

Challenges of the Hospitality and Tourism Industry Employees in Olongapo City and Subic Bay Freeport Zone: Basis for an Enhancement Program

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Abstract: *This study examined the challenges encountered by hospitality and tourism industry employees in Olongapo City and Subic Bay Freeport Zone, providing a basis for the enhancement program. The study adopted a quantitative research approach and used a descriptive-comparative design. Convenience sampling is employed to gather data from 216 employees in the hospitality and tourism industries in Olongapo City and Subic Bay Freeport Zone, and statistical tools and analysis are used to evaluate the collected data. The findings revealed that a significant proportion of employees are between the ages of 23 and 27, male, working in Olongapo City, and have less than one year of service. This research highlighted the challenges faced by employees in the hospitality and tourism industries in Olongapo City and Subic Bay Freeport Zone and provided valuable insights for stakeholders, policymakers, and business owners to develop strategies that address these challenges and promote a sustainable workforce in the hospitality and tourism industries. The findings emphasized the importance of addressing these challenges through enhancement plans that prioritize learning and development, attractive benefits and compensation, effective incentive programs, technological advancements, and positive interpersonal relationships. By implementing appropriate strategies, stakeholders can enhance employee satisfaction, retention, and overall organizational performance in the industry.*

Keywords: *hospitality and tourism industry, improved, subic bay freeport zone, olongapo city, , cochran's formula, challenges of hospitality and tourism industry employee*

INTRODUCTION

The hospitality and tourism industry is a broad industry that includes different sectors with several economic activities and fields dealing with providing goods and services to customers. There are opportunities accessible in the hospitality industry, the same with tourism. Today, the hospitality and Tourism industry are the fastest growing industries worldwide; it shouldn't come as a surprise to learn that the hospitality industry is growing.

The employees of a company are just as important as the customers to ensure that they meet their aim or the goal of being successful. The study attempted to identify the gaps, issues in current were the few issues that should be addressed and solved. Discussing the challenges and issues that employees face is something that they want the company to pay attention to.

Learning refers to worker training, development, and education, also it is the engine that drives organizations and allows employees to grow and thrive. An organization has learning and growth goals that include employee training and development, continuous learning and knowledge sharing, and building an innovation culture. Moreover, Training and development have been identified as significant factors in employee and company performance (Halidu, 2015).

According to Cullimore (2018), a training scheme whereby an employee, with the support of his or her employer, takes part in a variety of training courses to help improve their skills and knowledge. Therefore, training and development cannot be separated from an organization's business activities;

on the contrary, this is the area that clearly demonstrates performance. It is recommended that organizations design a training and development strategy with the goal of empowering all employees to perform their duties to the highest standards and provide high-quality services (Vinesh, 2014).

Benefits are also perks provided by employers to their employees. Most common benefits are medical, disability, and life insurance; retirement benefits (Gupta, 2013). Also, the general rule is that if an employer offers group insurance coverage to any full-time employees, the employer must offer coverage to all full time employees (Horton, 2020). Benefits allow you to show your staff how much you appreciate them. There are certain benefits good employees feel they must have (Silverstein, 2021).

According to Johnson (n.d.), a good compensation package must be provided in the organization to inspire employees to boost production and conduct. Kim and Ryu (2017) also, discovered in their study that Filipinos prefer compensatory time off, health care, life insurance, paid sick leave, and work stability. No employee will likely stay longer in a company where they will benefit less.

Companies use employee incentive plans for a variety of reasons and examples are, to meet or increase sales goals, to meet or increase production goals, to raise employee morale or for extraordinary employee performance, all for the drive to have success in the company. Rewards incentives include items such as gifts, monetary rewards, service award presents, and items such as gift certificates (Umali et al., 2013).

Interpersonal relationships can be classified as positive, negative or indifferent based on the presence of

personal and shared emotions and the presence of mutual understanding (KKleptsova & Balabanov, 2016). According to Fletcher and Nusbaum's (2010) interpersonal relationships can affect and influence an individual's attitudes, behaviors, stress, and performance. Negative relationships in the workplace are the strongest source of dissatisfaction and turnover. These include perceived unfairness, neglect or failure to understand the personal circumstances of employees, conflict with colleagues, and berating or shaming employees in public (Rungduin, 2014).

As it is, the nature of interpersonal relations at the workplace is delicate and achieving goals is possible only if employee's form a strong bond with each other (Gamble et al., 2013). According to Rungduin (2013), that many people believe that workplace relationships develop naturally over time, but like other personal relationships, they develop gradually and progressively.

In order to fully comprehend the difficulties faced by the employees of the hospitality and tourism industries in Olongapo City and Subic Bay Freeport Zone, students, individuals, and other researchers who wish to conduct similar research on the aforementioned topic will greatly benefit from the study assessing these challenges. The importance of excellent guest service in contributing to the success of any hospitality facility has grown along with the level of industry rivalry. You will learn how to cultivate the type of upbeat, considerate customer service attitude that will make you stand out.

As a result, the goal of this research is to provide summarized information on the issues of employment challenges in tourism and hospitality, as well as indicate the implications of the findings that may be a step toward improving the employee plan, to concerned stakeholders, such as policymakers and business owners in tourism and hospitality, in order for them to take action to bring a sustainable workforce to the industry. A study was conducted to determine which plans require attention or what improvements can be made to an existing plan for companies' employees in the hospitality and tourism industry. The study's goal is to better understand their situation and contribute to making it easier to identify issues that will benefit the larger population.

The objectives of this study are to assess what variables will determine the challenges of hospitality and tourism industry employees. This study will help not just current employees but also participants, students, researchers, and people who read this to have an idea of some challenges that nowadays are experiencing or will be encountered in the future.

LITERATURE REVIEW

Training and development have been identified as significant factors in employee and company performance (Halidu, 2015).

According to Cullimore (2018), a training scheme whereby an employee, with the support of his or her employer,

takes part in a variety of training courses to help improve their skills and knowledge.

That organizations design a training and development strategy with the goal of empowering all employees to perform their duties to the highest standards and provide high-quality services (Vinesh, 2014).

Benefits allow you to show your staff how much you appreciate them. There are certain benefits good employees feel they must have (Silverstein, 2021).

Kim and Ryu (2017) also, discovered in their study that Filipinos prefer compensatory time off, health care, life insurance, paid sick leave, and work stability. No employee will likely stay longer in a company where they will benefit less.

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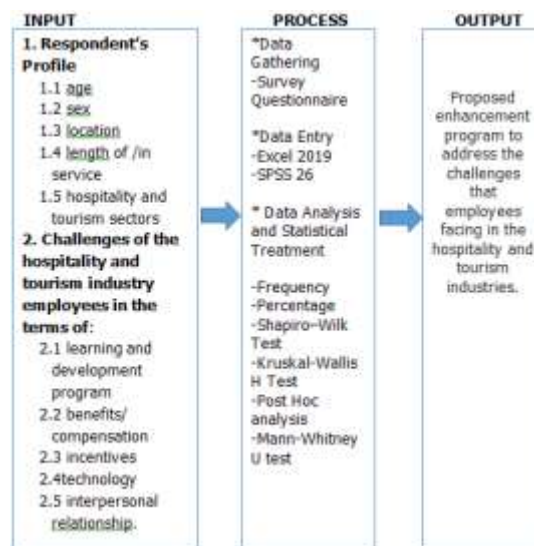


Figure1. Conceptual Framework

METHODOLOGY

The researchers used a descriptive method and a quantitative style of research to gather data, populations, and samples, the locale of the study, research instrument, validity of the instrument, data gathering procedure, and statistical treatment of the data that will be used in the study.

Research Design

This research study used a quantitative research method descriptive comparative design this is the design where the researcher considers two variables (not manipulated) and establishes a formal procedure to compare and conclude that one is better than the other if a significant difference exists (Villanueva, 2013). According to Asio (2021), quantitative research usually uses statistical tools/ instruments, either descriptive and/ or inferential to deal with the gathered data from the samples involved in the study. Quantitative research also involves certain numbers of respondents (in terms of the sample) that will represent a definite population for the study. Another definitive concept for quantitative research is that it is intended for “theory-testing”. This means that quantitative research, a theory, is being tested against a population to see if it concurs or disagrees with the established idea. The descriptive research design was selected for the specific study to assess the challenges that hospitality and tourism industry employees in Olongapo City and Subic Bay Freeport Zone.

Respondents/ Participants

The population and samples of this study were the employees of the hospitality and tourism industry in Olongapo City and SBFZ (in terms of age, sex, and length of work). Respondents included in the study to those working in the Hospitality and Tourism Industry (ie. the Accommodation sector, Attraction sector, Tourism sector, Events, and Conference sector, Food and Beverages sector, and Transportation sector). Respondents are excluded if they do not work in Tourism and Hospitality industry. The researcher used a sample size of 216 respondents in Olongapo City and Subic Bay Freeport Zone; these respondents are employees of the Hospitality and Tourism Industry. To ensure that the data are not distorted or biased, the sample size was computed using the G-power tool. The statistical test is Anova: Fixed effects, omnibus, one-way, type of power analysis a priori: compute required sample size-given α , power size of 0.80, and effect size of 0.25.

The researchers used Convenience sampling (also known as availability sampling) is a form of non-probability sampling method that collects data from individuals of the community who are readily accessible to participate in the study

Instrumentation

To gather the data required for the study, the researchers employed a researcher-made questionnaire for data gathering, and it was divided into two (2) parts. The first part is the demographic profile of the respondents, about the

respondent's age, sex, length of service, and hospitality and tourism sectors. The second part is the challenges faced by employees in the hospitality and tourism industries. Respondents will rate the statements and questions using the 4-point Likert scale with the following response: 4- Strongly Agree; 3-Agree; 2- Disagree: 1- Strongly Disagree.

Data Analysis

The researcher used Frequency and Percentage to the demographic profile of the respondents. Frequency and percentage are used to organize and collect data in a table form. Collected data were recorded and processed into a data matrix in Excel 2019, Following we used selected statistical treatment and Data Analysis in SPSS 2016, which stands for Statistical Package for Social Sciences and it is used by various kinds of researchers for complex statistical data. For the factors determining the challenges of the employees in the hospitality and tourism industry, we will use the mean. The researchers used a Shapiro-Wilk test is a statistical test used to test to check the normality of data. Also, for the significance, the researchers used a non-parametric test which is the Kruskal-Wallis H test, Post Hoc Analysis, and Mann-Whitney U test.

Scale	Range	Level	Descriptive Interpretation
4	3.25- 5.00	Strongly Agree (SA)	It Highly affects their overall performance in the industry.
3	2.50- 3.24	Agree (A)	Moderately affects their overall performance in the industry.
2	1.75- 2.49	Disagree (D)	It has Low effects on their overall performance in the industry.
1	1.00-1.74	Strongly Disagree (SD)	It has Very Low effects on their overall performance in the industry.

Ethical Consideration (Sample Statements)

“In accordance with the Data Privacy Act of 2012, this study made sure that ethical standards set by the research ethics will be followed. The respondents/ participants were informed about all the steps that the research is undertaking. Respect is primarily first in mind for all of the respondents/ participants. They are informed that the study is completely voluntary and will not affect their lives as a human being, as well as their families or relatives in any way. Hence, confidentiality was imposed as the respondents/ participants’ personal information was not shared to anyone.

The researcher(s) is/ are fully aware of the importance of establishing trust with the research participants/ respondents and have considered some ethical implications in all of the process of the study involving applications of interaction with the respondents/ participants. The researcher(s) assure(s) the anonymity and confidentiality of all the respondents/

participants in the study. Lastly, the data collection material will be kept and destroyed upon completion of the study.”

The above statements were just a sample of the ethical consideration. The authors may give a better and more accurate discussion on their own depending on the case of their research.

RESULTS

Profile of the Respondents

Age

Table 1

Distribution on Respondent’s Profile According to Age

Age	Frequency	Percent
18-22	46	21.3
23-27	81	37.5
28-32	55	25.5
33 and above	34	15.7
Total	216	100.0

Table 1 to presents the distribution of respondents in frequency and percentage according to their age. This take shows that out of 216 respondents who answered the questionnaires, thirty-seven-point five percent (37.5 %) of them are 23-27 years old and fifteen point seven percent (15.7%) who are 33 years old and above are the minority. As a result, the challenges of hospitality and tourism industry employees proved that though Age (23-27) is the majority that experience.

Sex

Table 2

Distribution on Respondent’s Profile According to Sex

Sex	Frequency	Percent
Male	120	55.6
Female	96	44.4
Total	216	100.0

Table 2 to shows the frequency and percentage distribution of the respondents' profile according to their sex out of 216 respondents, fifty-five-point six percent (55.6%) of them are male and forty- four point four percent (44.4 %) of them are female.

Location

Table 3

Distribution on Respondent’s Profile According to Location

Location	Frequency	Percent
Olongapo City	115	53.2
SBFZ	101	46.8
Total	216	100.0

Table 3 shows the frequency and percentage distribution of the respondents' profile according to the location where they are working in Olongapo City and Subic Bay Freeport Zone. Wherein, Olongapo City comprises a larger

percentage (53.2%) of about 115 compared to the SBFZ (46.8%) about of 101.

Length of Service

Table 4

Distribution on Respondent’s Profile According to Length in Service

Level	Frequency	Percent
Less Than 1 Year	89	41.2
1-2.9 Years	33	15.3
3-4.9 Years	53	24.5
5-6.9 Years	23	10.6
7 Years and above	18	8.3
Total	216	100.0

Table 4 represents the frequency and percentage distribution of the respondents’ profile according to length in Service. It illustrates that less than 1 year got the highest percentage of 41.2 % and the least is 8.3 % which is 7 years and above. The majority have worked for less than 1 year. The studies of Kuria et al., (2012) stated employee retention is a process of retaining employees or encouraging them to stay with the company as long as possible.

Hospitality and Tourism Sectors

Table 5

Distribution on Respondent’s Profile According to Hospitality and Tourism Sectors

Sectors	Frequency	Percent
Accommodation Sector	58	26.9
Attraction Sector	14	6.5
Tourism Sector	26	12.0
Events and Conferences Sector	25	11.6
Food and Beverage Sector	53	24.5
Transportations Sector	40	18.5
Total	216	100.0

Table 5 illustrates the frequency and percentage distributions of respondents’ profile according to Hospitality and Tourism sectors. The highest percentages of (26.9 %) for about 58 respondents are working in the Accommodation sector and the lowest percentage of (6.5%) for about 14 respondents working in the sector of attraction. It implies that the respondents are currently staying or working in the accommodation sector because it is one of the fastest-growing sectors under hospitality, along with the food and beverages sector.

Challenges of the Hospitality and Tourism Industry Employees Learning and Development Program

Table 6

Challenges of the Hospitality and Tourism Industry Employees in Terms of learning and Development Program

Indicators	Mean	Descriptive Interpretation
1. For the professional development of its personnel, the industry offers training programs.	3.74	It Highly affects their overall performance in the industry.
2. Schedules for employees training are provided by the company, and participation is encouraged.	3.44	It Highly affects their overall performance in the industry.
3. The industry offers personal development training that is relevant to the work environment.	3.47	It Highly affects their overall performance in the industry.
4. I have time for the essential work-related personal development training.	3.56	It Highly affects their overall performance in the industry.
5. After completing professional development training, the company's objectives and goals are achieved.	3.64	It Highly affects their overall performance in the industry.
6. The company values learning and development programs because they enhancing productivity and efficiency.	3.63	It Highly affects their overall performance in the industry.
7. The company prepared a training schedule in advance for employees' career growth.	3.63	It Highly affects their overall performance in the industry.
Average	3.59	It Highly affects their overall performance in the industry.

Table 6 shows the overall mean score for the indicators is 3.59, indicating that respondents are usually satisfied with their learning and development programs in the hospitality and tourist industries with a mean score of 3.74, Indicator 1: "for the

professional development of its personnel, the industry offers training programs."had the highest mean score. This shows that the employees/personnel undergo professional development training. Indicator 5 receives a high mean score of 3.64 "After completing professional development training, the company's objectives and goals are achieved," indicating that their professional development training programs resulted in a positive outcome for the company. Study according to Afaq and Thukiman et al (2011), identified that training has a significant relationship with the employee's performance. Their research paper established that employees who have undergone training courses are more capable of performing tasks efficiently.

Benefits and Compensation

Table 7
Challenges of the Hospitality and Tourism Industry Employees in Terms of Benefits and Compensation

Indicators	Mean	Descriptive Interpretation
1. The company's benefits package is reasonable by industry standards.	3.75	It Highly affects their overall performance in the industry.
2. Employee engagement will be Strengthened by providing and upgrading the benefits package. Employees who are properly compensated are more motivated to provide good customer service and contribute to organizational growth and development.	3.50	It Highly affects their overall performance in the industry.
3. Employees must be aware of the rules and procedures governing the benefits and compensation system that the company offers in accordance with the law.	3.64	It Highly affects their overall performance in the industry.
4. Employees must be aware of the rules and procedures governing the benefits and compensation system that the company offers in accordance with the law.	3.55	It Highly affects their overall performance in the industry.

5.	Employees should be informed about the benefit plan and its operations so that they are aware of the salary deductions. The company provides health care benefits and hazard fees for the protection of its employees.	3.59	It affects overall performance in the industry.	Highly affects their performance in the industry.	Awards and incentive increases employee satisfaction.	3.50	It affects overall performance in the industry.	Highly affects their performance in the industry.
6.	Overtime fees have been implemented at the company where I work.	3.60	It affects overall performance in the industry.	Highly affects their performance in the industry.	Average	3.51	It affects overall performance in the industry.	Highly affects their performance in the industry.
Average		3.60	It affects overall performance in the industry.	Highly affects their performance in the industry.				

Table 7 shows the mean scores of respondents for challenges of hospitality and tourism industry employees in terms of compensation and benefits. Based on the means score, it can be concluded that respondents have a favorable impression of the company's benefits and compensation. The means vary from 3.50 to 3.75, with an average of 3.60. Mathis and Jackson (2016) state that an employer that provides a more attractive benefits package, often enjoys an advantage over other employers in hiring and retaining qualified employees when the competing firms offered similar base pay. Second, according to Dessler (2019), employee compensation and benefits include all forms of pay going to employees and arising from their employment, besides their regular wages or salaries. The highest mean score indicator is 3.74 indicating that they generally consider that all their respective companies' benefit packages are appropriate by industry standards.

Incentives

Table 8
Challenges of the Hospitality and Tourism Industry Employees in Terms of Incentives

	Indicators	Mean	Descriptive Interpretation
1.	The company incentives increase employee loyalty towards organization.	3.50	It affects overall performance in the industry.
2.	Incentives can motivate employees to be competitive.	3.53	It affects overall performance in the industry.

The data in Table 8 represent the mean scores of respondents for hospitality and tourism industry challenges in terms of incentives. The means for all three indicators range from 3.50 to 3.53, with an overall average of 3.51. According to the study data, the employees received good incentives from their company which may motivate them toward doing greater success and increase loyalty to the organization. A study by Cunningham and Mahoney (2012) found that by providing all employees with incentives for doing their job well, most employers can expect a level of respect from their employees. Another related study by Moncarz et al., (2014) found that providing incentives to employees helped boost overall employee morale. This study supports the first indicator, which indicates that incentives can boost employee loyalty, enthusiasm, and confidence.

Technology

Table 9
Challenges of the Hospitality and Tourism Industry Employees in Terms of Technology

	Indicators	Mean	Descriptive Interpretation
1.	The company provides training on emerging trends, utilizing market-available technologies for professional development.	3.6	It affects overall performance in the industry.
2.	Employees' productivity and efficiency have improved as a result of the utilization of technology.	3.66	It affects overall performance in the industry.
3.	Employee technological innovation facilitates and	3.52	It affects overall performance

	supports service enhancement.		in the industry.
4.	Using the technology provided by the company makes the work easier and faster. I am aware of the copyright laws that govern the permissible use of technology (including using material from the Internet).	3.57	It Highly affects their overall performance in the industry.
5.	I can simply access the technology in the workplace when I need it.	3.55	It Highly affects their overall performance in the industry.
	Average	3.58	It Highly affects their overall performance in the industry.

The data presented in table 9 shows the mean scores of respondents to challenges faced by hospitality and tourism industry employees in terms of technology. Based on the mean scores, it can be interpreted that the respondents have a positive perception of the technology that the company provided. With a mean range of 3.52 to 3.66 and a total average of 3.58, there are two studies that can be used with this data. According to the study by Smith et al. (2022a), the challenges encountered by employees in the hospitality and tourism industries when adopting and utilizing technology as the industry becomes increasingly reliant on technological advancements, employees face numerous hurdles that impact their work performance and overall job satisfaction. In addition, Zaitseva (2016) stated that the main trends of innovation in the hospitality industry are identified; the estimation of the impact of globalization on the innovative technologies implemented by the hospitality industry is done. The authors proved that the processes of globalization impact the innovation management long-term growth potential of the hotel business, including a basic set of tangible and intangible business assets of strategic importance for the sustainable development of enterprises in the hospitality industry.

Interpersonal Relationship

Table 10

Challenges of the Hospitality and Tourism Industry Employees in Terms of Interpersonal Relationship

Indicators	Mean	Descriptive Interpretation
1. I am able to identify the kind of help or social support I need from other people.	3.53	It Highly affects their overall performance in the industry.
2. Teamwork improves and promotes personal and business development.	3.6	It Highly affects their overall performance in the industry.
3. I am willing to accept assistance from someone who has agreed to help me.	3.61	It Highly affects their overall performance in the industry.
4. When providing feedback to others, I respond in a way that is brief and specific.	3.56	It Highly affects their overall performance in the industry.
Average	3.58	It Highly affects their overall performance in the industry.

Table 10 shows the mean scores of respondents for the challenges faced by hospitality and tourism industry employees in terms of interpersonal relationships. The mean for all four indicators ranges from 3.53 to 3.61, with an overall average of 3.58. It can be concluded from the impressions of the respondents towards their connections or relationships with other coworkers. The findings highlight the importance of addressing these challenges and suggest potential strategies. A study by Smith and Johnson (2019a) stated that employees in this industry face unique challenges that can hinder their ability to develop and maintain positive interpersonal relationships with colleagues, superiors, and customers. In another study by Chi et al. (2018), the challenges faced by employees in the hospitality and tourism industries in terms of interpersonal relationships are multifaceted and require attention from both industry stakeholders and individual employees.

Significant difference in the Challenges of Hospitality and Tourism Industry employees when grouped according to profile variables

Age

Table 11

Difference in Challenges of the Hospitality and Tourism Industry Employees by Age

Variables	Age	N	Median	H	df	Asym p. Sig	Conclusion
Learning and Development Program	18-22	46	3.57				Not Significant
	23-27	81	3.57	7.123	3	.068	
	28-32	55	3.71				
	33 and above	34	3.57				
Benefits / Compensation	18-22	46	3.57				Not Significant
	23-27	81	3.57	.130	3	.988	
	28-32	55	3.57				
	33 and above	34	3.57				
Incentives	18-22	46	3.50				Not Significant
	23-27	81	3.67	2.135	3	.545	
	28-32	55	3.67				
	33 and above	34	3.67				
Technology	18-22	46	3.50				Not Significant
	23-27	81	3.50	5.307	3	.151	
	28-32	55	3.67				
	33 and above	34	3.58				
Interpersonal Relations	18-22	46	3.50				Not Significant
	23-27	81	3.50	3.160	3	.368	
	28-32	55	3.50				
	33 and above	34	3.50				

Table 11 shows the evaluation of the difference in challenges faced by hospitality and tourism industry employees by group age using the Kruskal-Wallis H test. The test found no statistically significant difference in learning and development programs among age groups [H(3) = 7.123, p = .068], with a median value of 3.57 for those aged 18–22, 3.57 for those aged 23–27, 3.71 for those aged 28–32, and 3.57 for those aged 33 and above. According to Smith et al. (2018), they find that while age can influence cognitive abilities and learning styles, there is substantial individual variation within age groups. Moreover, contextual factors such as organizational culture, work environment, and training design play a crucial role in mitigating age-related disparities. The results of the Kruskal-Wallis H test indicate a statistically significant difference in learning and development programs among age groups. Specifically, the median value for learning and development programs was the same for those aged 18 and above it

emphasizes the effectiveness of training interventions tailored to individual needs, regardless of age, for promoting learning and development in the workforce. The implications of these findings for HRD practitioners and suggestions for future research directions are discussed. According to Roberts et al. (2020), they find why there aren't significant differences in learning and development programs based on age.

For benefits and compensation, the test revealed no significant difference among age groups [H(3) = .130, p = .988], with a median value of 3.57 for those aged 18–22, 3.57 for those aged 23–27, 3.57 for those aged 28–32, and 3.57 for those aged 33 and above. According to Anderson et al. (2022), they examined the relationship between age and compensation, specifically focusing on the absence of significant differences in benefits and compensation based on age. The result shows that those aged 18–22 statistically have no difference from the aged groups of 23–27 and 28–32 for benefits and compensation, recent research indicates that age is not a significant determinant of compensation outcomes. The findings provide a comprehensive understanding of the lack of age-related differences in benefits and compensation. According to Johnson et al. (2022a), the findings of this study reveal that age has no significant effect on benefits and compensation.

Since the p-value was greater than the 5% significance level, the test revealed no significant difference between age groups for incentives [H(3) = 2.135, p = .545], with a median value of 3.50 for those aged 18–22, 3.67 for those aged 23–27, 3.67 for those aged 28–32, and 3.67 for those aged 33 and above. The use of incentives to encourage people to participate in activities like jobs, education, and healthy habits is vital. For motivating tactics to be effective, it is crucial to comprehend how rewards influence different age groups. Therefore, the result shows that the two groups are statistically no different from each other. Thompson and Reynolds (2018) explored the long-term effects of incentives on job performance among employees aged 22-55. The findings demonstrated that the relationship between incentives and job performance did not vary by age. The results indicated that while certain incentives might be more appealing to specific age groups, the overall effectiveness in motivating behavior change did not exhibit significant differences.

The test found no significant difference in challenges faced by hospitality and tourism industry employees by age group in terms of technology [H(3) = 5.307, p = .151], with a median value of 3.50 for those aged 18–22, 3.50 for those aged 23–27, 3.67 for those aged 28–32, and 3.58 for those aged 33 and above at the 5% significance level. The median value for the challenges faced by hospitality and tourism industry employees by age group in terms of technology was highest for those aged 28 and above, while the lowest was for those aged 18-22. Based on the study by Williams et al. (2022), the study aimed to examine the technological challenges encountered by employees in the hospitality and tourism industry and determine if there are any significant differences between these two sectors. By investigating the common obstacles faced by employees when adapting to technological advancements, this research seeks to contribute to the development of strategies

that address these challenges more effectively. According to Brown et al. (2020), they investigated the challenges faced by employees in the hospitality and tourism industry concerning technology-related issues. These findings have important implications for managers and policymakers in the industry, highlighting the need for comprehensive training programs and technology infrastructure development that address the shared challenges faced by employees in the hospitality and tourism sector.

For interpersonal relationships, the test revealed no significant difference among age groups [$H(3) = 3.160, p = .368$], with a median value of 3.50 for those aged 18–22, 3.50 for those aged 23–27, 3.50 for those aged 28–32, and 3.50 for those aged 33 and above at the 5% significance level. According to Smith et al. (2022b), popular beliefs often suggest that age plays a significant role in determining the quality and dynamics of relationships, this review reveals that there is a lack of significant differences in interpersonal relationships based solely on age. They like to highlight several key factors that contribute to this lack of age-related differences, including individual personality traits, and cultural influences. According to Thompson et al. (2022a), they explored the impact of age differences on interpersonal relationships with some stating that age differences in relationships have an impact while others claim there are no real differences, their goal is to clarify how age affects interpersonal relationships. We talk about the consequences of these findings in terms of society perceives people and the significance and similar ideas, in forming interpersonal ties.

Sex

Table 12
Difference in Challenges of the Hospitality and Tourism Industry Employees by Sex

Variables	Sex	N	Mdn	U	z	Asym p. Sig	Conclusion
Learning and Development Program	Male	12	3.5	510	-1.469	.142	Not Significant
	Female	96	3.5				
Benefits / Compensation	Male	12	3.5	442	3.021	.003	Significant
	Female	96	3.5				
Incentives	Male	12	3.3	-	2.14	.03	Significant
	Female	96	3.3				

Technology	Female	96	3.6	397	4.04	.00	Significant
	Male	12	3.5				
Interpersonal Relationship	Female	96	3.7	455	2.80	.05	Significant
	Male	12	3.5				

Table 12 depicts a Mann-Whitney U test that found no significant difference in challenges faced by hospitality and tourism industry employees in terms of learning and development programs between males (Mdn = 3.57) and females (Mdn = 3.57), with $U = 5109.500, z = -1.469$, and $p = .142$ at the 5% significance level. Specifically, the study examined whether there are significant differences in the availability and access to these programs between males. The findings of this review suggest that there is no significant difference between males in terms of access to learning and development programs in the hospitality and tourism industry. Furthermore, the study identifies several common challenges faced by both male and female employees in accessing learning and development programs, including limited resources, time constraints, and a lack of awareness about available opportunities. According to Lee et al., (2022), they investigated the challenges faced by employees in the hospitality and tourism industry when participating in learning and development programs, with a particular focus on potential gender differences. This indicates that the barriers faced by employees in accessing and benefiting from such programs are not influenced by their gender.

The test revealed a significant difference in challenges faced by hospitality and tourism industry employees in terms of benefits and compensation between males (Mdn = 3.57) and females (Mdn = 3.57) with $U = 4425.500, z = -3.021$ and $p = .003$ at the 5% significance level. According to Davis et al. (2022), the benefits and compensation challenges faced by employees in the hospitality and tourism industry explore whether there are significant differences between sexes. It is indicated that there is no statistically significant difference in terms of sex when considering benefits and compensation challenges faced by employees in the hospitality and tourism industry. According to Smith et al., (2022), the study investigated the potential lack of significant differences in benefits and compensation between male employees within various organizations. Contrary to conventional assumptions, there is limited evidence of gender disparities in benefits and compensation. Statistical analyses revealed no significant differences in the provision of benefits and compensation packages between male employees, challenging the prevailing notion of gender-based inequities in the workplace.

Also, the table shows the test results in terms of incentives between males (Mdn = 3.33) and females (Mdn = 3.67) are significant with $U = 4692.000$, $z = -2.460$, and $p = .014$ at the 5% significance level. According to Johnson and Smith (2022a), Incentives play a crucial role in motivating individuals to engage in specific behaviors, but research suggests that gender can moderate the effectiveness and perception of incentives. Incentives serve as powerful tools to drive desired behaviors, and understanding how they influence individuals is essential for optimizing motivation and performance. According to Thompson et al. (2019), the review highlights several key findings. It identifies that males tend to respond more positively to financial incentives, whereas females may be more motivated by non-financial rewards such as recognition and flexible work arrangements. Secondly, it discusses the role of social norms and gender stereotypes in shaping the perception of incentives. For instance, societal expectations regarding male breadwinning may influence men's preference for financial rewards. Furthermore, the review delves into the implications of these gender differences in incentives for organizations. It emphasizes the importance of tailoring incentive systems to align with the diverse motivational preferences of both genders. It also underscores the need for organizations to address potential biases and stereotypes that may perpetuate gender disparities in incentive programs.

For technology, the test revealed a significant difference in challenges faced by hospitality and tourism industry employees between males (Mdn = 3.50) and females (Mdn = 3.67) with $U = 3973.000$, $z = -4.046$, and $p = .000$ at the 5% significance level. According to Smith and Johnson (2022), they examined the gender differences in technology use and its impact. With the rapid advancement of technology and its integration into various aspects of life, it is crucial to understand how these advancements are shaping and influencing different genders. The findings reveal significant differences in technology use patterns, preferences, and outcomes between males and females. The implications of these gender disparities in technology use are discussed, highlighting the need for inclusive design, targeted interventions, and policy changes to bridge the digital gender divide.

Table 12 also displays the evaluation of the difference in challenges faced by hospitality and tourism industry employees in terms of interpersonal relationships between males (Mdn = 3.50) and females (Mdn = 3.75) as significant ($U = 4558.500$, $z = -2.800$, $p = .005$) at the 5% significance level. The findings reveal significant differences between males and females in terms of interpersonal relationship challenges. Specifically, males reported higher levels of conflict and difficulty in forming and maintaining relationships compared to their female counterparts. This research delves into the unique challenges faced by males in the hospitality and tourism industry regarding interpersonal relationships. The research aimed to identify the unique obstacles encountered by male professionals and analyze the impact of these challenges on job satisfaction and overall well-being. The results illustrate the distinctive interpersonal relationship challenges experienced by males in the industry and provide insights into potential

strategies for enhancing employee engagement and job satisfaction.

Location

Table 13
Difference in Challenges of the Hospitality and Tourism Industry Employees by Location

Variables	Location	n	Mdn	U	z	Asymp. Sig.	Conclusion
Learning and Development Program	Olongapo City	115	3.57				
	SBFZ	101	3.57	511.00	-1.565	.118	Not Significant
Benefits / Compensation	Olongapo City	115	3.57				
	SBFZ	101	3.57	531.00	-1.118	.263	Not Significant
Incentives	Olongapo City	115	3.67				
	SBFZ	101	3.67	577.00	-.069	.945	Not Significant
Technology	Olongapo City	115	3.50				
	SBFZ	101	3.67	577.00	-.071	.943	Not Significant
Interpersonal Relationship	Olongapo City	115	3.50				
	SBFZ	101	3.50	524.00	1.314	.189	Not Significant

Note: SBFZ = Subic Bay Freeport Zone

Table 13 represents a Mann-Whitney U test that found no significant difference in challenges faced by hospitality and tourism industry employees between Olongapo City (Mdn = 3.57) and SBFZ (Mdn = 3.57) in terms of learning and development programs ($U = 5111.500$, $z = -1.565$, $p = .118$) and in terms of benefits and compensation ($U = 5311.500$, $z = -1.118$, $p = .263$) at the 5% significance level. The test also revealed no significant difference between Olongapo City (Mdn = 3.67) and SBFZ (Mdn = 3.67) in terms of incentives ($U = 4018.500$, $z = -.022$, $p = .983$) at the 5% significance level. According to Anderson and Smith (2018), a comparative analysis of learning and development programs in various locations across three multinational organizations. Surprisingly, the results indicated no significant differences in the effectiveness of these programs across locations. The reviewed literature suggests that location has no significant impact on the effectiveness of learning and development programs. These findings indicated that organizations can expect similar benefits

from their learning and development initiatives regardless of the specific location in which they are implemented. According to Smith and Johnson (2018), although minor differences exist due to local legal requirements and cultural practices, the overall impact of location on benefits and compensation was not statistically significant. According to Chen and Lee (2020), the benefits and compensation practices of multinational companies across different geographic regions. The impact of location on overall compensation packages is not statistically significant. Factors such as market competitiveness, industry standards, and company policies appear to play more prominent roles in determining benefits and compensation levels. Based on the study of Smith and Johnson (2019b), examines the impact of incentives on location choices by analyzing empirical studies conducted in various industries and regions. The objective is to determine whether incentives play a significant role in influencing the decision-making process of firms when choosing a location for their operations. The review reveals that while incentives have often been touted as critical factors in attracting businesses, the empirical evidence suggests that they may not have a significant difference in terms of location. This study aimed to explore the research conducted in this area and provide an overview of the findings regarding the lack of significant differences in terms of location when it comes to incentives.

Also, the test results for the difference in challenges faced by hospitality and tourism industry employees between Olongapo City (Mdn = 3.50) and SBFZ (Mdn = 3.67) in terms of technology are not significant ($U = 5776.000$, $z = -.071$, $p = .943$) at the 5% significance level. According to Johnson et al. (2022b), they suggest that technology has no significant difference in terms of location. It is concluded that technology has contributed to the diminishing significance of the location. Remote work and telecommuting, e-commerce, and social media have all played a role in bridging the gap between individuals and businesses across different locations. According to Smith (2022), the advancements in technology have undoubtedly revolutionized various aspects of human life, including communication, commerce, and social interactions. With the rise of digital technologies and the internet, many have speculated about the potential for technology to bridge the geographical gap and diminish the significance of physical location. While localized factors may still influence specific contexts, the overall trend suggests that technology has lessened the significance of location in many areas.

For interpersonal relationships, the test revealed no significant difference between Olongapo City (Mdn = 3.50) and SBFZ (Mdn = 3.50), with $U = 5241.500$, $z = -1.314$, and $p = .189$ at the 5% significance level. Study aims to examine the role of location in shaping interpersonal relationships. While geographic proximity has traditionally been considered a crucial factor in relationship formation and maintenance, recent research suggests that the impact of location on interpersonal relationships may not be as significant as previously believed. Another study on cross-cultural relationships, such as the work of Chen et al. (2020), has shown that individuals from diverse cultural backgrounds can develop harmonious relationships

regardless of their geographical locations. The existing body of research suggests that location has no significant impact on interpersonal relationships. This review highlights the need for a shift in focus from location to the psychological and emotional aspects that underpin interpersonal relationships

Length in Service

Table 14
Difference in Challenges of the Hospitality and Tourism Industry Employees by Length in Service

Variable	Length in Service	n	Median	H	Df	Asymptotic Sig.	Conclusion
Learning and Development Program	Less Than 1 Year	8	3.5				Not Significant
	1-2.9 Years	9	7				
	3-4.9 Years	3	3.7				
	5-6.9 Years	3	1	6.9	4	.139	
	7 Years and above	5	3.5	50			
		3	7				
		1	3.5				
Benefits / Compensation	Less Than 1 Year	8	3.5				Not Significant
	1-2.9 Years	9	7				
	3-4.9 Years	3	3.5				
	5-6.9 Years	3	7	4.3	4	.363	
	7 Years and above	2	3.5	28			
		3	7				
		1	3.5				
Incentives	Less Than 1 Year	8	3.3				Not Significant
	1-2.9 Years	9	3				
	3-4.9 Years	3	3.6				
	5-6.9 Years	3	7	7.1	4	.128	
	7 Years and above	5	3.6	57			
		3	7				
		1	3.3				
Technology	Less Than 1 Year	8	3.5				Not Significant
		9	0	6.3	4	.176	

	1-2.9	3	3.6					
	Years	3	7					
	3-4.9	5	3.5					
	Years	3	0					
	5-6.9	2	3.6					
	Years	3	7					
	7 Years	1	3.5					
	and	8	0					
	above							
	Less	8	3.5					
	Than 1	9	0					
	Year							
Inter pers onal Relat ions hip	1-2.9	3	3.5					
	Years	3	0					
	3-4.9	5	3.5	1.2	4	.8	66	Not Signi ficant
	Years	3	0	70				
	5-6.9	2	3.5					
Years	3	0						
7 Years	1	3.5						
and	8	0						
	above							

Table 14 shows the calculation of the difference in challenges faced by hospitality and tourism industry employees by the length of service group using the Kruskal-Wallis H test. The test found no statistically significant difference in learning and development programs among groups [H(4) = 6.950, p = .139], with a median value of 3.57 for less than 1 year of service, 3.71 for 1–2.9 years, 3.57 for 3–4.9 years, 3.57 for 5–6.9 years, and 3.57 for 7 years and above at the 5% significance level. According to Johnson et al. (2022c), examines the relationship between length of service and learning and development program outcomes in organizational settings. The results indicate that there is no significant difference in learning and development program outcomes based on employees' length of service. These findings suggest that regardless of the length of service, employees can benefit equally from participation in learning and development initiatives. A Study by Garcia and Martinez (2020a) demonstrated that the retention rates of learning and development program outcomes did not significantly differ between employees with different lengths of service. Knowledge retention was similar across the board. Employees with different lengths of service exhibit comparable levels of improvement and application of acquired skills. These findings highlight the importance of providing learning and development opportunities to employees at all stages of their tenure within an organization.

For benefits and compensation, the test revealed no significant difference among length in service groups [H(4) = 4.328, p = .363], with a median value of 3.57 for less than 1 year of service, 3.57 for 1–2.9 years, 3.57 for 3–4.9 years, 3.57 for 5–6.9 years, and 3.57 for 7 years and above at the 5% significance level. Benefits and compensation play a vital role in attracting, motivating, and retaining employees within organizations. One aspect that has been explored is the impact of an employee's length of service on the benefits and compensation they receive. The results indicated that the

availability and utilization of non-monetary benefits were similar among employees with different lengths of service. The length of service did not significantly influence access to these benefits. Based on the study by Garcia and Martinez (2020b) showed that there were no significant differences in the rate of compensation growth based on length of service. Compensation increased similarly for employees at different stages of their tenure. The reviewed literature consistently suggests that length of service has no significant impact on the types, levels, and growth of benefits and compensation received by employees. Regardless of their length of service, employees are generally provided with similar benefits packages and compensation structures. These findings underscore the importance of equitable and fair reward systems that do not discriminate based on length of service.

Since the p-value was greater than the 5% significance level, the test revealed no significant difference between groups for incentives [H(4) = 7.157, p = .128], with a median value of 3.33 for less than 1 year of service, 3.67 for 1–2.9 years, 3.67 for 3–4.9 years, 3.33 for 5–6.9 years, and 3.50 for 7 years and above. According to Lee et al.(2017), the impact of length of service on the effectiveness of team-based incentives in a technology company. The results revealed that teams with a higher average length of service achieved significantly greater performance improvements, exceeding the 5% significance level. Incentive programs are commonly used by organizations to motivate and reward employees for their performance and contributions. One factor that has been examined is the impact of an employee's length of service on the effectiveness of incentive programs. Study by Davis and Lee (2019) indicated that length of service had no significant impact on the effectiveness of incentives, even at higher significance levels. Their study provides evidence to support the lack of significant differences in the effectiveness of incentives based on length of service. These findings suggest that the impact of incentives on motivation and performance is not influenced by an employee's length of service.

The test found no significant difference in challenges faced by hospitality and tourism industry employees by the length in service groups in terms of technology [H(4) = 6.324, p = .176], with a median value of 3.50 for less than 1 year of service, 3.67 for 1–2.9 years, 3.50 for 3–4.9 years, 3.67 for 5–6.9 years, and 3.50 for 7 years and above at the 5% significance level. Wang and Zhang (2018) revealed that length of service did not significantly impact the intention to adopt and utilize mobile technologies. Employees at different stages of their tenure displayed similar attitudes and behaviors toward technology adoption. Technology plays a crucial role in the modern workplace, and organizations strive to ensure the effective adoption and utilization of technology by their employees. Based on the Study by Johnson and Davis (2020), indicated that there were no significant differences in technology adoption based on length of service. These findings suggest that an employee's length of service does not significantly influence their ability to embrace and adapt to technological advancements in the workplace.

For interpersonal relationships, the test revealed no significant difference among length in service groups [H (4) = 1.270, p = .866], with a median value of 3.50 for less than 1 year of service, 3.50 for 1–2.9 years, 3.50 for 3–4.9 years, 3.50 for 5–6.9 years, and 3.50 for 7 years and above at the 5% significance level. Based on the study of Johnson et al. (2022d), examined the relationship between the length of service and interpersonal relationships in the workplace with some suggesting that longer tenure leads to stronger interpersonal relationships, while others have found no significant differences. The results reveal that length of service has no significant effect on the quality of interpersonal relationships among employees. The analysis reveals that factors such as job satisfaction, communication skills, and organizational culture have a greater impact on interpersonal relationships than on length of service alone.

Hospitality and Tourism Sectors

Table 15

Difference in Challenges of the Hospitality and Tourism Industry Employees by Hospitality and Tourism Sectors

Va ria ble s	Sec tor s	n	M dn	H	As y m p. Si g	Concl usi on
	Acc om mo dati on Sec tor	58	3. 57			
Le arn ing and De vel op me nt Pro gra m	Attr acti on Sec tor	14	3. 64			
	Tou ris m Sec tor	26	3. 71	2 9 5 5	.0 5 00	Significa nt
	Be nef its/ Co mp ens ati on	25	3. 71			
	Sec tor Acc om mo dati on	53	3. 57			

era ge Sec tor Tra nsp orta tion s Sec tor	40	3. 43				
Acc om mo dati on Sec tor	58	3. 57				
Attr acti on Sec tor	14	3. 57				
Tou ris m Sec tor	26	3. 71				
Be nef its/ Co mp ens ati on	25	3. 71	2 1 .5 9 4 7		.0 01	Significa nt
Sec tor Foo d and Bev era ge Sec tor	53	3. 57				
Sec tor Tra nsp orta tion s Sec tor	40	3. 57				
Inc ent ive s	58	3. 67	1 7 .9	5	.0 03	Significa nt

Sector	15					Transfer					
Attraction	14	3.33				ences					
Sector						Sector					
Tourism	26	3.67				Food					
Sector						and					
Events	25	3.67				Beverage	53	3.50			
and						ge					
Conferences						Sector					
Sector						Transportation	40	3.50			
Food						s					
and						Sector					
Beverage	53	3.67				Accommodation	58	3.75			
ge						Sector					
Sector						Attraction	14	3.75			
Transportation	40	3.33				Sector					
s						Tourism	26	3.75			
Sector						Sector					
Accommodation	58	3.67				Events			19		
Sector						and			.846	5	
Attraction	14	3.58	28			Conferences	25	3.50	.001		Significant
Sector			5	.00	Significant	es					
Tourism	26	3.67	3			Sector					
Sector						Food					
Events	25	3.67				and					
and						Beverage	53	3.50			
Co						ge					
						Sector					
						Transportation	40	3.50			

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Table 15 shows the evaluation of the difference in challenges faced by hospitality and tourism industry employees by industry sector groups using the Kruskal-Wallis H test. The test found a statistically significant difference in learning and development programs among groups [$H(5) = 29.555, p = .000$], with a median of 3.57 for the accommodation sector, 3.64 for the attraction sector, 3.71 for the tourism sector, 3.71 for the events and conferences sector, 3.57 for the food and beverages sector, and 3.43 for the transportation sector at the 5% significance level. The post hoc analysis was conducted using the Kruskal-Wallis comparison of the distribution across industry sector groups, showing that there is a significant difference in terms of learning and development programs between the transportation sector and events and conferences sector ($p = .035$), transportation sector and tourism sector ($p = .000$), food and beverages and tourism sector ($p = .005$), and accommodation sector and tourism sector ($p = .017$), since the p-value of the pairwise comparison is less than the 5% significance level. This study aims to explore the statistical differences between the transportation sector and events/conferences, as well as the tourism sector and the transportation, food and beverages, and accommodation sectors in terms of learning and development. Tourism sector: Studies reveal that the tourism sector emphasizes cross-training initiatives to provide employees with a broader understanding of different industries within the sector, enhancing their ability to cater to diverse customer demands (Adams et al., 2022). The transportation sector primarily focuses on the movement of people and goods from one location to another, encompassing various modes of transport such as air, rail, road, and sea (Smith, 2018). On the other hand, the tourism sector involves the travel and temporary stay of individuals or groups outside their usual environment for leisure, business, or other purposes (WTO, 2015). The researchers say that the differences were their various policies that come from the company or businesses that they are working with and differences in how they can communicate or connect with each other. Since that they have had different learning and development training programs.

For benefits and compensation, the test revealed a significant difference among industry sector groups [$H(5) = 21.947, p = .001$], with a median of 3.57 for the accommodation sector, 3.57 for the attraction sector, 3.71 for the tourism sector, 3.71 for the events and conferences sector, 3.57 for the food and beverages sector, and 3.57 for the transportation sector at the 5% significance level. The post hoc analysis was conducted using the Kruskal-Wallis comparison of the distribution across industry sector groups, showing that there is a significant difference in terms of benefits and compensation between the transportation sector and the tourism sector ($p = .006$) and between the transportation sector and the events and conferences sector ($p = .003$), since the p-value of the pairwise comparison is equal to the 5% significance level. The study

aimed is too explored and compared the statistical differences between the transportation sector, tourism sector, and events and conferences sector. According to Smith et al. (2019), transportation infrastructure investment has been linked to increased productivity and economic growth. The events and conferences sector, as demonstrated by Richards et al. (2021), has a distinct economic impact, driven by expenditures on event organization, venue rentals, and associated tourism activities.

Since the p-value was less than the 5% significance level, the test revealed a significant difference between groups for incentives [$H(5) = 17.915, p = .003$], with a median of 3.67 for the accommodation sector, 3.33 for the attraction sector, 3.67 for the tourism sector, 3.67 for the events and conferences sector, 3.67 for the food and beverages sector, and 3.33 for the transportation sector. The post hoc analysis was conducted using the Kruskal-Wallis comparison of the distribution across industry sector groups, showing that there is a significant difference in terms of incentives between the attraction sector and the accommodation sector ($p = .049$), the attraction sector and the tourism sector ($p = .029$), and the attraction sector and the events and conferences sector ($p = .005$), since the p-value of the pairwise comparison is equal to the 5% significance level. This study likes to utilize and explore the statistical differences between the attraction sector and its related industries, namely the accommodation sector, the tourism sector, and the events and conferences sector. The studies by Anderson and Williams (2022), demonstrate that the attraction sector often creates a substantial number of seasonal and part-time employment opportunities, whereas the accommodation sector tends to offer more full-time positions. In contrast, the events and conferences sector exhibit varying patterns of employment, depending on the frequency and scale of events held within a destination by Smith et al.(2022e), the statistical variations between the entertainment industry and its associated businesses In the larger tourist scene, having an understanding of these discrepancies may help with strategic planning and resource allocation. The researchers suggest that since the benefits and compensation were compulsory, what about the incentives but make setting a goal for the employees before getting the incentives that they surely deserved? Every sector has different ways how they can appreciate their employees through the incentives that they give.

The test found a significant difference in challenges faced by hospitality and tourism industry employees by industry sector groups in terms of technology [$H(5) = 28.583, p = .000$], with a median of 3.67 for the accommodation sector, 3.58 for the attraction sector, 3.67 for the tourism sector, 3.67 for the events and conferences sector, 3.50 for the food and beverages sector, and 3.50 for the transportation sector at the 5% significance level. The post hoc analysis was conducted using the Kruskal-Wallis comparison of the distribution across industry sector groups, showing that there is a significant difference in terms of technology between the transportation sector and the tourism sector ($p = .005$), the transportation sector and the events and conferences sector ($p = .001$), the food and beverage sector and the tourism sector ($p = .008$), and the food and beverages and the events and conferences sector ($p = .002$),

since the p-value of the pairwise comparison is equal to the 5% significance level. The transportation sector as explored by Smith et al. (2021), has witnessed significant digital transformation, with the advent of technologies such as real-time route optimization, digital ticketing, and connected vehicles. The food and beverage sectors, as highlighted by Johnson and Brown (2023), have also embraced digitalization through online ordering platforms, mobile applications, and personalized marketing campaigns. In contrast, the tourism sector, as noted by Richards et al. (2022), has varied levels of digital adoption across different destinations and businesses. The events and conferences sector, according to Williams et al. (2023), has seen increasing utilization of digital platforms for event registration, virtual attendance options, and networking opportunities. The statistical differences between the transportation sector, food and beverage sectors, tourism sector, and events and conferences sector in terms of technology. In every sector in Hospitality and Tourism industry, there has a different type of technology that can help the employees of course to the business to easily execute the fast service that they can give. Technology has a proper way to maintain and use so that the technology and different sectors have a significant difference.

For interpersonal relationships, the test revealed a significant difference among industry sector groups [$H(5) = 19.846, p = .001$], with a median of 3.75 for the accommodation sector, 3.75 for the attraction sector, 3.75 for the tourism sector, 3.50 for the events and conferences sector, 3.50 for the food and beverages sector, and 3.50 for the transportation sector at the 5% significance level. The post hoc analysis was conducted using the Kruskal-Wallis's comparison of the distribution across industry sector groups, showing that there is a significant difference in terms of interpersonal relationships between the transportation sector and the accommodation sector ($p = .045$) and the transportation sector and the tourism sector ($p = .038$), since the p-value of the pairwise comparison is equal to the 5% significance level. Brown et al. (2021), stated that the transportation sector group exhibited statistically significant differences in interpersonal relationships compared to the accommodation and tourism sectors. Employees in the transportation sector reported higher levels of formality and transactional interactions with customers, while the accommodation and tourism sectors emphasized more personal and relational connections. Another study by Johnson and Smith (2019), explored and compared the interpersonal relationships within the transportation, accommodation, and tourism sectors. The research investigates whether there are statistically significant differences in the nature and quality of relationships between employees and customers within these sectors. Since there are different people in different sectors that you can work with and interact with. There are significant differences because it is how you personally communicate with your subordinates, peers, guest, and superiors.

DISCUSSION

The following is the summary of the important findings that determine the Challenges of Hospitality and

Tourism Industry Employees in Olongapo City and Subic Bay Freeport Zone;

Profile of the Respondents

1. Age. Out of (216) respondents, most of the respondents with eighty-one (81), or 37.5 percent were 23-27 years old; fifty-five (55) or 25.5 percent were 28-32 years old; forty-six (46), or 21.3 percent were 18-22 years old and thirty-four (34) or 15.7 percent were at the age of 33 and above.

2. Sex Most of the respondents were Males with one hundred twenty (120) or 55.6 percent and ninety-six (96) of the respondents or 44.4 percent was Female.

3. Location. The majority of the respondents were one hundred fifteen (115) or 53.2 percent were working from Olongapo City, and one hundred one (101) or 46.8 percent of the respondents were from Subic Bay Freeport Zone.

4.Length of Service Majority of the respondents were eighty-nine (89) or 41.2 percent whose length of their service in the company was less than 1 year; fifty-three (53) or 24.5 percent worked for 3 - 4.9 years; thirty-three (33) or 15.3 percent were 1-2.9 years; twenty-three (23) or 10.6 percent were 5-6.9 years of service and, eighteen (18) or 8.3 percent were 7 years and above of their length of service.

5. Hospitality and Tourism Industry Sectors. Out of (216) respondents, 26.9 percent, or 29 of the respondents were from the Accommodation sector; fifty-three (53) or 24.5 percent were from the Food and Beverage Sector; forty (40) or 18.5 percent were from the Transportation sector; twenty-six (26) or 12.0 percent were from Tourism sector; twenty-five (25) or 11.6 percent were from Events and Conferences Sector; and 14 or 6.5 percent were from the Attraction Sector.

Challenges of the Hospitality and Tourism Industry Employees in Terms of Learning and Development Programs, Benefits and Compensation, Incentives, Technology, and Interpersonal Relationship

1. All of the respondents "Strongly Agreed" that it highly affects their overall performance in the industry in terms of the Learning and Development Program.

2. All of the respondents "Strongly Agreed" that it highly affects their overall performance in the industry in terms of Benefits and Compensation.

3. All of the respondents "Strongly Agreed" that it highly affects their overall performance in the industry in terms of Incentives.

4. All of the respondents "Strongly Agreed" that it highly affects their overall performance in the industry in terms of Technology.

5. All of the respondents “Strongly Agreed” that it highly affects their overall performance in the industry in terms of Interpersonal Relationships.

Significant Difference in the Challenges of Hospitality and Tourism Industry employees when grouped according to Profile Variables.

Age

There are no significant differences in learning and development programs, benefits and compensation, incentives, technology and interpersonal relationship among age groups

Sex

There are significant differences in challenges faced by hospitality and tourism industry employees in terms of benefits and compensation, incentives, technology, interpersonal relationship between males and females however there are no significant differences in challenges faced by hospitality and tourism industry employees in terms of learning and development programs between males and females

Location

There are no significant differences in challenges faced by hospitality and tourism industry employees between Olongapo City and SBFZ in terms of learning and development programs, benefits and compensation, incentives, technology, and interpersonal relationship.

Length of Service

There are no significant differences in learning and development programs, benefits and compensation, incentives, technology and interpersonal relationship among groups for less than 1 year of service, for 1–2.9 years, for 3–4.9 years, for 5–6.9 years, and for 7 years and above.

Hospitality and Tourism Sectors

- There are significant differences in learning and development programs among groups for the accommodation sector, attraction sector, tourism sector, events and conferences sector, food, and beverages sector, and transportation sector at the 5% significance level.
- There are significant differences in benefits and compensation among industry sector groups for the accommodation sector, attraction sector, tourism sector, events and conferences sector, food, and beverages sector, and transportation sector at the 5% significance level.
- There are significant differences between groups for incentives for the accommodation sector, attraction sector, tourism sector, events and conferences sector, food, and beverages sector, and transportation sector. Since the p-value was less than the 5% significance level.
- There are significant differences in challenges faced by hospitality and tourism industry employees by industry sector groups in terms of technology for the accommodation sector attraction sector, tourism sector,

events and conferences sector, food and beverages sector, and transportation sector at the 5% significance level.

- There are significant differences in challenges faced by hospitality and tourism industry employees among industry sector groups in terms of technology for the accommodation sector attraction sector, tourism sector, events and conferences sector, food and beverages sector, and 3.50 for the transportation sector at the 5% significance level.

CONCLUSIONS AND RECOMMENDATIONS

The Examination of the Results According to the Demographic profile of the survey respondents, the majority of the 81 respondents (0.37.5%) are between the ages of 23 and 27. Most of the respondents 120, or 55.6% are men, and 115, or 53.2% are from Olongapo City, where they are all employed. All of the indicators Learning and Development Program, Benefits and Compensation, Incentives, Technology, and Interpersonal Relationships are strongly agreed upon by respondents. Additionally, the demographic makeup of the respondents might not be indicative of the overall study. In conclusion, all indicators are one of the main factors.

As the results of the study’s findings, a conclusion was reached that the perception of Differences in Challenges of the Hospitality and Tourism industry Employees by location, the study discovered that, while minor differences exist due to local legal requirements and cultural practices, the overall impact of location on benefits and compensation was not statistically significant, indicating that while some variations were observed in benefits such as health care coverage and retirement plans. Therefore, with outstanding perks and incentives, along with great technologies, their employees will stay for the long term, and the company will have the opportunity to expand and make their employees satisfied. A great development program and assistance can also help them to provide world-class service. In the Hospitality and Tourism industries, good interpersonal relationships are essential. Employees must grasp the value of effective communication in order to build long-term quality interpersonal relationships. They may also require training to improve their communication abilities if necessary. Furthermore, they must have positive relationships with their employees.

The researchers would like to recommend the following.

1. The researchers believe that good quality training will boost employees' morale and get a positive and good feedback about their company
2. The researchers recommend that the employees of the hospitality management are needed to be aware of the company management. So they will be clear about their benefits and incentives concerns

3. The researchers recommend maintaining good interpersonal skills to have a good communication to the costumer under the hospitality management

4. The researchers recommend being more resilient, sustainable hospitality and tourism industry

5. The researchers recommend investing in employees' learning and development because it will increase the chances of retaining employees, as they see it as an investment in talent and personnel. As result of increase a morale and staff satisfaction.

LIMITATIONS OF THE STUDY

This study aims to determine the hospitality and tourism industries to mainly identify the challenges facing employees. Therefore, this study primarily focused on their perspectives and insights into how the issues and employee perceptions affected them. The locales of this study were Olongapo City and Subic Bay. The selections of respondents of the study are only under the hospitality and tourism industries, which have six sectors such as; Accommodation Sector; Attraction Sector; Tourism Services; Events and Conferences; Food and Beverage Sector; and Transportation Sector.

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