

Determinants of Work Performance of Hotel Employees in Cabanatuan City

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Abstract— *The study mainly was aimed to determine the emotional challenges of BS Tourism Management Students of Nueva Ecija University of Science and Technology. The study focused on the emotional challenges encountered by the Tourism Management students of Nueva Ecija University of Science and Technology during the COVID-19 Pandemic. The findings of this study gave the researcher the understanding the emotions of the Tourism Management students with the “new normal” when it comes to the Academic Situation due to the COVID-19 especially for the students who are first time in experiencing the College life that was cut short because it was decided by the Government to conduct classes online. To prevent the escalation of the virus to the students.*

Keywords— *Determinants, Hotel, Cabanatuan City, Employees, Work Performance*

I. INTRODUCTION

Employees are the assets for an organization. This is true because the success or failure of any organization depends upon its employee too. The importance of an employee in hospitality industry becomes more significant because of its nature- manpower intensive industry. In hospitality industry and hotel sector especially it is very important for organizations to stay focused on employee performance and so how to get enhancement in the employee performance.

There are many reasons of providing training to the employees. One basic reason is to fill the performance gap after having been identified the same. This gape can be known while having performance evaluation process. These days' hotels have been taking continuous efforts to provide most practical and relevant training to the employees of all the functional area of the hotel concerned. These efforts of the hotels are more towards integration and getting more concrete results. Those hotels earning good profit have their well-developed training systems and they resort to a planned approach to training its employees. This level of hotel organization has regular training programmers regardless of its concrete tangible gains or not. There are many hotels where they have different approach to train the employees, that approach is intentional training, this includes providing training to all the employees irrespective of their deficiencies and strengths. This kind of approach

of training goes on as one of the function of the organization. Srivastava.V.N, Shafiq.M, Ghosh.K (2015)

Employee performance is more important in this industry because employees are having direct interaction with the guest and secondly it is employee of the hotel industry that satisfies its guest. So it is very important for the manager concerned to know the factors that affects employee performance.

There is a saying that perfection of work depends on pleasure at job. So pleasure and performance both can be achieved by quality education about the subject area and systematic training of the same. As far as Indian hospitality industry is concerned, a report commissioned by the department of tourism, Government of India, revealed that the annual demand for trained manpower in hotels and restaurants is likely to touch 29,000 by the year 2010. This figure is likely to increase to approximately 39,000 by the year 2020. And the actual supply of manpower? A total of approximately 18,000 students are being trained in hotel management and food craft annually in the country. Currently, in hotels, attrition rates are at 18-25 percent per annum, and growing at an alarming rate of 10 per cent per annum. This, exacerbated by an escalating wage bill of 10-12 per annum with a five-year forecast pegged at a minimum increase of 40 percent over current levels. Thus systematic training will play a life saving role in hospitality industry to counter with the current scenario.

A work determinant is seen as a person's adherence to work ethic, commitment to a career/profession, job involvement, and organizational commitment (Morrow, 2017). Individuals can feel committed to an organization, top management, supervisors, or a particular work group. Commitment has been examined with regard to "career, union and profession" (Darolia, Darolia, & Kumari, 2010). Studies showing instances of high work commitment have also proven to highly relate to organizational performance. It is the second most commonly studied job attitude in I/O psychology for this reason (PSUWC, 2016). It affects all organizations at some level and enables companies to evaluate issues like turnover during times of varying economic stability. All of these attitudes interact to shape the conceptual framework of each individual's work commitment. The following information analyzes these attitudes as well as other organizational concepts, research, and real world applications.

The purpose of this study is to investigate and identify the determinants of work performance of hotel personnel in Cabanatuan City that focus on their Job satisfaction, Work motivation and organizational commitment.

STATEMENT OF THE PROBLEM

Statement of the Problem

The purpose of this study was to identify the work performance of hotel personnel in Cabanatuan city. Specifically, it seeks to answer to :

1. How may the socio- demographic profile of the respondents be describe in terms of:

a) Age;

- b) Sex;
 - c) Civil Status;
 - d) Ave. monthly income;
 - e) Educational attainment;
 - f) Number of work hours in a week; and
 - g) Employment status?
2. How may the hotel personnel’s work performance be described in terms of their:
- a) Job satisfaction
 - b) Work motivation
 - c) Organizational commitment

II. METHODS OF RESEARCH

The researcher used the descriptive survey method or type of research where data were gathering through dissemination of questionnaires, books and through the internet.

The term descriptive research refers to the type of research question, design, and data analysis that applied to a given topic. Descriptive statistics tell what is, while inferential statistics try to determine cause and effect. The descriptive function of research is heavily dependent on instrumentation for measurement and observation (The Association for Educational Communications and Technology 2013).

III. CONCEPTUAL FRAMEWORK

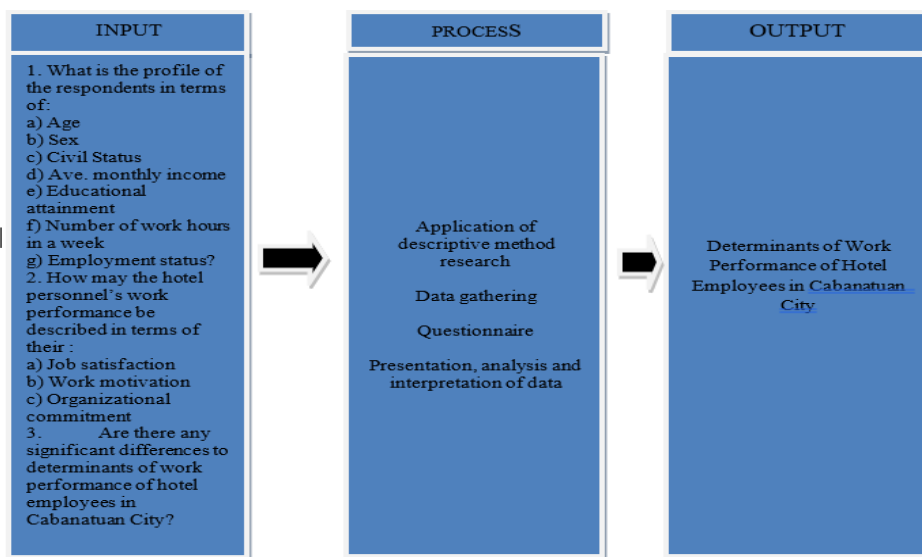


Figure 1
Research Paradigm

Figure 1, as shown in research paradigm: explained the conceptual framework of this study. Each variable are interrelated with the other. It includes profile of the respondents based on age, sex, civil status, average monthly income, educational attainment and number of hours in a week.

IV. RESULTS AND DISCUSSIONS

1.SOCIO-DEMOGRAPHICAL PROFILE

Table 1.1: Frequency and Distribution to Age

Age	Frequency	Percentage
16 – 20	9	9.27
21 – 25	37	38.41
26 – 30	37	38.41
31 years old and above	14	14.33
Total	97	100.00

Table 1.1 showed the frequency distribution of the respondents based on age, it showed that 37 respondents with the percentage of 38.14 % of the respondents are from the age of 21-25 years old and 26-30 years old followed by 31 years old (14.33) and above. There are 9 (9.27%) respondents with the age bracket of 16-20 years old. There are respondents below 15 years old (0%); The result also determined that hotel employees’ ages are in the mid 20’s or youth.

Table 1.2: Frequency and Percentage Distribution of Respondents as to Sex

Sex	Frequency	Percentage
Male	46	47.43
Female	51	52.57
Total	97	100.00

Table 1.2 shows that male students have a population of 46 or 47.43 % while there are 51 female students or 52.57 %.

Table 1.3: Frequency and Percentage Distribution of Respondents as to Civil Status

Year	Frequency	Percentage
Single	54	55.67
Married	43	44.33
Widow/ Widower	0	0
Total	97	100.00

As shown in Table 1.3, showed the respondents frequency distribution based on civil status, it shows that majority of the respondents are single with the total of 54 with a percentage of 55.67 and there were forty three respondents who are married with a percentage of 44.33. It implies that most of the employees working in the hotels are single.

Table 1.4: Frequency and Percentage Distribution of Respondents as to Average Monthly Income

AVERAGE MONTHLY INCOME	FREQUENCY	PERCENTAGE
Below Php 3000	4	4.12
Php 3001-5000	9	9.27
Php 5001-10,000	27	27.83
Above Php 10,000	57	58.76
Total	97	100%

Table 1.4 showed the frequency distribution of the respondents based on average monthly income, it shows that 57 respondents with a percentage of 58.76 has an average monthly income of Php 10,000.00 and above followed by average monthly income of Php 5001.00-10,000.00 with a percentage of 27.83 while there are 9 respondents with a percentage of 9.27 with an average monthly income of Php 3001.00-5000.00 and there were 4 respondents with a percentage of 4.12 with an average monthly income of Php 3000.00 below. It implies that average monthly income of hotel personnel can provide an effect to their work performance.

The salary of employees varies depending on the company. It is safe to say that the position and the company are factors to the kind of salary an employee will receive.

Table 1.5: Frequency and Percentage Distribution of Respondents as to Educational Attainment

Educational Attainment	Frequency	Percentage
High School Graduate	4	4.14
Vocational	2	2.06
College Undergraduate	19	19.6
College Graduate	72	74.2
Total	97	100

Table 1.6: Frequency and Percentage Distribution of Respondents as Work Hours in a Day

Number of Work Hours in a Day	Frequency	Percentage
1 hour	0	0
2-5 hours	1	1.04
6-9 hours	94	96.9
10 hours above	2	2.06
Total	97	100%

Table 1.6 showed the frequency distribution of the respondents based on number of work hours in a day, it shows that 94 respondents or with a percentage of 96.90 are working for 6-9 hours followed by 2 respondents with a percentage of 2.06 that are working for 10 hours and above. There is one (1) respondents with a percentage of 1.03 that the number of work hours in a day and there were no respondents for the category of an hour. It implies that major work force for of the hotels in Cabanatuan works for 6-9 hours.

Employees are expected to work their regular schedule based on the standard hours or full time equivalent(FTE) for each week or supplement non-worked time up to their FTE or standard hours with the use of flex PTO.

Table 1.7: Frequency and Percentage Distribution of Respondents as of Employment Status

Employment Status	Frequency	Percentage
Part-time	1	1.03
Full-time	96	98.97
Total	97	100

Table 1.7 showed the frequency distribution of the respondents based on Employment Status, it shows that there are 96 respondents with a percentage of 98.97 are full time while there is only 1 respondent with a percentage of

1.03 that is a part time employee. It implies that the work force of the hotels in Cabanatuan are full time employees.

According to The Bureau of Labor Statistics sets the benchmark for full-time employees a little higher at 35 hours a week. Most of the companies will require a full-time employees to work.

Table 1.8: Frequency and Percentage Distribution of Respondents as of Department Assigned

Employment Status	Frequency	Percentage
Housekeeping	48	49.48
Front Office	43	44.32
Kitchen	4	4.12
Administration	2	2.08
Total	97	100

Table 1.8 showed the frequency distribution of the respondents based on the department assigned, it shows that there are forty eight (48) respondents with a percentage of 49.48 are assigned at the housekeeping department followed by forty three respondents (43) with a percentage of 44.32 are assigned at front office while there are four (4) respondents with a percentage of 4.12 that are assigned in the kitchen area and lastly, there are two (2) respondents with a percentage of 2.06 are assigned in the administrative department . It implies that the work force of the hotels in Cabanatuan is mostly assigned in the Housekeeping Department.

According to Jinisys Software Inc. Housekeeping is the department which offers basically with hygiene and also al ancillary support attached to that. The conventional performs an essential role in the trustworthiness of the hotels.

HOTEL’S PERSONNEL’S WORK PERFORMANCE

Table 2.1: Job Satisfaction

Job Satisfaction	4	3	2	1	M	VI	R
Wages, Benefits, Training, Workplace, Safety Working Conditions, Salaries, and Promotions	31	63	1	2	3.26	strongly agree	6
The Type of Work and the Feeling of Doing Things	30	64	1	2	3.25	Agree	7
Socialization	23	70	3	1	3.18	Agree	11.5
Entrepreneurial Behavior	30	62	4	1	3.24	Agree	8

Organizational Justice	39	50	7	1	3.30	strongly agree	5
Relationships with colleagues and physical conditions at work	40	51	5	1	3.34	strongly agree	3.5
Leadership	41	48	8	0	3.34	strongly agree	3.5
perception and support	37	52	7	1	3.38	strongly agree	1
flexible working hours	31	58	8	0	3.23	Agree	9
tourist involvement and commitment	17	72	7	1	3.08	Agree	14
the working environment	20	71	5	1	3.13	Agree	13
the type of organization	25	69	3	0	3.22	Agree	10
the importance of the work	34	59	4	0	3.35	strongly agree	2
affective commitment and autonomy	29	64	4	0	3.29	strongly agree	6
empowerment	28	59	10	0	3.18	Agree	11.5
an innovation climate	30	62	5	0	3.25	Agree	7
financial result	20	71	0	0	3.02	Agree	1

Table 2.1 showed frequency distribution based on the degree of agreement based on job satisfaction, it shows that perception and support got the highest score with average weighted mean of 3.38 and rank number 1 on the other hand the lowest mean obtained 3.08 item number 10 which is “tourist involvement and commitment”.

Perception and support is the higher rank of the respondents because determinant of work performance in organizational include an identification with the organization, shared goals and values between the

organization and the individual, continuing membership in the organization pointed out that basically determinacies of work performance is a structural phenomenon of a transaction between an individual and an organization, and it’s non- transferable investment result shall increase as time goes on; employees are reluctant to leave the organization.

According to Pinder, individuals have different levels of a need to work. Therefore, working is valued by individual’s distinct perception of the requirements to compete a job.

Table 2.2: Work Motivation

WORK MOTIVATION	4 SA	3 A	2 D	1 SD	WM	VI	R
monetary bonuses or benefits	33	64	0	0	3.34	strongly agree	4
Opportunities for advancement and promotion	33	57	5	2	3.24	Agree	5.5
opportunities for increased job responsibility	40	51	6	0	3.35	strongly agree	2.5
recognition from managers, colleagues, customers, and family	41	51	5	0	3.37	strongly agree	1
challenging work	37	57	3	0	3.35	strongly agree	2.5
feelings of accomplishment	29	63	5	0	3.24	agree	5.5
development of self-esteem	29	62	5	1	3.22	agree	7
good working conditions	28	64	5	0	3.23	agree	6.5

good work schedules	32	59	4	2	3.24	agree	5.5
job security	26	68	3	0	3.23	agree	6.5
being regarded as a good employee	29	61	6	1	3.21	agree	8

Table 2.2 showed the frequency distribution based on the degree of agreement to work motivation, it implies that respondents strongly agreed to the statement regarding work motivation about recognition from managers, colleagues, customers, and family with 3.37 average weighted mean and rank number 1. On the other hand the lowest weighted mean obtained 3.21 item number 7 which is “being regarded as a good employee”.

The result showed that the main determinants of work performance for work motivation are the opportunities for increased job responsibility and recognition from

managers, colleagues, customers, and family. It means that the employees are motivated with additional task given by the superior who will enhance their skills and ability.

According to Delizo (2013) it is employees feeling that they are empowered to contribute to the company’s company goals through the decision they make in their work and that their efforts are supported and recognized by management. It means employees are happy and satisfied in what they are doing for the company and for themselves.

Table 2.3: Organizational Commitment

Organizational Commitment	4 SA	3 A	2 D	1 SD	WM	VI	R
My attendance at work is above the norm.	25	70	1	1	agree	6	agree
I read and keep up with hotel announcements, memos, and so on	42	51	3	1	strongly agree	2	strongly agree
I consider the impact of my actions on co-workers.	38	54	5	0	strongly agree	3	strongly agree
I take time to listen to co-workers’ problems and worries.	29	65	2	1	agree	4	agree
I assist supervisors with work when not asked.	31	55	8	3	agree	5	agree
I help others who have been absent/late	36	57	9	1	strongly agree	1	strongly agree
I really feel as if this hotel’s problems are my own.	19	63	10	5	agree	7	agree

Table 2.3 showed the frequency distribution based on the Agreement to Organizational Commitment. It implies that respondents strongly agreed to the statement regarding about I help others who have been late/absent with 3.44 average weighted mean and rank number 1, on the other hand the lowest mean obtained 2.98 item number 7 which is “I really feel as if this hotel’s problem are my own”

The result showed that hotel respondents in Cabanatuan City showed the determinants of showing hospitality teamwork.

According to Stirling J. 2018 it is important that employees are listened to, valued, and encouraged to

provide feedback. By keeping channels of communication open, employers and employees can benefit from mutual trust and respect. The importance that we know and how hospitality teach us to help to our co-workers in order to provide good quality service for the visitors.

V. CONCLUSION

Based on the findings of this research study the following conclusion were drawn :

1. The researchers find out that the most of the hotel personnel in Cabanatuan City had 21-25 and 26-30

years of age, most of them are females, on civil status most of them are single. In average monthly income most of the hotel personnel had a PHP10, 000.00 and most of them are college graduates and most of them has a 6-9 hours of number of work and housekeeping.

2. Recognition from the superior, managers, colleagues, customers, and family is the main determinants to work motivation of hotel employees.
3. Recognition from managers, colleagues, supervisors, and co- workers are the main determinants of work performance which may lead to commitment of hotel employees from the organization.
4. Perception and support from managers, colleagues, supervisors, co- workers, customers and family are the main determinants of work performance that leads to job satisfaction

RECOMMENDATION

1. Based on the result of the study that the main work determinants in order to motivate the employees, it is necessary that supervisors and managers should provide programs for their employees in order to further recognize their work performance.
2. Enhancing support services from hotel to further motivate their employees such as benefits and incentives.

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