

## Determinants of Employment Stability and Talent Retention of Selected Hotels in Metro Manila

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### Abstract

This study investigated the factors that influence employees to stay with their company for a prolonged time, as well as considerations of managers/HR when retaining high value employees of selected 4-5-star hotels in Metro Manila. This study used descriptive research design – mixed method. The researcher conducted an online survey to 300 hotel employees to determine the factors that leads to employment stability of hotel employees in terms of: (a) Training and Development Program (b) Compensation and Benefits (c) Working Environment and Culture. On the other hand, the researcher conducted virtual in-depth interview to 10 Hotel HR managers to identify the factors that the hotels consider in retaining their employees in terms of: (a) Knowledge (b) Skills/Competencies (c) Attitude/Aptitude. Moreover, One-Way ANOVA was used to determine if there is a significant difference on the perceived factors that leads to employment stability of hotel employees when grouped according to their demographic profile. The thematic analysis on the factors that are being considered in retaining employees resulted that in terms of knowledge, hotels consider familiarization to hotel departments and their operations, ability to solve unexpected problems, and sharing of work knowledge to their co-workers; in terms of skills/competencies, hotels consider leadership skills, efficiency, flexibility and the capability to multitask and lastly; in terms of attitude/aptitude, hotels consider having control of personal feeling/emotions, self-motivated, honest and trustworthy, team player, and respectful to co-workers, managers and guests.

**Keywords:** employment stability, talent retention, human resources management

### Introduction

Tourism has emerged as a vital source of economic growth and development in many countries throughout the world. Like in the Philippines, local and international travelers who come for business or pleasure, have been continuously increasing demand for accommodation. However, according to Bureau of Labor Statistics' comparison of turnover rates 2020, hotel sector is top one with average turnover rate of 60-300%. It is a serious and alarming issue that can have a detrimental impact in hospitality industry. Turnover has a variety of effects on business, the majority of which are undesirable. Some of the probable results of turnover include poor service quality and productivity, direct and indirect costs associated with replacing departed staff, poorer motivation, and decreased profitability (De Peuter, 2020). COVID-19 forced different establishments, including hotels, to shut down. According to Organization for Economic Co-operation and Development (2020), the COVID-19 pandemic's residual impacts have caused extraordinary problems to the Philippines' hotel business. Philippines is likely to result in a loss of around USD 9.3 billion in foreign currency flows, putting up to 50,000 jobs at risk (PricewaterhouseCoopers Philippines (PW Philippines), 2020). In line with this, employers and managers in the hospitality industry must be familiar with both business and people since they must deal with a workforce that is always changing (Hight et al., 2018). On the other hand, the hotel industry is finally starting to bounce back but with restrictions. At this point, it is significant for hospitality business operators to make sure that they have

their trained, talented, and skilled employees to avoid dissatisfaction of guests (Chen, 2021). It is important for employers or business leaders to have clever ways of maintaining their employees and attracting talented employees, without damaging the profit of the organization as well as the employees, what characteristics or skills they must have to retain their job.

Both employers and employees benefit from employment stability and talent retention. Employees' ability to stay with a company for a longer period benefits the company by retaining talented and high-value employees (Gorde, 2019). They need to be able to recruit and retain talented individuals (Kossivi et. al, 2016). Recruiting new employees takes a substantial amount of money and time for businesses (Mullen, 2018). The hospitality industry's employees have a significant impact on the guest's experience. The primary 'tools' utilized to manufacture and deliver hospitality services are employees. They provide clients with intangible services that are essential to customers' enjoyment of the product and experience (Faldetta, 2018). That is why organizations must have and retain the best talent for the long term. In addition to the replacement expenses, when a company loses a high-value person, the costs include the loss of corporate expertise and links with high-value clients (Kossivi et al., 2016). Therefore, to provide a stable and loyal workforce it is necessary for organizational leaders to grasp the factors and how they will keep their outstanding personnel. And for the employees, what skills must they possess to be called high-value employees to retain their job/position.

### **Materials and Methods**

The respondents of this study are 300 hotel employees for the online survey and 10 Human Resources Manager participated in the in-depth interview. The researcher chose them as the respondents of this study because the HR/Managers are the one who decides in retaining their employees while the employees are the one who decides if they will stay on their job/company. According to the demographic attributes of the respondents' data in terms of age, majority of the respondents are 21-25 years old, 134 (44.70%). In terms of gender, majority of the respondents are male, 158 (52.70%). When it comes to tenure, majority of the respondents are 1-3 years, 199 (66.30%). The result also revealed that among all the respondents in terms of hotel category, majority of the respondents are in 5-Star hotel, 197 (65.70%). Lastly, concerning the hotel department, majority of the respondents are in Food and Beverage, 72 (24.00%).

This study used descriptive research design – mixed method. Descriptive research is a sort of study which is used to define a population's characteristics. Specifically a mixed method research design is a procedure for collecting, analyzing and mixing both quantitative and qualitative research and methods in a single study to understand the research problem. The researcher used online survey to hotel employees to determine the factors that leads to employment stability of hotel employees in terms of; (a) Training and Development Program (b) Compensation and Benefits (c) Working Environment and Culture. On the other hand, the researcher conducted virtual in-depth interview to Hotel HR managers to identify the factors that the hotels consider in retaining their employees in terms of; (a) Knowledge (b) Skills/Competencies (c) Attitude/Aptitude.

The survey questionnaires for hotel employees were transformed into an online survey using Google Form. The survey questionnaire used a five-point Likert scale to measure the response of the respondents among the following: level of agreement on factors that lead to employment stability of hotel employees. It has a total of 30 items. While an interview was conducted for hotel managers/HR on what are their considerations in retaining employees using a structured guide questionnaires via zoom. The researcher consulted their research adviser for the initial review of the correctness of the research instrument and the interview guide questions. It was sent to five (5) jurors (in-

ternal panel, external panel and 3 industry practitioners) who are experts in the field of human resources management and talent development in tourism and hospitality for content and face validation. It resulted into an S\_CVI/Average of 1 and S\_CVI/UA of 1 for both content (relevance) and face (clarity). Then the research instrument was pre-tested to thirty (30) respondents and the reliability test was conducted using factor analysis. Cronbach alpha levels of all factors/construct in the instrument measured  $>.800$  which means that the survey instrument have high internal consistency and reliability.

**Table 1. Factor Analysis**

Factor	Items	Cronbach Alpha
1 Training and Development Program	1 2 3 4 5	0.887093
2 Compensation and Benefits	6 7 8 9 10	0.923454
3 Working Environment and Culture	11 12 13 14 15	0.844583

The researchers asked for the online consent of the respondents before they included as respondents of the study. The objectives and purpose of this study was explained to them, and they were assured of the confidentiality of all personal information and responses that were provided. A google link for the online survey was sent to hotel employees and zoom link for interview was sent to hotel HR managers personally. The researchers were available to answer questions from the respondents about some items that needs their clarification. The researcher used both descriptive statistics (frequency, percentage distribution, weighted mean and standard deviation) and inferential statistic (One-Way ANOVA) using SPSS v.27 to process quantitative data from the survey and employed Thematic Analysis to process the narratives from the in depth interviews of the hotel managers HR Managers. The researcher analyzed the transcripts from the 10 sets of virtual/online interviews and identified patterns in meaning across the data which involves specifically, creating of initial codes using deductive methods of analyzing transcripts where the researchers determined categories in advance of the analysis based on the key themes that are essential to the research objectives and map connections in the data to those specific categories, grouping the codes into themes, reviewing, and revising the themes and finally writing the narratives.

### Results and Discussions

According to the demographic attributes of the respondents' the data implies that in terms of age, majority of the respondents are 21-25 years old, 134 (44.70%). In terms of gender, majority of the respondents are male, 158 (52.70%). When it comes to tenure, most of the respondents are 1-3 years, 199 (66.30%). In terms of hotel category, majority of the respondents are in 5-Star hotel, 197 (65.70%). Lastly, concerning the hotel department, most of the respondents are in Food and Beverage, 72 (24.00%) in selected hotels in Metro Manila.

**Table 2. Demographic Profile of Hotel Employees**

Demographic Variables	Frequency	Percentage (%)
<b>Age</b>		
18-20 years old	36	12.00
21-25 years old	134	44.70
26-30 years old	96	32.00

<b>Demographic Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
31-35 years old	19	06.30
36-40 years old	4	01.30
41-45 years old	8	02.70
45 years old and above	3	01.00
<b>Gender</b>		
Male	158	52.70
Female	140	46.70
Prefer not to say	2	00.70
<b>Tenure</b>		
1-3 years	199	66.30
4-6 years	86	28.70
7-9 years	9	03.00
10 years and above	6	02.00
<b>Hotel Category</b>		
4-star	103	34.30
5-star	197	65.70
<b>Position/Department</b>		
Front Office	61	20.30
House Keeping	42	14.00
Food and Beverage	72	24.00
Kitchen or Food Production	55	18.30
Engineering & Maintenance	25	08.30
Accounts & Credits	25	08.30
Security	6	02.00
Sales and Marketing	10	03.30
Purchase	2	00.70
Information Technology	2	00.70
Front Office	61	20.30

Hotel employees strongly agree that the factors that lead to their employment stability are if they provide an opportunity to develop new knowledge and skills (WM=4.74, SD=0.50), if the company conduct training not just in the beginning of their employment (WM=4.71, SD=0.52) and least of them strongly agree that they will stay on their company if it co-pilots their journey as an employee (WM=4.53, SD=0.61). According to He, Findley & Wheatley (2016), employees' newly gained knowledge and abilities have a positive influence on their behavior and actions at work when they use them in the workplace. As a result, managers should provide opportunities for their employees to enhance their abilities on a regular basis. Growth is the continuous improvement of personal achievement (Ghosh, & Segupta, 2017). On the other hand, Hotel employees strongly agree that high-income/salary influences their continuance commitment to the company (WM=4.70, SD=0.63), if they feel secure to their job/position (WM=4.67, SD=0.61) and least of them strongly agree that they will not leave their company if it offers health benefits/health insurance (WM=4.62, SD=0.65). Compensation has a significant positive influence on retention; retention has a significant positive impact on performance; and retention moderates the impact of compensation on performance. (Nithish Vijayakumar & Soni Vivek, 2018). Lastly, hotel employees strongly agrees they

will continue their stay in the company if their managers and co-workers respect their religion, culture, tradition, and personal perspective (WM=4.71, SD=0.50), also honest feedback and recognition influence their continuance commitment in the company (WM=4.66, SD=0.53) and least of them strongly agree that they will not leave their company if it has supportive environment and not afraid of making mistakes (WM=4.55, SD=0.60). According to Gatling (2017), to fulfill the organization's objectives and aims, management must create and maintain a favorable culture for its personnel. This is because business culture has a significantly stronger impact on how people think, behave, and carry themselves. Nobody enjoys being bullied, harassed, or treated unfairly at work. If an employee feels like an outsider or is often confronted with bad feedback, he will most likely depart (Angelarose, 2016).

**Table 3. Factors that Affect Employment Stability of Hotel Employees of Selected Hotels in Metro Manila**

<b>Item</b>	<b>WM</b>	<b>SD</b>
<b>Training and Development Program</b>		
I will stay in my company if they provide an opportunity to develop new knowledge and skills.	<b><u>4.74</u></b>	0.50
I will stay in my company if they conduct training not just in the beginning of my employment.	<b><u>4.71</u></b>	0.52
I will stay at my company if they advance knowledge and skills.	4.71	0.50
I will stay with my company if they co-pilot our journey as employee.	4.53	0.61
Training and development program influences my continuance commitment to our company.	4.66	0.55
<b>Compensation and Benefits</b>		
I will continue my stay in the company if I feel secure about my job/position.	<b><u>4.67</u></b>	0.61
I will be loyal to the company if there is career advancement/promotion.	4.62	0.71
I will not leave my job if it offers health benefits/health insurance.	4.62	0.65
Incentives not just to employees, but also to our family members (discounted rates, vouchers, etc..) influence my commitment to the company.	4.63	0.70
High-income/salary influences my continuance commitment to the company.	<b><u>4.70</u></b>	0.63
<b>Working Environment and Culture</b>		
I will continue my stay in the company if it has a positive social atmosphere.	4.60	0.52
I will be loyal to the company if the manager/s treat everyone fairly.	4.59	0.57
I will not leave my job if it offers a supportive environment and not being afraid of making mistakes.	4.55	0.60
Honest feedback and recognition influence my continuance commitment to the company.	<b><u>4.66</u></b>	0.53

Item	WM	SD
I will continue my stay in the company if my managers and co-workers respect my religion, culture, tradition, and personal perspective in life.	<u>4.71</u>	0.50

Moreover, One way ANOVA showed that there is a significant difference on the factors affecting employment stability of hotel employees when grouped according to the employees age in terms of training and development ( $p = .007$ ) and compensation and benefits (.017); and gender in terms of training and development ( $p = .055$ ) and; hotel category in terms of training and development ( $p = .010$ ), compensation and benefits ( $p = .002$ ) and working environment and culture ( $p = .010$ ). According to Lu, Gursoy, Lu, and Neale (2016), employee turnover intentions were positively influenced by age, indicating that senior staffs are more likely to demand than junior workers when given the opportunity to be trained. Senior workers may trust present jobs or company that offer training, particularly in line-level roles at hotels, as a means of advancing their professions. Moreover, staffs in the age bracket 21-25 were dissatisfied regarding their wages and promotions. Another group of people over 50, was typically content with advancement, supervising, the employment itself, and the company in general, but not with income (Lam, Zhang, and Baum, 2017). According to International Labor Organization (ILO) (2016), men were given high-skilled trainings and work compared to women. Men are granted high level development, and there are some jobs that women and LGBTQ people can do but are nevertheless assigned to men (Marasigan, Bolompo, Bicol, Honorico, Obtina, & Borbon, 2020). The diversity training session that aims at increasing awareness should be given to all employees to help them to interact with customers and each other more successfully especially to 4–5-star hotel (Song & Kim, 2021). Competitive compensations and rewards in 4-5 star hotel are important tools to control employee turnover rate an increase in the salary has only temporary effects on employee satisfaction (Wang & Seifert, 2017).

**Table 4. One – Way Analysis of Variance (ANOVA): Comparison on the Factors that Affect Employment Stability of Hotel Employees of Selected Hotels in Metro Manila**

One-Way Anova	p-value				
	Age	Gender	Tenure	Hotel Category	Department
Training and Development Program	0.007*	0.055*	0.181	0.010*	0.233
Compensation and Benefits	0.017*	0.304	0.835	0.002*	0.744
Working Environment and Culture	0.059	0.437	2.194	0.010*	1.372

**Considerations of Hotel Managers/HR in Retaining Hotel Employees**

An Interview with hotel managers/ HR in selected hotels in Metro Manila the researchers gathered a total of 11 themes. In terms of knowledge, most of their answers are familiarization to the department and operations, can solve unexpected problems, and sharing knowledge to their co-workers. While in skills/competencies, majority of them answered leadership skills, efficiency, and

flexible/can multitask. Lastly, when it comes to attitude/aptitude, their common answers are employees that can control personal feeling/emotions, self-motivated, honest/trustworthy, team player, and have respect to co-workers, managers, and guests.

Having interview with hotel managers/HR about their considerations when retaining talented employees have emerged 11 themes:

In terms of (a) knowledge, managers consider the following in retaining employees: familiarization to the department and operations, can solve unexpected problems, and sharing knowledge to their co-workers; According to Zaei & Zaei (2016), knowledge is increasingly being viewed as a company's most valuable tool as well as a crucial differentiating trait in the workplace. Being unfamiliar with the many departments of a hotel and their functions might lead to a disagreement with the company's structures or operations. It might be challenging to know who to engage with and converse with. Other examples include ineffective or insufficient information systems, bad management or retraining, and a misalignment of powers and responsibilities, which can leave personnel confused about their responsibilities (Dr. Agarwal & Garg, 2020).

**Table 5. Considerations of Managers/HR in Retaining Hotel Employees of Selected Hotel in Metro Manila in terms of Knowledge**

Dimensions	Questions		Responses	Themes
Knowledge	What are your considerations in retaining your employees in terms of their knowledge?	1	Being smart is not important for me because knowledge can be thought and can be learn. It's not about how smart you are, it is how you respond to certain event. Personally, I am not smart. The important thing is that you have virtue to do keep doing better things every day. -It is very important to know the different department of the hotel. Because like for example you're in the kitchen. You're not just cooking foods. You serve the food, you know in the hotel industry, there's a lot of departments that you're working with like the events or the function, the sales, service staffs, stewarding so these are all connected. We cannot work by the department itself, so this is important for the business to grow.	Familiarization to the department & operations.  Can solve unexpected problems  Sharing knowledge to their co-workers
		2	Of course, I will retain an employee that can solve different things and challenges. When you are in hotel industry, you expect the unexpected. Even you think that the flow is going well but in just a snap,	

Dimensions	Questions	Responses	Themes
		there will come a problem. What if your manager is not their? You should know what you're going to do right?	
		3 When it comes to knowledge, when you are working with other people that you totally don't know. But is it important that you can still connect with them and share things with them. You are not just the one who's gaining what you are getting. You are also giving it to them. It's like a teamwork. For me, it is not important that you have high grades back then, as long as it will apply when you are working.	
		4 When you are working in this industry, you should be smart in terms of knowing what the rules are. It's keeping in your mind. Aside from that, if someone is sharing what they know especially if there is someone new. You should also know the different parts of the hotel because you're not just going to work like, you're just in front office for all over the years you are working. No. You can be assign to others too. And also, if the guest need some assistance. You know what you are going to tell them.	
		5 In terms of their knowledge, it is not important where you graduated. It is how you cope this industry. Here, in Hilton, we are encouraging our employees to, even they having training before the actual work, to share their knowledge to their co-workers. Aside from that, knowing the functions of different department is important because that is the key on how the operation will flow very well. So that's it.	
		6 No matter how high grades you	



Dimensions	Questions		Responses	Themes
			have during school if you can't think of innovative way to work when facing problem or challenge during your shift, its nothing. Your mind should work in a different way when you are already working. Actually, I graduated Cum Laude but the time when I got here, it's not about your degree or your title anymore. An employee should think of different things not just the kind of "by the book" person.	
		7	Of course, it is important that they really know what they're doing, and if they know the product itself because it's very important. If you're really working in a restaurant, you need to know the product by heart, not just by in mind. So of course, we still need to follow the standard operating procedures or the standard recipe, but it is still how we have execute the items or a specific dish. So that's one we consider.	
		8	I need employee who is hard working and determine to learn more in this job	
		9	To retain our employees, we provide trainings and listen on based past working experiences and also, we provide recognition for our employees to recognize their efforts and hard work.	
		10	My qualification for this is 4 years college graduate.	

In terms of (b) skills/competencies, managers consider the following in retaining employees: leadership skills, efficiency, and flexible/can multitask; According to McKercher (2020), employees are being retrained to multitask to promote work flexibility and maximize human resource allocation. Moreover, hotels may take advantage of the quiet season to train staff online, improve employee development, encourage employees to take yearly vacations, and reduce workdays and hours. According to resource-based theory (RBT), strategic resources are "all assets, capabilities, organizational processes, firm attributes, information, knowledge, and other resources controlled by a firm that enable the company to grasp the concept of it and implement a strategy that improves its effi-

ciency and effectiveness" (Ferrary, 2015). According to Chan (2016), the most effective employers look for softer skills rather than hard skills in hotel personnel. This is because teamwork, presentation, performance, leadership, problem-solving, and customer service talents are all influenced by soft skills.

**Table 6. Considerations of Managers/HR in Retaining Hotel Employees of Selected Hotel in Metro Manila in terms of Skills**

Dimensions	Questions		Responses	Themes
Skills/ Competencies	What are your qualifications in retaining your employees in terms of their skills/competencies?	1	<p>Like knowledge, skills can be thought and learn too at somehow. But is it up to the person on how they will react in a certain thing or situation. It is important that they are consistent in what they are doing and always improving no matter what. We cannot just, "I will come to work because I will receive salary." It's not like that. It should be learning process every day.</p> <p>-It is also important that they have leadership skills. It is not about the position, but it is about the person's ability and mindset. Everyone can be a leader, but a good leader is a good follower also. You can't tell that, "Do this and do that" stuffs. You should walk the talk. It is a good characteristic of a leader.</p>	Leadership Skills  Efficiency  Flexible/Can multi task
		2	They should be flexible. It's like, you are ready wherever I put or assign you. You can multi-task. I can also consider skills the thing I said in knowledge.	
		3	In skills, I can totally say that it is important that you can be a leader no matter what your position is. If they can give thing or replace someone when they are absent. It is not just about "taking the lead" but at least you are being a good example also to others and to your work.	
		4	I want my employee that is always on time and can manage his time. For me, I hate those late employees. Their wasting not just my time, but also the time of the business. Aside from that,	

Dimensions	Questions	Responses	Themes
		someone that can do multi-tasking. You are facing different guests every day. It vital to multi-task and be flexible. Like for example, it is advantage that you know other language than English or Filipino.	
		5 Actually, skills is the number one key, for me, to be one of those superior staff. For you to be able to be capable in any position, its leadership skills. And then also, you should be flexible, always on time. You should have time management. Time is very important in hotel industry.	
		6 Personally, I want someone that can be a leader anytime. Leadership skills is a power. Leader is different to a boss. Second, an employee that can do things out of his or her comfort zone. You should be flexible. You should be always ready. You should have that “ <i>kapal ng mukha.</i> ” You should have that confidence to face your guest every day. And, they can handle complains of the guest. Because not all the guests are nice. They can be rude too, but you should stay professional.	
		7 Of course, it's how fast you work. It's how efficient you work, because we can see if someone is really skillful with what he or she is doing. If he can, he or she can do his task efficiently. So not just effective, but also efficient.	
		8 I'm looking for employees who is give their best and hard working on their job	
		9 In our company we have different ways and qualification skills for our employees. We prefer some can do different things and multi-task	
		10 I want employee who is responsible on their job and show their skills and talent	

Lastly in terms of (c) attitude/aptitude, managers consider the following in retaining employees: can control personal feeling/emotions, self-motivated, honest/trustworthy, teamwork, and have respect to co-workers, managers, and guests. According to Li, Canziani, and Barbieri (2018), emotional management is critical in this business because of its variety and the fact that staff must interact with both visitors and coworkers. It is crucial for managers to have employees who can regulate their emotions. Guests that have an emotionally intelligent interaction with a staff member are not only pleased, but also extremely loyal. This is because emotional intelligence skills help to build a connection of trust between the organization and its customers (Ravikumar, 2015). Motivated employees will work harder, allowing the company to become more competitive, productive, and profitable. Human resources are the company's backbone since they analyze and measure employees. They want an employee that is enthusiastic about their job. They are fully engaged in organizational duties and interactions to the best of their abilities. This can help the organization achieve its goals and provide results more quickly, effectively, and successfully (Du Plessis, Douangphichit, & Dodd, 2016). Since operations in these businesses require providing high-quality goods and services, trustworthiness is critical. Trustworthiness builds excellent team connections, increases guest loyalty, and gives the organization a strategic advantage. It's critical since these businesses rely on providing high-quality goods and services. This fosters positive staff connections, which leads to increased guest loyalty and a competitive advantage for the organization (Hight et al, 2018).

**Table 7. Considerations of Managers/HR in Retaining Hotel Employees of Selected Hotel in Metro Manila in terms if Attitude/Aptitude**

Dimensions	Questions		Responses	Themes
Attitude/ Aptitude	What are your qualifications in retaining your employees in terms of their attitude/ aptitude?	1	For me, of course all of us have that side that we tend to complain when a challenge comes. But it is important on how you act upon it. You just don't complain. Of course, you're human too. You feel tired. But it is your job, being resilient. Any challenge might come, any challenge will test our virtues but if you have that capacity to control your emotions and face those challenges that is what you should have.	Can control personal feelings/emotions.  Self-Motivated  Honest/Trustworthy  Team Player  Have respect to co-workers, managers, and guests.
		2	No matter how hard your work is, you still smile specially to the guest. If you are too sensitive, I think this industry is not for you. You have to watch and control your feelings. There will come instances that a guest will shout at you. What are you going to do? You're going to cry? No.	

Dimensions	Questions		Responses	Themes
			You should be always calm and patient. Just complain after your shift.	
		3	In attitude, it is important that you are working with people who really have goal and dream in life. You have a goal. That is why you should be self-motivated. Because that will be the employee's driving tool to do your work properly. It will start in yourself.	
		4	By the time that you wake up, you should be motivated to do your work. You should have that passion to serve the guests. You know, handling motivated people is really nice to work with them. Because you can see that even they are working extra shift, they still doing excellent work. And I can tell you that you should have a lot of patience. You should save some patience starting now if you are planning to work in hotel. You can't control what the guest can say to you.	
		5	Okay, in terms of attitude/aptitude, it is critical when you are in this industry. During our training development program here, we are teaching them how to be discipline and to be stay motivated. It is important to have positive aura, control their emotions especially when it comes to facing guests. They should also be trustworthy too. Because you earn that respect that people will give to you. But you should also have respect not just to your manager, but to your co-workers too.	

Dimensions	Questions	Responses	Themes
		<p>6 An employee that can get along with their co-workers. Because this can affect your work. If you and your co-worker are not getting along. Positive attitude is a must. Even you have, like, let's say, you have personal problem. Wear your mask. Not face mask. The guest, your manager and co-workers should not see that. Of course, you can tell them but not during the work. Aside from that, you should not give bad attitude to the guest no matter what they do or say to you.</p> <p>7 OK, so, towards your attitude and aptitude first of course, if you if that person really knows how to work as a team because whenever we are working, it's always a team effort. So, you really need to be a team player. It's how you really coordinate with your team members. So that's very important. Another, attitude will be being low profile or being on the ground. Of course, it's very important.</p> <p>It doesn't matter if you're working in a restaurant for quite so long. It doesn't matter if you give an honor when you were in, when you were in college. It doesn't matter if you're rich or poor, but it's how you really engage with your customers and peers and Yes of course, with your team. So, I really love the question because that's what I really consider in my employee and that's what I normally teach with my students, it's very important. The KSA then Know-</p>	

Dimensions	Questions		Responses	Themes
			ledge Skills and Attitude.	
		8	I want employee who is honest and have experience on their job so that they know how to communicate to other people in this kind of industry.	
		9	We required working experience, educational background and physical abilities, hardworking & also time management employee and most important is honesty for their job.	
		10	I want employee who shows appreciation and respect to all co-workers and especially for guest.	

### Conclusion

The hotel managers/HR should give importance in developing their employees by enabling them to train even they are not newly employed such as advancing and giving new expertise and abilities and guiding them along their employment. Aside from these, they must provide high/reasonable salary, health benefits and incentives and a regular promotion. Providing outstanding training programs and motivation strategies, consider the salary and benefits (that is also beneficial to their family) which employees feel valued when offered to them and establish a satisfying and positive workplace to keep their talented employees for a longer tenure. Lastly, managers/HR should ensure that they have a positive, supportive, and healthy workplace that incorporates treating everyone fairly, giving honest feedback and recognition and respecting their personal perspective in life to keep their high-value employees. While hotel employees should enhance their knowledge by knowing different functions in hotel, address unforeseen issues and share their expertise. They must showcase and perform outstanding knowledge, remarkable capabilities, optimism. When it comes to their skills, employees should be flexible, have leadership skills and efficient. And lastly, employees should demonstrate managing their feelings/emotions, self-motivated, truthful/honest, portray teamwork, and showcase respect to both managers and co-workers as well as to guests for them to retain their job/position. For the future researchers, they should reach the presented sample size that is computed from the population size. Due to limited time, the study became a mixed method. Future researchers should conduct the same quantitative or qualitative for both hotel employees and managers/HR. They can also gather more data when giving questionnaires or conducting interviews face-to-face. Aside from that, they can expand the scope to more hotels and other regions of the Philippines. Given the evidence that support employment stability and talent retention have relationship, future studies must investigate what specific human resource program that they should build/implement in their company.

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