

the lack of guests is the primary reason as to why they can only earn little income.

Some of the verbalizations are as follows:

*Informant 1: "Wala nang pumapasok, so wala nadin kaming income."* [There are no guests coming in, so we also don't have any income.]

*Informant 3: "Wala rin kaming income kung walang darating na customer."* [We don't have any income if there are no customers coming in.]

*Informant 4: "Nahirapan din kami sa financial."* [We also struggle financially.]

*Informant 8: "Awan pay ketdi sir ti kita mi. Man-manu lang. Kasla zero balance talaga."* [We don't really have any income, sir. It's very limited. Sometimes, it really seems like a zero balance.]

The informants' responses have shown reduced income as one of their challenges. With that, they struggle to generate income in reopening the lodging industry of Nangaramoan Beach. Even with the reopening of their lodging industry, it is still unstable and somehow unpredictable, with little earned income. Not generating enough income halts the informants' ability to make improvements and developments with their lodging establishments. Mainly, generating enough income is crucial for their lodging establishment's survival, including covering their operating expenses.

Studies have shown that minimal income, which means little to no profit and funds for the owner, leads to constrained cash flow and has affected their ability to meet several obligations and lodging developments (Ervina et al., 2022). Other lodging obligations include brand marketing, employee's salary, and compliance with health and safety protocols. This supports the findings of a similar study which concluded that a decrease in income leads to insufficient cash flows to cover debt service payments in the lodging sector and may result in financial distress (Singh, 2021). So when a lodging establishment produces a steady income stream, it can continue operating comfortably and avoid potential financial challenges. Furthermore, this challenge befalls due to the continued zero to limited number of lodging occupancy. As per Dayour et al. (2021), the lodging industry solely depends on the mobility of people; face-to-face interaction and loss of customer interaction have put a strain on lodging income generation.

Income is known to be the lifeblood of every business venture. Without it, no firm will be able to operate viably. Considering the situation at hand, the informants who reopened their lodging business faced a major financial setback, making it more challenging for them to operate in the now normal.

## B. Poor Lodging Occupancy

Guests are the most important entity in a people-based industry like the lodging sector because the services and products are curated for them to purchase and consume. However, with the threat of the COVID-19 virus, tourists were confined and restricted to travel in order to limit the movement of the virus and keep track of the number of cases in Santa Ana, Cagayan, leaving the tourism industry, especially its lodging sector to a massive loss and liabilities. According to a number of informants, the limited number of guest traffic has affected them, and attracting guests to avail of their services is one of the most challenging things to do.

Some of the verbalizations are as follows:

*Informant 1: "Syempre nung pandemic, wala naman talagang pumapasok... minsan isa lang, pero bihira lang."* [Of course, during the pandemic, there are no customers... sometimes, there is one but only occasionally.]

*Informant 4: "Naranasan naming konti or madalas nga walang turista kasi ang alam nila close pa kami."* [We experienced limited or mostly zero tourists because they thought we were still closed.]

*Informant 10: "Mas lalo pong sa guest mahirap. Pa onti onti lang pag akyat dito. Baka minsan lang isang buwan ganun dalawa ganun."* [The guest is the most difficult. There is only limited arrival. Sometimes, we only have two guests in a month.]

Nangaramoan Beach lodging establishment owners are seen to be the most vulnerable knowing that they generally rely on tourist traffic and lodging occupancy. The challenge of a limited number of guests is one of the major problems that the informants have encountered during their reopening. Other literatures have proven that guests are a prime factor contributing to the success of every business venture in the lodging industry. According to Davari et al. (2022), due to zero to limited guests' arrival, lodging establishments are having a hard time finding ways to revive their operation while re-instituting guests' confidence and motivating them to restore a position of a more profit-driven venture. This can be explained by the fact that people are more concerned about public health and personal safety during the now normal. In addition, the new demands for personal hygiene and safety meant that the lodging establishment suddenly started to look unreliable and even alarming. Having collectively experienced the pandemic, even today that the people are again able to travel to foreign places or remote destinations, it is still their free will not to do so. These uncertainties influence tourists' and guests' intentions to visit a tourism destination and significantly impact lodging trends (Chan et al., 2021; Choirisa & Situmorang, 2021; Gerwe, 2021).

Furthermore, the owner of the lodging establishments in Nangaramoan Beach has no other means to reach out to their market. Some of the informants claimed that people are not

aware that their operations are back to business or have already reopened. This is due to the fact that their product and service information is limited through their Facebook page, without perceiving the heightened influence of other social media platforms in raising guests' awareness. Multiple studies have shown that product or service information must be opened and conveyed for it to be reached widely and quickly by potential guests. Currently, the use of social media is becoming a new panache in marketing accommodation products and services because it is easier to reach the market at a low cost. By frequently uploading and sharing the best and most artistic photos on social media such as Instagram, Facebook, Tiktok, and Twitter, important and interesting information will be accessed by a wider market which can stimulate purchases that can help increase lodging occupancy (Marini & Faot, 2021).

### C. Lack of Lodging Refurbishment Budget

Giving convenience to tourists is the central function of the lodging industry. Its appearance and ease of access have the ultimate effect on customer satisfaction. The owners of the lodging establishments in Nangaramoan Beach, Santa Ana, mentioned that due to their loss of revenue during the pandemic, their budget to develop or refurbish their lodging establishments was impacted tremendously, which left their lodging establishments hit with criticism by the tourists.

The verbalization is as follows:

*Informant 9: "Kagaya kung wala kaming mga income, wala kaming pang ano, pang develop. Kaya kagaya niyan sa pintura ganun. May mga pumunta rin na mga guest nung mga nakaraan na pinipintasan nila kasi ang ang ganda daw ng dagat dito pero ang pangit daw ng mga inn-an."* [When we do not have income, we also do not have a budget for development. Just like the paints. In the past, some guests came here and criticized the inns because, according to them, the beach is beautiful; however, the inns are not.]

Due to the COVID-19 pandemic, the informant's response has shown that the lack of budget for developing or refurbishing their lodging establishments is one of their challenges. As the informant's income was reduced, they did not have the budget to spend on refurbishing their lodging establishment's overall state. According to Turner & Hesford (2018), refurbishment cost significantly impacts profitability gains, higher customer satisfaction, and increased revenue. However, since the owner lacks income and budget, tourists tend to condemn their lodging establishments by negatively commenting on what they see, such as its physical appearance, which greatly affects the guests' purchasing decisions and overall experience. Working capital is the lifeblood of every business venture, so as in the lodging industry. According to Roestel (2016), regardless if an establishment is large or small, the impact of a budget affects all strategic planning to provide management with crucial information toward reaching desired goals.

## Theme 2: Coping Mechanisms of the Lodging Establishment Owners

Another theme that was considered was the coping mechanism used by the lodging establishment owners in response to the challenges they faced in the reopening of the lodging industry in Nangaramoan Beach. The informants discussed their own coping mechanisms based on their experiences which allowed them to pursue and continue their operation to the now normal. The following sub-themes emerged from the majority of responses as the most significant and prevalent themes.

### A. Shifting to Other Sources of Income

The lodging industry might now be getting back on track as it reopened its doors to the public, however, the lodging establishment owners in Nangaramoan Beach still needed to pursue extra jobs in order to earn a living as their lodging establishments were still generating little to no income. One of the coping mechanisms mentioned by the informants to ensure they have enough money for their daily necessities was finding additional sources of income in addition to their lodging earnings. Since the informants live and operate their lodging establishments near the sea, they have access to other activities, such as fishing, which they use to meet their daily needs. Some of the informants stated that they sell fish that they caught themselves, while others farm and do construction work in the area.

Some of the verbalizations are as follows:

*Informant 3: "Bale nag-sa'sideline din kami sa dagat ma'am. Kailangan din po ng pagkakakitaan habang may pandemic. Nagfifishing po kami tas nag bebenta rin po kami. Kasi kulang talaga."* [So, we do a sea-based sideline ma'am. We also need to make money during the pandemic. We do fishing and we also sell because it's really not enough.]

*Informant 4: "Magbebenta kami ng isda sa daan. Kukuha ng maratangtang para magka pera, maka kain ganun."* [We sell fish on the side of the road. We fish for sea urchins to have money and to have something to eat.]

*Informant 8: "Ni lakay ku ma'am. Sumrek isuna iti construction kasjay nu adda labor, agpalabor, agpaaramid balay kasjay ituy met lang Santa Ana."* [My husband does construction work if there are available labor jobs here in Santa Ana.]

*Informant 10: "Pumupunta kami dun sa bukid. Pag hinde ka gumalaw dito, wala na."* [We go to the farm. If you don't work, you will suffer.]

As the pandemic hit the tourism industry the hardest, the entire industry has been impacted, as have the different sectors that fall under it, including the lodging industry. Given the significant and unexpected effects of COVID-19 on the lodging industry, it is crucial to assess specific lodging establishments' coping mechanisms in a timely manner (Smart et al., 2021).

Lodging establishments, according to Bhuiyan (2013), can provide economic, social, and cultural benefits to local communities while ensuring long-term growth. As stated by the informants, their primary source of income is the money they earn from the use and rental of their lodging establishments. Such income from these establishments benefits not only the owners but also the lodging establishments themselves, allowing them to operate smoothly and develop over time. On the other hand, according to Nayomi et al. (2015), if tourists visit the area, the community can earn money by participating in various job opportunities, service and product sales, and infrastructure development. However, as the majority of the informants noted, they have little to no income due to the scarcity of guests in the area. Because of this, the informants employed various coping mechanisms, one of which was to seek other sources of income in addition to the lodging establishments they primarily provide.

The majority of informants stated that they sort or find other sources of income since the money they generate from their lodging establishments is insufficient. The informants did not settle for the small income they usually acquired; instead, they supported themselves by taking advantage of the resources that were close to them, such as the Nangaramoan Beach. They tried other income-generating activities such as farming, labor employment, and fishing—where they sell on the side of the roads and in their local market whatever they caught in the sea. Some of the informants also stated that if they do not work and take action, they will suffer greatly. Generally, the additional income that will be earned by the lodging establishment owners can be used not just for their everyday expenses but also for their lodging establishment's management, maintenance, and development. Since income is the primary motivator for lodging establishments to continue operating, the informants made an effort to discover a means to generate additional income despite their circumstances.

#### B. Possessing a Positive Mindset and Attitude During the Pandemic

No one knows when or how the COVID-19 pandemic will end. To deal with the unknown, the lodging establishment owners always keep a positive attitude by never losing hope and trusting that everything will be okay in the future. Furthermore, they continue to persevere by not relying on the income generated by their lodging establishments, instead finding additional sources of income to sustain their everyday needs.

Some of the verbalizations are as follows:

*Informant 2: "Iniisip na lang namin na walang pandemic. Dun sa pang-i-ngisda namin natulungan naman kami. Pag*

*nag bebenta kami may kita naman. Tapos yun narin ginagamit namin sa.. kailangan namin pang araw-araw."* [We just remove the thought of the pandemic in our minds. Fishing helped us. When we sell, we have income which we then use for our everyday needs.]

*Informant 7: "Mahirap.. kumapit lang sa tiwala. Makakayanan din basta marunong kang magdiskarte."* [It's hard.. just hold on to trust. You can do it as long as you know how to strategize.]

*Informant 9: "Basta ano naman, hindi kami nawalan ng pag asa. Meron kaming pag asa kaya tinutuloy lang namin mga pag improve ganun."* [No matter what, we never lose hope. We have hope, so we just continue to improve.]

Uncertainty is everywhere and has never been more prevalent than today. As the transmission of COVID-19 continues across the globe, the pandemic is far from over yet. Despite its continuation, the world's situation is gradually getting better, which, as a result, allowed the informants to reopen their lodging establishments and continue their operations. The informants indeed reopened their lodging establishments; however, the amount of income they generate monthly and even weekly is not enough to fulfill their everyday needs due to the limited number of guests. Having said that, the informants did not wait or expect everything to go back as it was before. They also did not just rely solely on the government's financial assistance. Instead, they continued to persevere by taking action and finding ways to put food on their tables. As per the informants, they utilize the available resource in their area, the Nangaramoan Beach, by fishing and selling in their local market whatever they caught. Industries that persevere suffer fewer operation disruptions and are less likely to fail, ultimately improving their chances of survival, since this trait keeps you going for as long as it takes (Li et al., 2022).

It is normal for individuals to have all kinds of negative emotions because of the spread of the COVID-19 virus (Li et al., 2022). However, the informants never complained about their situation. Instead, they accepted it as it was, with the thought that everything would be okay. According to the informants, they never lose hope that the lodging industry in Nangaramoan Beach would be as thriving as it was before. They trust that the pandemic will eventually come to an end, and soon, the beach will be filled again with guests or tourists.

#### C. Reduction of Staff

The COVID-19 pandemic came with a series of reforms that disrupted the lodging industry's operation. Reduction of staff was one of the changes made by the lodging industry owners in response to the unprecedented pandemic. According to the informant, they reduced staff to reduce the cost of labor. The lodging industry owners let their employees go home to their hometowns since they lack the income to pay their wages due to what the pandemic has caused to their businesses.

The verbalization is as follows:

*Informant 5: "Nagtanggal kami maam naggaawid da idi kasi awan mit ti maited mi alangan nga ikkan mi isuda uray awan unay maited min."* [We had to reduce our staff maam because we couldn't afford to keep them. They went home since we don't have anything to give to them.]

Industries, particularly those involving a high level of interaction with people, such as the lodging industry, cannot simply reopen and operate as they did in the past during this time of the pandemic. The global economy is challenging because millions of workers have lost their jobs, and hundreds of thousands of businesses have been forced to downsize (Tu et al., 2021). According to Kenton (2022), reducing staff is a temporary discharge of workers that aims to cut costs; thus, layoff differs from firing for a cause such as unacceptable workplace behavior.

According to the informant, lack of income made it hard to operate their business and manage the people within their operation. They needed to send home their employee to cut out their expense to survive this crisis. Relative to the unemployment rate, a large proportion of the economy is forced to shut down, and firms in the lodging industry choose either to reduce staff or keep them on the payroll (Tu et al., 2021). As mentioned by the informant, they have struggled to seek additional income to sustain their operation and living, thus cannot afford to keep their employees. According to Sitinjak & Nainggolan (2021), when it comes to reducing staff, it is in their best interests to safeguard the health of their business and employees, which has been difficult for both parties, namely the owners and the employees. Though it is hard for both parties, the owners had no choice but to reduce their employees as a means to cut lodging costs.

### Proposed Crisis Management Framework

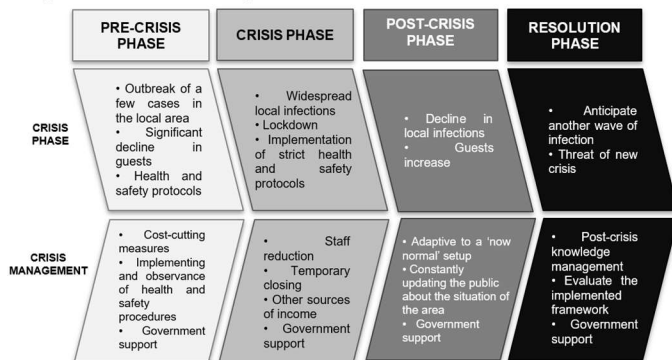


Figure 1. A Basis for a Proposed Crisis Management Framework in Nangaramoan Beach, Santa Ana

Crises are inevitable, as most can take place anytime and anywhere. Many crisis management frameworks are established to address various situations. However, continuous implementation and enhancement of various models are necessary as the generation demands flexibility and adaptability to the changes of time. To provide a set of recommendations for the lodging establishment owners in Nangaramoan Beach, Santa Ana, the crisis management framework adapted from the

framework of Phibc & Lea (2021) is essential to improve the destination's lodging industry to thrive and survive during a crisis and be able to manage and foster viable governance within their operations efficiently. This framework can be used to guide lodging establishment owners in times of unprecedented situations or crises. Moreover, as illustrated in Figure 1, is central to improving lodging operations and is divided into four (4) key components, namely the pre-crisis phase, crisis phase, post-crisis phase, and resolution phase. Each of these components is further divided into two (2) factors, which are the crisis phases and crisis management.

In the first component, the pre-crisis phase, the most common lodging practice of crisis preparedness is the saving strategy. To reduce further risk, lodging businesses in Nangaramoan Beach delayed their commitments to new projects at the start of the pandemic. As a result, these lodging businesses in Nangaramoan Beach, Santa Ana can boost short-term returns and warranted cash flow to compensate for future revenue and profit loss. Saving strategies are employed differently, primarily by freeing up working capital, improving business proficiency, and deferring non-essential advancement, (Israeli et al., 2011). Moreover, lodging establishments immediately executed a strategy through cost-cutting measures. Lodging practices range from reducing staff working time, reducing outsourcing services, to reducing staff themselves. The local government intervention of Santa Ana helps to mitigate the crisis, such as travel bans and health-related protocols which govern both demand and daily operational procedures at lodging operations during this phase. Many safety and health procedures were implemented to adhere to the guidelines and alleviate guest concerns, such as improved cleaning and safety practices for staff-guest interactions, and the provision of protection kits to prevent contamination (Dhungana & Magar, 2020).

In the crisis phase, the Philippines implemented a lockdown policy. Government authorities oversee the implementation and compliance of various health and safety measures. Hence, lodging establishment owners of Nangaramoan Beach, Santa Ana had very limited control and were presented with only two options: change in service or hibernation. Hibernation strategy was embedded at different levels, from reducing staff to temporary closing. Staff reduction is not a sustainable human resource management strategy because of its severe effects on workers and challenges in finding competent personnel in the recovery phase (Williams & Price, 2020). Temporary closing, on the other hand, resulted from poor occupancy and limited cash flow. To improve cash flow, lodging establishment owners have to look for another source of income that is not related to lodging.

In the post-crisis phase, when safety and health travel protocols are loosened, travel demand from local tourists quickly bounces back and becomes the leading force for lodging recovery. To reduce guests' risk perception, strong coordination with government bodies is needed to deliver consistent messages to guests. Transitioning to a 'now normal' set-up, various trends have emerged, requiring lodging establishment owners to adapt and be flexible to the changes of

time. Considering that one of the problems faced by the lodging establishment owners of Nangaramoan Beach, Santa Ana is the unreliable and ineffective dissemination of service information to the target market, actions like posting to social media and announcing to the public to reach the intended audience properly is a prerequisite. This strategy allows the tourist to know about a particular area's actual status (Khlat, 2014). As a result of this, the business, specifically the lodging industry, will enhance its sale and, therefore, may compensate for the low occupancy rate.

At the resolution phase, after a crisis, the whole lodging industry in Nangaramoan Beach, Santa Ana may not return to its original situation and is likely to have changed. When the pandemic is slowly getting under control, the lodging establishment has begun to adapt strategically to a 'now normal' world (Rivera, 2020). Cooperation from the different sectors of the community, such as the government and locals, may foster more proactive and sustainable solutions to crises. Another pandemic can occur, but by gaining knowledge of the actions and strategies made to the past crisis, the lodging establishment owners will be prepared to address another possible pandemic threat through the adaptation and application of the proposed framework. The framework will be the backbone to re-establish service operation not as a driver for aid but as recovery management. Furthermore, evaluation and review of the framework is a prerequisite to observe that the proposed framework is effective and viable for all types of lodging establishments, especially in times of unprecedented situations. Monitoring and assessment of the framework will guide stakeholders in the preparation, prevention, and mitigation of future crises and may govern flexible, proactive, and reactive approaches in response to the dynamic operations in the lodging industry.

#### IV. CONCLUSION

The study concludes that the lodging establishment owners experienced various challenges in the reopening of lodging industry in Nangaramoan Beach. The challenges encountered by the lodging establishment owners were reduced income, poor lodging occupancy, and lack of lodging refurbishment budget.

In addition, the lodging establishment owners employed various coping mechanisms that could be categorized into shifting to other sources of income, possessing a positive mindset and attitude during the pandemic, and reduction of staff. COVID-19 has sparked many changes in guests' purchasing decisions, bringing various challenges to lodging establishment owners in reopening their lodging establishments. Hence, the demand for coping mechanisms was a prerequisite for them to thrive and survive the challenges they have faced and still currently facing. The proposed crisis management framework serves as a basis to prepare and let lodging establishment owners be cognizant of future unprecedented circumstances which may ruin lodging operations. Applying the proposed framework can assist

lodging establishment owners with better service and operations.

#### V. RECOMMENDATIONS

Based on the findings and conclusion, the following recommendations are deemed necessary:

1. The findings of this study can be a basis for lodging establishment owners in developing practical solutions for future crises.
2. The Local Government Unit (LGU) of Santa Ana can consider the findings of this study as a valuable source of information for assessing the various experiences of the lodging establishment owners and how their operation is affected. Hence, the proposed crisis management framework in Nangaramoan Beach, Santa Ana can be considered.
3. To forecast crisis action plans in the future, future proprietors of lodging establishments may base their operations on the findings. They can also consider making changes to the crisis management framework as a basis for developing a framework that is consistent with their organizational structure.
4. Hospitality and tourism management students can utilize the findings as a basis for fulfilling their duties as future hospitality and tourism practitioners. Furthermore, this will provide further knowledge to hospitality and tourism students on how to effectively cope with crises and consider advanced coping mechanisms to limit or eliminate the risk of loss in their future businesses.
5. Lastly, future researchers can broaden the scope of the study by including other establishments in Santa Ana, Cagayan to understand better and comprehend the various living situations encountered by locals, business owners, and even tourists.

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# Experiences of Employees in Hotel Quarantine Facilities: Basis for the Development of Crisis Management Framework

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**Abstract**— Due to the Covid-19 virus, everything has undergone a significant pivot, including livelihood, access to medicine, and the movement of products and services. One of the most affected industries is the hospitality and tourism sector. There was a sudden shift from the regular operation of a hotel to becoming a quarantine facility for isolated guests. Hence, this research explored the employees' experiences working in a hotel quarantine facility as a basis for developing a human resource crisis management framework. This study utilized basic qualitative research to explore the employees' experiences working in hotel quarantine facilities. Consequently, this study revealed that among the hotel changes are adjustments on how operations are carried out, how services are provided, and how many staff choose to stay despite the risk of contamination. Due to this, most employees experienced psychological and physical problems due to the increased risk of contamination from the virus and the fact that the employees were separated from their families.

**Keywords**— *Human Resource, Crisis Management Framework, Hotel Quarantine, Isolation Facility, Personal Protective Equipment, Health Protocols, Covid-19 Virus*

## I. INTRODUCTION

The spread of COVID-19 and widespread travel restrictions have a negative impact on the tourism and hospitality industries globally (Jiang et al., 2020). According to Guevara (2020), the COVID-19 epidemic has forced the travel and tourism sector to collapse, and it is currently struggling for survival. Hotels are especially vulnerable to declines in tourism, travel, and

economic activity. In February 2020, Marriott hotels' revenue per available room (RevPAR) decreased by approximately 90% in Greater China and by 25% in other Asia-Pacific regions as compared to the same month in 2019 (Wallis, 2020). As the number of active cases of Covid-19 grows, hospitals are running out of isolation space. As a result, the government ordered some hotel establishments to serve as quarantine facilities. The job of the hotel quarantine employees is comparable to that of hospital workers as they have immediate exposure to the clients. They cater to the needs of the isolated guests such as delivering foods, sanitizing the area, and making sure that the protocols are strictly observed within the hotel. Consequently, employee support has been provided in several ways when operating a COVID-19 quarantine facility. One of which is a collaboration between hotels and hospitals, in which healthcare specialists are involved in hotel operations to assist hotel workers in monitoring people who are quarantined. Despite these provisions, quarantined hotel personnel has been diagnosed with anxiety, depression, and stress (Dan et al., 2020).

The pandemic's lingering consequences in the Philippines have presented significant challenges for the hotel sector, particularly for its employees. These challenges experienced by hotel staff include the increasing workloads, stress in relation to job insecurity, exposure to the virus, and fear of contamination for their family and friends. Based on the Department of Tourism year-end report for 2020, due to health-crisis mitigation efforts, the country only attracted 1.3 million international



tourists in 2020, down from about 8.2 million in 2019. As a result, numerous hotels in the Philippines have permanently closed. However, due to the lack of quarantine facilities, the hospitality, and healthcare industries have collaborated by turning hotel facilities into temporary quarantine sites (Aquino et al., 2021). Furthermore, Hotel and Restaurant Association of the Philippines (2021) noted that only accredited hotels were authorized to operate as quarantine facilities following the three guidelines: (a) an isolation area for guests who are positive for the virus, (b) guests who have direct exposure, and (c) those hotels permitted to offer staycations strictly adhering to safety protocols.

In Tuguegarao City, the coronavirus outbreak has caused adverse effects on tourist arrival. In fact, last August 2021, the city was ranked first as having the highest number of new cases among the other local government units in the Cagayan Province. Tuguegarao City has recorded 135 cases, followed by Baggao, 68; and Solana, 41 (Rappler, 2020). As a result, the hospitals and quarantine facilities within the city were swarmed with patients. Therefore, in order to provide a solution to the shortage of quarantine facilities, the local government unit of Tuguegarao City then permits the hotel establishments to operate as quarantine facilities for asymptomatic, symptomatic, and locally-stranded individuals. In doing so, employees experienced long work hours and emotional problems relating to the risk of working in a hotel quarantine facility. Furthermore, because of the required social distancing, hotel employees have limited customer/service interactions and cannot meet the brand standard (Goh, 2021). Also, the Department of Tourism accredited three hotel quarantine facilities in Tuguegarao City, namely Hotel Lorita, Villa Blanca Hotel, and D128 Hotel, which the researchers validated as they visited the said hotels.

Meanwhile, the Bureau of Labor Statistics (2020) found that 5.3 percent of employees in the hospitality industry quit their occupations in May. This starkly contrasts the leaving rate of 4.1 percent in February 2020 before the pandemic. The percentage is a high record for the hospitality industry, and it is higher compared to the general quit rate of roughly 2.5 percent (ABC Action News, 2021). Based on a national poll of over 1,000 hospitality workers, almost one-third of informants have left the business and have no plans to return. However, when employees are asked as to why they left their job in the hotel quarantine facilities, the most common responses are related to health and safety concerns, risks of contamination, low wages, and mental health problems (The Conversation Journal, 2020).

For the above reasons, due to the numerous studies conducted regarding the condition of medical workers (Kang et al., 2020; Walton et al., 2020; Lin et al., 2020), there has been a very limited study conducted about the conditions and adaptations of employees in a hotel quarantine facility. Therefore, this study explored the experiences of employees working in a hotel quarantine facility as the basis for developing a crisis management framework. Specifically, it sought to answer the following questions:

1. What experiences do hotel employees encounter while working in a hotel quarantine facility?

2. What are the coping mechanism measures of hotel employees in managing a hotel quarantine facility?
3. What crisis management framework can be developed structured towards human resources?

## II. METHODS

This research study utilized basic qualitative research by Merriam and Tisdell (2016) as a guide in understanding, designing, conducting, and presenting the qualitative research study. The study was conducted in Tuguegarao City, Cagayan. The informants of this study are employees, specifically the three (3) front desk clerks, one (1) housekeeping staff, one (1) maintenance staff, and one (1) hotel supervisor working in hotel quarantine facilities in Tuguegarao City. Purposive sampling was used in determining the participants. Meanwhile, the criteria for determining the participants are employees who belong to the accredited quarantine hotel facilities identified by the Department of Tourism (DOT) in Tuguegarao City.

TABLE I. CHARACTERISTICS OF THE INFORMANTS

Informants	Gender	Workplace	Position
Informant 1	Female	D128 Hotel	Front Desk Clerk
Informant 2	Female	D128 Hotel	Front Desk Clerk
Informant 3	Male	Hotel Lorita	Maintenance staff
Informant 4	Male	Hotel Lorita	Front Desk Clerk
Informant 5	Male	Villa Blanca Hotel	Supervisor
Informant 6	Male	Villa Blanca Hotel	Housekeeping staff

This study utilized an interview guide method based on the study's objectives. Furthermore, this study employed a semi-structured interview to gather the data needed. The respondents are given open-ended questions, and the researchers follow them up with questions to further explore their responses and the topic of interest. Additionally, the interview for each respondent lasted for 5-8 minutes. The researchers wrote a letter of permission to the University of Saint Louis Tuguegarao's Vice President for Academics and the hotel owners or manager to allow the researchers to conduct the study. Moreover, the researchers obtained an endorsement letter from the Department of Tourism supporting the conduct of the study. Once permission has been granted, the researchers proceed with the study.

Furthermore, the researchers prepared interview guide questions for the selected participants to answer. Considering the nature of the study, an interview approach was used to gather the data needed. However, the researchers ensured that there was no misleading information about how the questions were asked, which would result in biased study findings. Also, the researchers agreed that the findings in the study would be protected and maintained with an appropriate level of confidentiality.

Thematic analysis was used to examine the data. The researchers sorted the informants' thoughts, beliefs, knowledge, and experiences into themes using thematic analysis. Framework analysis was also used to examine the data. It allows the researchers to analyze data by respondents and themes systematically. In doing so, the researchers developed a framework structured toward the crisis management of employees based on the respondents' answers. Further, the framework enables the researchers to summarize their findings about the corresponding participant and theme.

### III. RESULTS AND DISCUSSION

This research study explored the employees' experiences in a hotel quarantine facility as the basis for developing a crisis management framework. After a careful review of the informants' answers and a careful analysis of the interview transcripts, commonalities were clustered together, and the researchers came up with major themes which include: (1) Experiences of Employees Working in a Hotel Quarantine Facility, with two sub-themes; Reasons for Staying Employed in a Hotel Quarantine Facility, and Challenges Encountered while Working in a Hotel Quarantine Facility, and (2) Coping Mechanism Measures during a Crisis.

#### Theme 1: Experiences of Employees working in a Hotel Quarantine Facility

The informants describe their experience while working in a hotel quarantine facility despite the risks and challenges of the covid-19 virus. The established sub-themes common to most responses are the employees' reasons and challenges working in a quarantine hotel facility.

#### Sub-Theme 1: Reasons for Staying Employed in a Hotel Quarantine Facility

##### A. Financial Necessity

The informants were asked why they still chose to work in a hotel quarantine despite the risks of being contaminated by the Covid-19 virus. The most frequent answer is that they have no other choice but to continue working even if they are scared for their life because they need to provide financially for their family. Similarly, past studies claimed that younger hospitality workers are more economically susceptible, hence more inclined to take risks by working in a Covid-19 environment because of fear of losing their job (Goh et al., 2021). The result of this study shows that the informants were scared and nervous when working in a hotel quarantine facility. The informants acknowledge the risks of the virus for themselves and their family. Still, they choose to remain working in a hotel quarantine because they are the provider of the family. Moreover, the informants mentioned that if fear overwhelms them, they cannot feed their families. The employees in a hotel

quarantine have left no choice but to continue working despite the dangers since they have a family to sustain and provide for. Moreover, the results of this study echoed the study of Lin et al. (2020), stating that when a hotel becomes a quarantined hotel, staff must decide whether to remain working while endangering their lives or to leave. Moreover, this implies that the hotel management must provide benefits such as hazard pay, bonuses, and, if possible, increased salaries. This is supported by Hsu (2021) that in addition to financial bonuses and salary increases, many states and territories have appropriately developed reward programs for frontline healthcare professionals, allowing them to benefit from unique discounts and promotions for many months of service.

Some of the verbalizations are as follows:

*Informant 5: "Kumbaga no choice, nangingibabaw parin yung iniisip ko mas maraming umaasa saakin kung ako lang siguro pwede ko na isakripisyo na hindi na magtrabaho dito, dahil nga marami ngang umaasa saakin yung pamilya ko so anong ipapakain so sa kanila sa araw araw. "Nung una natakot ako dahil iniisip ko rin na no choice syempre ang unang pumasok sa isip ko kung nadadala ako sa takot wala akong ipapakain sa pamilya ko mga financial mga ganun" [It is like no choice. The fact that many are counting on me still dominates my mind. If it is just me, maybe I can make the sacrifice of not working here anymore. But as I was saying, my family depends on me, so what will I feed them if I will not work? At first, I was scared, of course, but I had no choice. The first thing that came into my mind was, I will not be able to feed my family and will have financial problems.]*

*Informant 3: "Kailangan ko ng trabaho kasi tatlo ang anak ko, nagpapa college narin ako tas may baby pa kasi ako." [I need a job because I have three children. I am sending one in college and I still have a baby.]*

*Informant 6: "Kailangan po ng pera ma'am, magugutom ang pamilya ko. Kailangan pong sanayin yung sarili ma'am kasi magugutom po yung pamilya ko ma'am kung wala akong trabaho, kaya kung ano yung trabaho ma'am tatanggapin ko nalang." [We need money, Ma'am. My family will starve. I need to train myself or else my family will starve ma'am if I stop working. I will accept any job.]*

##### B. Dedication to Serving the Hotel

The Covid-19 pandemic caused a pivot in the Tourism Industry; from operations, products, and services provided, it all underwent major changes. Despite the operational changes and the high risks of contamination from the virus, some employees still managed to stay and commit to their jobs. According to the informants' answers, staying and working in a hotel quarantine facility is their way to help the guests and the industry because no one else can and is willing to do the job.