no detailed financial tracking". Lastly, solutions to problems encountered, resort owners, managers and staff should provide the guests the best experiences by providing best services and amenities.

RECOMMENDATIONS

The Department of Tourism in the Province of Ilocos Sur should consider monitoring the beach resorts to maintain and improve the place especially those with rugged and not cemented roads and to request the Department of Public Works and Highway (DPWH) to improve roads going to those areas to increase tourism in the place. The resorts should consider improve the promotion of the resort by providing sufficient number of brochures, additional seminars and conventions to the public. They should also create awareness among the residents to promote the place for both local and foreign tourists. The owners/managers should consider coordinating with the Department of Tourism for the promotion of the resorts as well as the tourism industry in Ilocos Sur. Resorts can also partner with local groups to sponsor area events. The resorts should improve the current facilities, recreation and add family oriented activities because these will be advantageous especially during holiday seasons

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