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- Hospitality Management Studies
- Tourism Management Studies
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- *Title: ALL Capital – 14 font size*
- *Abstract (250- 300 words)*
- *Introduction*
- *Methods*
- *Results and Discussions*
- *References (APA)*
- *Acknowledgement*
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- *In- text Citation- (APA)*
- *Tables and Figures (APA)*
- *Calibre 11- Abstract- 12 the rest of the parts*

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Effects Of Covid- 19 Pandemic In The Tourism Sector in Central Visayas, Philippines: A Situational Analysis

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Abstract

The pandemic underscored the risks and vulnerability of the tourism sector. The study looked into the effect of the Covid-19 pandemic on the tourism sector in Central Visayas. The pandemic cases in the region, tourist arrivals, affected establishments tourism-related businesses, and displaced workers were the key indicators that researchers looked into in this study. Secondary data sources were used from a review of records from government agencies to descriptively analyze the effect of the Covid-19 pandemic on the tourism sector of the region. The results show that Central Visayas is among the top regions with the most number of Covid -19 cases reported, the high positivity rate led to stricter community quarantine protocol which affected the tourist arrival of both the local and foreign markets. The lockdown also resulted in the closure of some accommodation, f & b, entertainment industries which also led to a massive displacement of workers in the region.

Keywords: *Covid-19, Pandemic, Tourism, Travel, Displacement, Central Visayas*

I. Introduction

In December of 2019, the novel coronavirus SARS-CoV-2 was identified as the causative agent for a series of atypical respiratory diseases in the Hubei Province of Wuhan, China. The World Health Organization declared SARS-CoV-2, also known as COVID-19, a pandemic on March 11, 2020 (Pollard et al, 2020). In the Philippines, the government closed Luzon's airports on March 20 as part of the island's Enhanced Community Quarantine (ECQ), which began on March 16. The tourism industry has already felt the pandemic's negative impact on its performance. Travel restrictions and measures in other countries began as early as January of this year, impacting Philippine international tourist arrivals. Domestic tourists, on the other hand, have restricted their travel due to the risk of contracting COVID-19. According to the Department of Tourism, international tourist receipts in the first quarter of this year totaled PHP85 billion, a 36% decrease from the same period last year (Pricewaters coopers, 2020). A more detailed sectoral analysis reveals that the most significant reductions in sectoral value-added occurred in accommodation and food service activities, transportation and storage, construction, and mining and quarrying, value-added in accommodation and food service activities fell by 68.0 percent (ILO, 2020). Central Visayas is one with the most number of Covid 19 cases in the Philippines, which resulted in a stricter lockdown policy, in June 23, 2020, President Rodrigo R. Duterte tasked Environment Secretary Roy Cimatu to oversee the Covid 19 response operations, in Cebu City which at the time was placed under enhanced community quarantine (ECQ) due to high transmission rate which resulted to increased demand for critical care (Esguerra, 2020). Tourism which is a service-driven sector has felt the impact of the travel restrictions and resulted in many of the establishments to implemented either temporarily closed, adapted flexible arrangements, however, these initiatives posed a big challenge to the tourism businesses as the lockdown prolonged until the end of the first year of the pandemic which led to many of tourism establishments to the permanent closure of business. From the onset of the COVID-19 crisis in China, the impact of the global health crisis on the travel and tourism industry was significantly under-estimated. Policymakers and tourism professionals do not have a full understanding of the situation and the extent of the effect of the crisis, which is expected to have a very unprecedented impact on the industry (Škare et al., 2021). The study is interested to look into the situation of the tourism sector in Central Visayas and presenting how the health crisis affected this sector. The findings from this study will serve as a reference for policymakers to create a responsive policy that my future proof the region against future pandemics which in turn benefit the tourism industry.

Objective of the Study

The study aims to present the effects of the COVID-19 pandemic on the tourism sector in Central Visayas, Philippines. Specifically, it addressed the following objectives: (a) present the Covid -19 case in Central Visayas and (b) describe the effect of the COVID-19 pandemic in terms of tourist arrivals. (c) present the effect of Covid 19, in terms of the number of affected establishments and the number of displaced workers in the accommodation, food and beverage, and Arts, Entertainment, and Recreation industries.

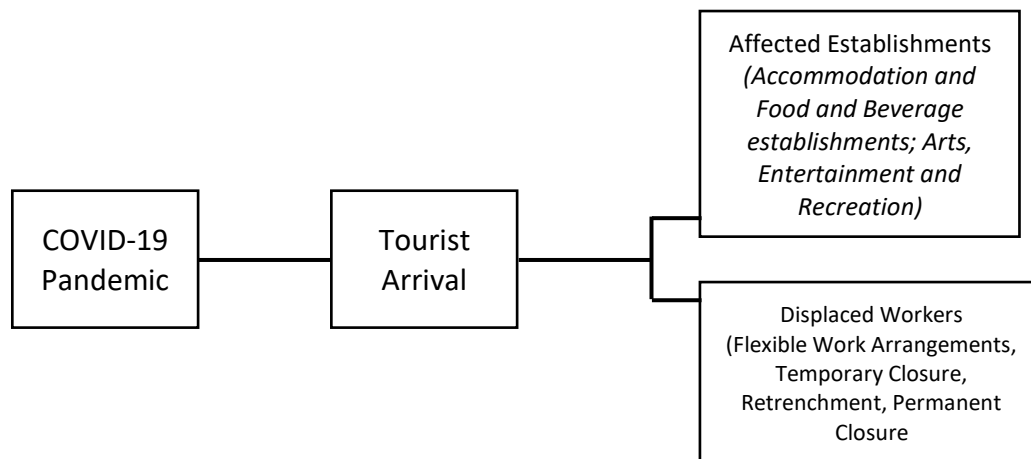


Figure 1. Conceptual Framework of the Study

The figure presents the relationship of the key indicators identified in this study. The Covid-19 pandemic has caused lockdowns in the world and as a consequence, tourist arrivals in the Philippines most especially in Central Visayas have been affected as airports were temporarily closed, as an outcome, this affects the accommodation of food and beverage establishments and arts, entertainment, and recreation which also led to the displacement of workers (flexible working arrangement, temporary closure, retrenchment, and permanent closure).

II. Methods and Design

This study utilized a descriptive method, secondary sources were used through a review of records from government agencies, namely the Department of Health, Department of Labor and Employment, and the Department of Tourism Central Visayas, Philippines. In this study, the researchers identified *Covid- 19 cases*, *tourist arrivals*, *affected establishments*, *displacement of workers* as the key indicators to measure the extent of the effect of Covid-19 in the tourism sector and describe the risk and vulnerabilities of the tourism sector in the region based on the identified indicators.

Study Setting. The study was conducted in Central Visayas, Philippines. Central Visayas otherwise known as Region 7 is one of the most progressive regions in the Philippines. The region has a land area of 15,875 km² and is located in the central part of the Visayas island group in the Philippines. It is bounded to the north by the Visayan Sea and the province of Masbate, to the south by the Mindanao Sea, to the west by the Negros Occidental s, and to the east by the island of Leyte. It is composed of four provinces namely, Cebu, Bohol, Negros, and Siquijor. It is also a popular tourists destination among domestic and foreign tourists, thus, making it an ideal setting for the research.

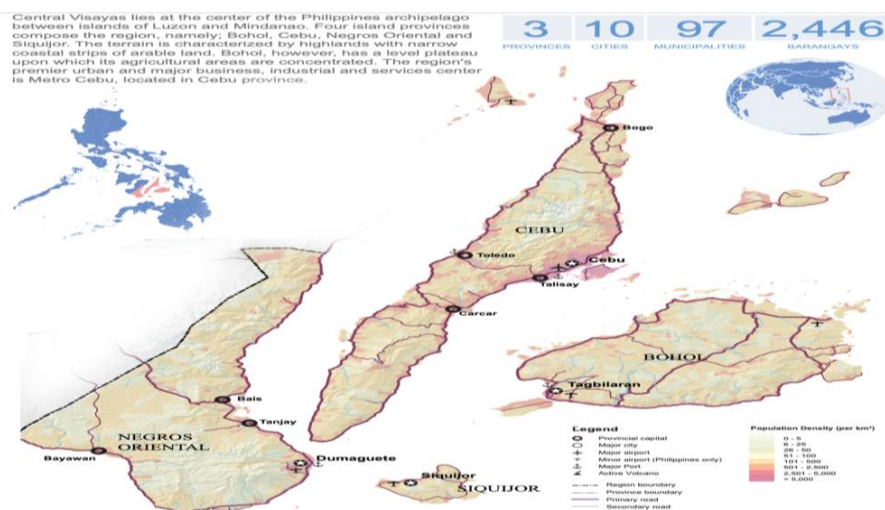


Figure 1. Map of Central Visayas

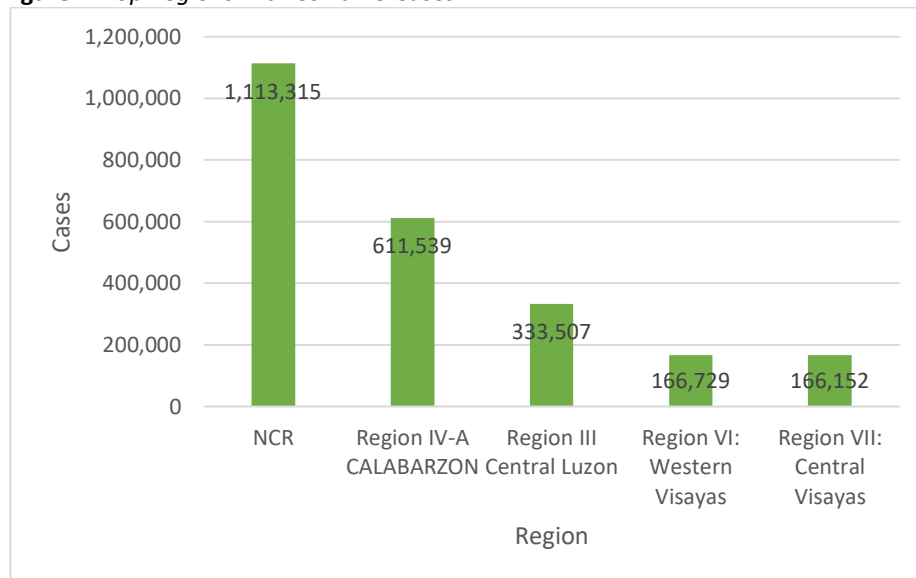
Source: PSA (https://reliefweb.int/sites/reliefweb.int/files/resources/phl-ocha-r7_profile-a3_final_0.pdf)

III. Results and Discussions

COVID- 19 Case in Central Visayas

To understand the situation of Tourism in Central Visayas in times of pandemic, it is important to present the trends of Covid-19 cases to see how the region responded to the crisis and what would be the implications of the number of Covid-19 cases for the tourism sector in the region.

Figure 2. Top Regions with Covid-19 Cases

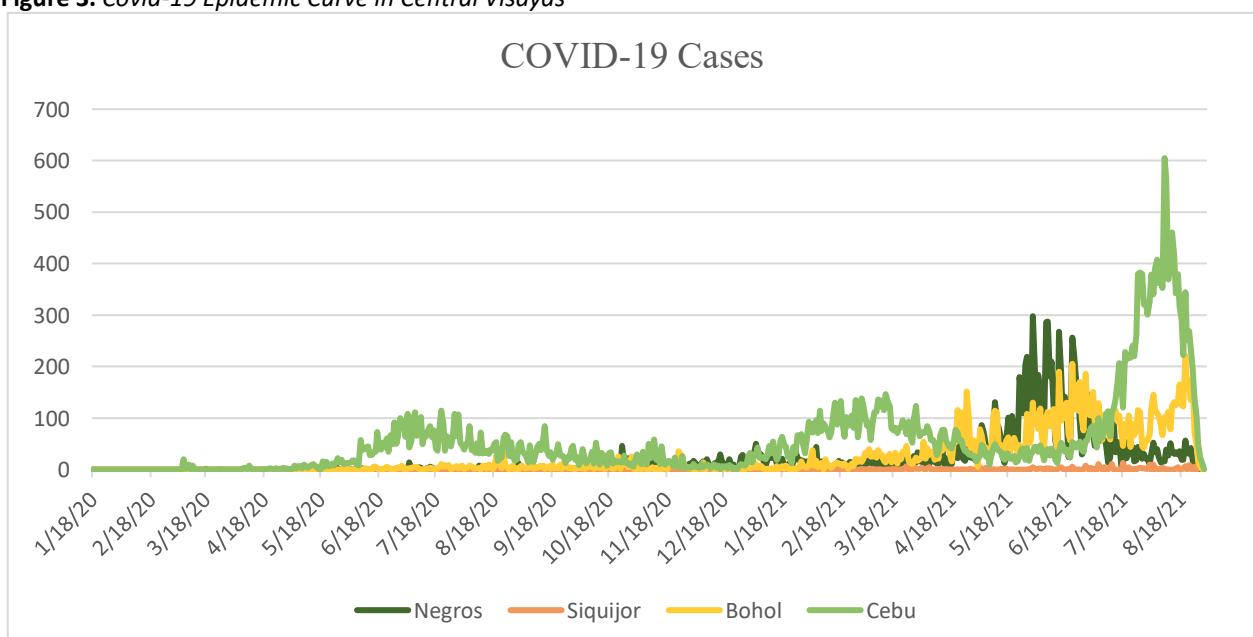


Source: Department of Health

Note: As of January 21, 2022

As indicated in figure 2, Central Visayas has about 166,152 Covid-19 cases, this places the region 5th with the most Covid-19 cases in the Philippines as of January 21, 2022 report to the Department of Health. The National Capital Region topped the report followed by Region IV-A CALABARZON. The high cases would mean that the Region would still be in a higher classification of health protocol, and would limit the capacity of food services and accommodation establishments capacity to accept the guests. This would also mean that the region would still be adapting stringent measures that affect the mobility of people in the area which also affects the tourism sector.

Figure 3. Covid-19 Epidemic Curve in Central Visayas



Source: Department of Health
Note: Data as of September 1, 2021

Figure 3 presents the covid-19 epidemic curve in Central Visayas, it can be observed that in the early times of the pandemic outbreak, Cebu shows an upward trend of Covid-19 cases, Bohol and Negros Oriental show a similar trend in the proceeding months of 2020. It can also be observed that a downward curve in Cebu from February until April and there was a spike of cases in July and went down in August. An upward trend was also observed for Bohol in July and Negros in June 2021. The data presented in this figure would mean that tourism would be affected because tourism destinations in the region may adopt a protocol that will respond to their alert level classification which would also mean that each major province and component city, may have a different protocol to be observed.

Table 1. Covid- 19 Alert Level System/ Quarantine Classification

Previous Quarantine Classification	Alert Level	Description	Provisions
New Normal (Behavioral changes, need to practice social distancing & health measures	Alert Level 1	refers to areas wherein case transmission is low and decreasing, total bed utilization rate, and intensive care unit utilization rate is low.	Age restriction - Movements of a person shall be allowed (except for reasonable restriction 3C's identified by the LGUs) Private establishments are at full capacity with MPHS and the same with government agencies
Modified General Community Quarantine (outside buffer zone, without confirmed cases)	Alert Level 2	refers to areas wherein case transmission is low and decreasing, healthcare utilization is low, or case counts are low but increasing, or case counts are low and decreasing but total bed utilization rate and intensive care unit utilization rate is increasing	Movement of persons shall be allowed (except for reasonable restriction 3C's identified by the LGUs) Establishments will have minimal on-site capacity; work-from-home and flexible work arrangements Government agencies will have at least 50% – on-site capacity
General Community Quarantine ("buffer zone"; without cases but contagious w/ localities with Covid cases	Alert Level 3	refers to areas wherein case counts are high and/or increasing, with total bed utilization rate and intensive care unit utilization rate at increasing utilization.	Movement of persons shall be allowed (except for reasonable restriction 3C's identified by the LGUs) Establishments will have minimal on-site capacity; work-from-home and flexible work arrangements Government agencies will have at least 50% – on-site capacity
Modified Enhanced Community Quarantine ("Containment zone": areas with 1-19 Covid-19 cases)	Alert Level 4	refers to areas wherein case counts are high and/or increasing, with total bed utilization rate and intensive care unit utilization rate at high utilization	Not allowed: Below 18 y.o, over 65 y.o., with comorbidities, immunodeficiency, pregnant Establishments will have minimal on-site capacity; work-from-home and flexible work arrangements Government agencies will have at least 20% – of on-site capacity
Enhanced Community Quarantine (" Critical zone; areas with more than 20 Covid cases)	Alert Level 5	refers to areas wherein case counts are alarming, with total bed utilization rate and intensive care unit utilization rate at critical utilization.	No- movement, except for essential workers (e.g medical workers, logistics, etc.)

Source: Inter-agency Task Force for the Management of Emerging Infectious Diseases (IATF)

As of the conduct of this study, the Philippines have adapted new community quarantine guidelines to deal with the cases to manage and minimize the risk of Covid-19 cases. Table 1 presents the Alert Level Classification crafted and implemented by the IATF. The national government issues alert levels according to the number of cases reported in the areas for example by provinces per region and other component cities in the region. This would imply that each province and city may have different alert level classification according to the number of cases reported and shall adopt different measures to mitigate the spread of Covid-19 cases in the area. The same guidelines are also adapted by the Department of Tourism in the policy development of the agency and be implemented by each of the regional offices.

Table 2. *Tourist Arrivals in Central Visayas from 2015-2021*

Tourists Arrivals	Cebu	Bohol	Negros Oriental	Siquijor	Central Visayas
2015					
Philippine Residents	1,722,624	384,838	517,016	34,145	2,658,623
Non- Philippine Residents	1,588,639	215,269	104,926	27,072	1,935,906
Overseas Filipinos	9,686	2,150	3,353	0	15,189
Total	3,320,949	602,257	625,295	61,217	4,609,718
2016					
Philippine Residents	2,228,571	731,915	554,550	44,905	3,559,941
Non- Philippine Residents	1,875,516	266,313	140,329	40,971	2,323,129
Overseas Filipinos	8,051	1,958	1,524	0	11,533
Total	4,112,138	1,000,186	696,403	85,876	5,894,603
2017					
Philippine Residents	2,613,005	686,858	716,393	52,392	4,068,648
Non- Philippine Residents	2,245,209	443,477	148,719	44,396	2,881,801
Overseas Filipinos	18,833	730	4,662	0	24,225
Total	4,877,047	1,131,065	869,774	96,788	6,974,674
2018					
Philippine Residents	2,770,781	850,047	766,988	77,238	4,465,054
Non- Philippine Residents	2,778,407	641,527	115,924	66,788	3,602,646
Overseas Filipinos	26,708	0	0	0	26,708
Total	5,575,896	1,491,574	882,912	144,026	8,094,408
2019					
Philippine Residents	3,241,226	854,853	937,352	82,653	5,116,084
Non- Philippine Residents	3,373,979	720,364	87,521	85,713	4,267,577
Overseas Filipinos	33,428	0	0	0	33,428
Total	6,648,633	1,575,217	1,024,873	168,366	9,417,089
2020					
Philippine Residents	906,955	109,237	144,898	14,042	1,175,132
Non- Philippine Residents	504,439	66,537	21,682	23,938	616,596
Overseas Filipinos	0	0	0	0	0
Total	1,411,394	175,774	166,580	37,980	1,791,728
2021					
Philippine Residents	288,819	51,683	37,008	0	377,510
Non- Philippine Residents	30,618	0	0	0	30,618
Overseas Filipinos	0	0	0	0	0
Total	319,437	51,683	37,008	0	408,128

Source: Department of Tourism - Central Visayas

Table 2 presents the tourist arrivals in Central Visayas from 2015 – to 2021. The arrivals are categorized according to the type of tourists (Philippines residents, Non- Philippines residents, and overseas Filipino workers). The table shows that the Province of Cebu has the most number of tourist arrivals, which can be attributed to the presence of an international airport, that

caters to flights from different parts of Asia, Europe, and America. Bohol follows Cebu as one of the most visited tourist destinations in Central Visayas as the island is endowed with beautiful beaches, rich culture, and their famous “Tarsier” (the smallest primate in the world). The table further shows a year in the increase of tourist arrivals, however, in 2020 which is the onset of the pandemic shows a big decline in tourists arrivals in the region and continued to drop in 2021 among the provinces and according to the categories. This comes with no surprise as there was the closure of airports as a precautionary measure to prevent the increase of infection. Stay-at-home orders were issued by the authorities and restrictions were imposed on travel to a significant decline in hotel occupancies and revenues. However, gradual opening and ease of the restrictions allow dine-in restaurants to reopen with limited capacity and strict adherence to minimum health standards, and later on reduce the restrictions on domestic and international travel (Gursoy & Chi, 2020). Tourism is an important strategic pillar of the economy's GDP in many cities, regions, and countries. The tourism and leisure industry is critical to economic activity and customer satisfaction, but it has also become the industry member with the greatest vulnerability (Abbas et al., 2021).

Affected Establishments and Displaced Workers According to Categories

The Covid-19 pandemic not only affected the health of the Philippines but also highlight the consequences of the massive lockdown, the economy has suffered greatly as limited mobility of work has been imposed due to the threat of infecting the virus. The Department of Labor and employment classified displacement into flexible work arrangements, temporary closure, retrenchment, and permanent closure. The data presented below presents aggregated regional accounts of the industries affected by the number of affected establishments and number of displaced workers.

Table 3. *Number Of Establishments Implementing Flexible Work Arrangement/ Alternative Work Scheme With Corresponding Displaced Workers*

Period	Industry	Number Of Establishments	Displaced Workers
As of June 27, 2021	Accommodation And Food Service Activities	323	8,806
	Arts, Entertainment, And Recreation	23	465
As of December 29, 2020	Accommodation And Food Service Activities	506	14,575
	Arts, Entertainment, And Recreation	24	1,735

Source: Department of Labor and Employment- Region 7

The data gathered from the Department of Labor and Employment Central Visayas reflects that in 2020 which is the first year of the COVID 19 Pandemic a total of 506 establishments from accommodation and food service industries implemented flexible working arrangements and had about 14, 575 total displaced workers. As for the Arts, Entertainment, and Recreation industry, there were about 24 establishments and had 1,735 displaced workers recorded by DOLE. In 2021, the number of establishments under Accommodation and Food Service had 323 establishments implemented the said work arrangements which is 36.2% lower than the latest recorded in 2020. As for the displaced workers, the recorded as of June 27, 2021, was about 8,806 which is lower compared to the previous year. In a similar year, Arts, Entertainment, and Recreation industries recorded 23 establishments went on the same work arrangements and affected about 465 workers.

The data presented in this table would mean that the industries indicated opt to provide services with limited human resource capacity for the business to stay afloat in times of pandemic.

Table 4. *Number Of Establishments Implementing Temporary Closure With Corresponding Displaced Workers*

Period	Industry	Number Of Establishments	Displaced Workers
As of June 27, 2021	Accommodation And Food Service Activities	237	3,515
	Arts, Entertainment, And Recreation	22	213
As of December 29, 2020	Accommodation And Food Service Activities	457	7,079
	Arts, Entertainment, And Recreation	79	1,735

Source: Department of Labor and Employment- Region 7

It can be observed in table 4 that in 2020 there were 457 establishments recorded from the accommodation and food service industries implemented temporary closure and had about 7,079 displaced workers affected by such move of these businesses. The following year shows 237 establishments implemented temporary closure from the accommodation and food service industry which is lesser compared to the year 2020. On one hand, Arts, Entertainment, and Recreation industries had about 79 number establishments went on temporary closure which affected about 1, 735 workers in 2020 while 22 establishments temporarily closed and affected about 213 workers recorded in 2021 which is lower compared to the previous year.

Table 5. Number Of Establishments Implementing Retrenchment / Reduction Of Workforce With Corresponding Displaced Workers

Period	Industry	Number Of Establishments	Displaced Workers
	Accommodation And Food Service Activities	193	1,986
As of June 27, 2021	Arts, Entertainment, And Recreation	13	398
	Accommodation And Food Service Activities	307	3,498
As of December 29, 2020	Arts, Entertainment, And Recreation	23	193

Source: Department of Labor and Employment- Region 7

The table presents establishments that implemented retrenchment or reduction of workforce. The data shows that in 2020, 307 establishments from the accommodation and food service industries reduced their workers and as of the record shows affected about 3,498 workers. There were 23 establishments from the arts and entertainment and recreation industries that moved to reduce their human resources and affected 193 employees. In 2021, shows a lesser number of establishments moved to reduce their workforce at 193 from the accommodation and food service industries and 13 establishments from arts, entertainment, and recreation industries. As to the number of affected workers, there were 1,986 workers from the accommodation and food services industries, and 398 workers from arts, entertainment, and recreation were recorded to be subjected to a reduction of workers.

Table 6. Number Of Establishments Implementing Permanent Closure With Corresponding Displaced Workers

Period	Industry	Number Of Establishments	Displaced Workers
	Accommodation And Food Service Activities	40	312
As of June 27, 2021	Arts, Entertainment, And Recreation	4	118
	Accommodation And Food Service Activities	34	272
As of December 29, 2020	Arts, Entertainment, And Recreation	8	75

Source: Department of Labor and Employment- Region 7

As reflected in table 6, in 2020 there were about 34 establishments from the accommodation and food service industries permanently closed their businesses which affected 272 workers and 75 workers from the Arts, Entertainment, and Recreation industries. In 2021, there were 40 establishments recorded to have closed in the accommodation and food service industries which establishments affected 312 employees, on the same year, 8 establishments from the arts and entertainment and recreation industries were closed permanently and affected about 118 employees. The data on the establishments that opted to close permanently would imply that some businesses may have difficulty keeping their operations running considering the limited tourists arrivals and the limited capacity to accommodate guests in their establishments.

Discussion

The pandemic has affected many sectors in the Philippines and tourism is among the most affected sectors that felt the devastating effect of the massive lockdown implemented within and outside the country. Central Visayas is among the regions with the most number of Covid-19 cases in the country and Cebu province, in particular, had the most recorded cases in the region. These findings suggest that containment measures may need to be improved to mitigate the spread of the virus. The regional accounts of tourists arrivals with classification shows, that in Central Visayas there was significant growth of tourist arrivals in the pre-covid times while the coming Covid-19 pandemic plummeted the arrivals as border closures were implemented not only in the Philippines but also in the greater tourists markets from other countries. As a consequence of the decreased number of tourist arrivals and limited movement within the region, establishments in the accommodation, food services, arts, entertainment, and

recreation industries had to resort to implementation of flexible work arrangements, temporary closure, retrenchment of workers, and even resorted to the permanent closure of business. The incidence of displacement of workers due to retrenchment, and temporary and permanent closures of businesses may lead to high poverty incidence and increase the number of informal economies. Leisure-related industries such as accommodation and food services, as well as arts, entertainment, and recreation, are dominated by "collapsing" occupations and are classified as having a high risk of pandemic-induced job disruption. Waiters, cooks, kitchen helpers, food service counter attendants, street food salespersons, fast food preparers, bookmakers, croupiers and gaming workers, and cashiers and ticket clerks are particularly vulnerable (Bertulfo, 2020). According to the Philippine Tourism Promotion Board, (2021) even with the increase in travelers and community quarantine relaxing, stakeholders' sentiment was still noticeably because of the challenges that remained the same. The board also pointed out challenges to tourism recovery, one is boosting travel confidence and bringing in more tourists to the country. A clear and unified standard protocol for the tourism industry to gradually gain the confidence of different types of tourists. Lastly, is tangible government aid which includes aid for tourism response and recovery plans, tax breaks, and assisting local stakeholders to remain in business despite the pandemic crisis.

Conclusion

The study looked into the effect of the COVID 19 pandemic on the tourism sector in Central Visayas, Philippines using tourist arrivals, affected establishments, and displaced workers as main indicators. As observed the pandemic has shown the vulnerability of the tourism sector. The lockdown and limited movement have resulted in lesser tourist activities which affected the tourism livelihood of communities and tourism businesses in Central Visayas. The effect was evident among accommodation, f & b businesses, and the entertainment industry which relies primarily on tourist arrivals. The very economic model of the region is also its main vulnerability as many communities from Central Visayas are tourism-dependent. The health crisis has also highlighted the importance of having the proper planning to proof the region against this kind of crisis.

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Impact of a Higher Education Institution: A Case of UV Dalaguete, Cebu

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Abstract

This study focuses on the assessment of the impact of a higher education institution in a municipality. Student market profile, tracer records, establishments near the school, number of working scholars, employment and tax contributions are the identified indicators to establish measurement of the impact of an HEI to a provincial municipality in Cebu Philippine. The results revealed that the presence of HEI positively impacted the town with the opportunities it brings. A further study is recommended using other indicators to measure the impact of HEI.

Keywords: *Higher Education Institution, Impact, UV*

I. Introduction

Higher Education is an important part of the life of civilized human society, it allows individual to pursue learning and career that interests an individual. Higher Education Institutions (HEI) are considered as the driver of the development of an individual's capacity to those leads to either employment or entrepreneurship. Higher Education can be viewed as an investment in human capital, and as such, it has a regional economic impact to the extent that graduates stay in the area and earn more over their lifetime (Blackwell et al 2002). As declared in the RA 11448 transnational higher education Act of 2019, higher education shall serve as the principal instrument for generating productive knowledge, innovation, and technology that aims to develop technical and higher-order skills needed to compete in the knowledge economy, redound in, and ensure resource generation. Higher Education Institutions are also an engine of development through their relevant research produced. In the Philippines, Higher Education is regarded as the primary factor that led to the employment of an individual, as companies generally require the applicant to have at least a bachelor's degree. In the Island of Cebu, universities and colleges are present in almost all municipalities, catering to different market groups. The presence of a higher education institution in a certain area provides an opportunity for the local community to have the education they need to become relevant individuals and join the labor market.

The University of the Visayas, a non-sectarian and the first university in Cebu have been serving and providing quality education, not only for the Cebuanos but also for the neighboring islands of Cebu. To pursue its advocacy for quality education, the university put up campuses in a different location in mainland Cebu, welcoming different groups of people regardless of their status, this not only brought hope to those marginalized groups hope but also aided the community in transforming their constituents to be relevant individuals to meet the labor market and entrepreneurs.

Universities and other institutions of higher learning are frequently asked to justify the allocation of state funds to their programs in economic terms. These organizations have frequently responded by conducting economic impact analyses. The traditional approach to economic impact considers increases in university expenditures to be a means of creating new jobs within the state and broadening the state's economic base (Elliot et. al 1998). Economic impact analysis aims to determine how the economy or an operation of a business, and to optimize the use of scarce resources. With all these in mind, the researcher would like to look into the impact of the University of the Visayas, in the Municipality of Dalaguete, Cebu, Philippines, which will be the basis for actions to maximize the presence of UV in Dalaguete and likewise, help the community.

Research Objectives

This study aims to evaluate the impact and contribution of the University of the Visayas in the Municipality of Dalaguete, Cebu which will be the basis for initiatives to increase its economic value. Specifically, this will address the following objectives: (a) Describe the student market profile of UV Dalaguete, (c) evaluate the contribution of UV in terms of human capital development, community extension, and employment.

II. Methods and Design

Design. This study utilized a descriptive quantitative method through a review of records. The researcher identified key indicators.

Study Setting. The conduct of the study will be done at the UV Dalaguete, Cebu, a satellite campus of the University of the Visayas which is situated in the Municipality of Dalaguete in the southern part of Cebu Province.

Data Collection Procedures. This study will make use of secondary sources collected from the records of the UV Dalaguete Campus. The data covers the area of human capital which are enrollment and graduates, community extension initiated by the school, and employment, which will cover the the researchers will be collating data pertaining to human capital development activities, community linkages, employment, job generated, and opportunities as well as research and innovation by the University of the Visayas.

III. Results and Discussions

Table 1. Student Market Profile

Town of Origin	Number of Enrolled
Argao	19
Dalaguete	2730
Alcoy	230
Boljoon	150
Oslob	59
Outside of Cebu Province	236
Total	3424

Source: UV Dalaguete

Note: Covering 6 academic years (2015-2016,2016-2017,2017-2018,2018-2019, 2019-2020, 2020-2021)

The table shows an aggregated data on the market profile and share of the students in the University of the Visayas-Dalaguete Campus within the six school years. The student market comprises of Municipalities of Argao, Dalaguete, Alcoy, Boljoon, Oslob and some are from outside the Island of Cebu.

Residents of Dalaguete has the biggest share of market among all the municipalities of origin of the students, followed by residents coming from Outside of Cebu Province who are from outside the Island of Cebu, Students coming from the Municipality of Alcoy accounts to 230 students

Table 2. UV Dalaguete Tracer Records

Program	Graduates	Employed
Bachelor in Elementary Education	240	142
Bachelor in Secondary Education (Math)	33	20
Bachelor of Science in Business Administration-HRDM	66	49
Bachelor of Science in Hotel and Restaurant Management	66	42
Bachelor of Science in Information Technology	57	28
Total	462	281

Source: UV Dalaguete

Note: Covering 5 academic years (2015-2016,2016-2017,2017-2018,2018-2019, 2019-2020)

The table shows that based on the records, the University of the Visayas has produced graduates of about 462 and majority of those are graduates of Bachelor of Elementary Education. Of the total graduate of 462, about 281 were employed.

Table 3. Establishments situated near UV

Category	Number of Establishments
Food Stalls	15
Convenience Stores & Essential Services	4
Computer Shops	2

Total	21
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Source: UV Dalaguete

The presence of the University of the Visayas not only benefited the community by providing education to the residents as well as the neighboring towns but it also benefited businesses situated near the school such as food stalls, convenient stores, and essential services as well as computer shops. The table shows the establishments within the University of the Visayas area. It can be seen that food stalls topped in the establishment category at 71.43% (15), followed by convenience stores & essential services at 19.05% (4) and; computer shops at 9.52 % (2). The presence of the University of the Visayas not only benefited the community by providing education to the residents and the neighboring towns but also benefited businesses near the school, such as food stalls, convenience stores, and essential services, such as well as computer shops.

Table 4. Working Scholars

Year	No. of Working Scholars
2011	13
2012	15
2013	19
2014	17
2015	12
2016	19
2017	19
2018	19
2019	18
2020	7
Total	158

Source: UV Dalaguete

University of the Visayas, is also providing opportunities for students who wishes to be working scholars. The table shows that since 2011, the university were able to provide opportunities to 158 students

Table 5. Employment in UV- Dalaguete

Category	Year						
	2015	2016	2017	2018	2019	2020	2021
Teaching	23	28	29	29	28	21	21
Non-Teaching	10	8	12	9	11	13	13
Total	33	36	41	38	39	34	34

Source: UV Dalaguete

The table shows the employment of workers in UV- Dalaguete, both teaching and non-teaching personnel. This implies that the university, has provide employment for qualified individuals.

Table 6. Tax

Year	Local Tax	Taxes Withheld			
	Business Permit	Compensation	Suppliers	Income Tax	Overall
Total	131,375.00	848,582.39	645,679.09	788,422.92	2,414,059.40

Source: UV Dalaguete

The table presents the tax payments made by the University; the payment is generally categorized into two, the local tax paid to the local government. The second category is the taxes withheld for compensation, suppliers, and income tax.

Discussion

The study focuses on the impact of a higher education institution in the Municipality of Dalaguete, Cebu. The finding generally shows that the HEI provided an opportunity for learning in Dalaguete and the neighboring towns and barangays.

Furthermore, establishments within the school area could also benefit from its presence as they cater to the students. The number of students catered to by the university grew for the five academic years as new programs were offered. It can also be seen that the school not only provides opportunities for the learners but also provides employment and contribution to the town's income in the form of taxation. Education increases productivity and economic growth. Furthermore, education has spillover effects: human capital is at the heart of innovation, and a more educated workforce fosters innovative ideas, leading to more and better jobs. In terms of economic benefits from education, data show that with each additional level of educational attainment, individuals have better labor market outcomes. People with higher levels of education are more likely to find work, stay in work, learn new skills on the job, and earn more over the course of their careers than those with lower levels of education (OECD, 2022). Higher education is more likely to produce graduates with the ability to invent new technology and who will work to help transform the country into a knowledge-based economy. Higher education promotes technology and innovation while also supplying highly skilled workers to the labor market, boosting economic growth (Maneejuk & Yamaka, 2021).

Conclusion

The study concludes that a higher education institution (HEI) can positively impact a town or, in this case, the Municipality of Dalaguete, Cebu. It provides access to learning for those near the area who could not afford to go to the city to study. The study further concludes that the presence of an HEI in Dalaguete provides employment opportunities for the locals working in the University to contribute to the town's income through taxation. The study is without limitations, further exploration may be required using other indicators to measure the impact of an Higher Education Institution correctly.

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Emotional Exhaustion Experiences of Hotel Professionals: A Phenomenological Study

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Abstract

Emotional exhaustion brought different effects to a human being. The experience may affect people in many various ways. As observed nowadays, people frequently deal with emotional exhaustion. This research shows how emotional exhaustion impacted the job performance of the managers and supervisors. This qualitative research produces contextual real-world knowledge about the employee's experience with emotional exhaustion, especially at work. How it did affect their job performance. The data gathered through an online interview. The participants were asked about the factors that caused emotional exhaustion and their coping strategies in dealing with emotional exhaustion. The following themes emerged from the study *emotional exhaustion experience, impact of emotional experience and recognizing emotional exhaustion, and coping mechanisms* of the 10 participants. The findings reveal that the hotel professionals are indeed affected by their emotional exhaustion and it does affect their job performance. As a recommendation, an intervention plan may be implemented at the workplace initiated by the management, human resource and to be implemented among managers and other employees.

Keywords: *emotional exhaustion, job performance, lived-experiences*

I. Introduction

In today's time, everyone experiences demand especially for those who are working and spend most of their time at work. Diminishing one's stress and strengthening an employee's emotional wellness should also be taken care of, thus the employees' experiences help in identifying the contributing factor to emotional exhaustion in which job performances failed or depleted (Wright, T.A, Cropanzo, R., 2016). In carrying out their duties and responsibilities, there will be a high tendency of burnout that makes a person feel unproductive and unimportant (Wright, T., Bonett, G., 1997). Burnout is predominately measured using the Maslach Burnout Inventory (MBI) which measures three levels of burnout: emotional exhaustion, depersonalization, and personal accomplishment (Maslach, 1986).

Emotional exhaustion is considered the central quality of burn out and it is associated with the emotional demands of work (Maslach, et. al., 2001 as cited Razo, S. 2018) in any field of industry. Experiencing a crisis especially at the time of pandemic or even in natural disasters, how do managers and supervisors handle this emerging situation more importantly from the hospitality industry. How could the hotel professionals control and overcome the impacts of emotional exhaustion on their job performance in the hospitality industry especially in facing those trying times which might bring a lot of changes in the work setting and economic loss will also be felt.

The negative consequences of emotional exhaustion for an individual are carried out and would predict job performance, anticipating the results will be deliberated to prevent too much depletion and to the extent of attrition. Burnout could also be part of the emotional exhaustion (Maslach, 1986) that is why the relationship between performance and the latter should be assessed thoroughly to properly address the problem and an alternative course of action will be implemented. These kinds of intricacies will be alleviated through this and that is the aim of this study. It is for this reason that the researchers explored how emotional exhaustion experienced by the hotel professionals and affected their performance at work.

The researchers believe in the quality and quantity of life and that includes the family and work that the current state of person will instigate other things at hand that includes their intangible aspects. Amidst people's varied experiences, the researchers are very much interested in their experience in emotional exhaustion and how did people carry out their work amidst the experience, and how they coped up.

Statement of Objectives

The objective of this study is to explore the emotional exhaustion of hotel professionals.

Specifically, this aims to answer the following: (a) demographic profile of the key informant in terms of Status (Married/Single), Age, No. of years, and position. (b) emotional exhaustion of hotel managers and supervisors through their personal lived experience. (c) emotional exhaustion impacts their job performance.

II. Methods and Design

Research Design. The study was purely qualitative phenomenological research (Paul Felix Lazarsfeld, 1945). Specifically, the researcher made use of the oral narratives of personal experience (Labov, W., 2008) to extend the experience of the research informants thru interviews, which aimed to gain a richly detailed understanding of the narratives of the research informants on

emotional exhaustion and job performance, and data collection was thru online interview specifically Facebook messenger as the participants opted the certain media platform due to its adaptability and less internet consumption.

Research Setting. The study was conducted in Cebu and focused on the Hospitality Industry specifically with a 3 to 5-star hotel rating. There are 1,027 hotels in Cebu based on the Traveloka website. Cebu has 158 hotels with a 3-star hotel rating. Cebu being a hub many hotels of different star ratings qualify it as an ideal setting to investigate the phenomenon

Research Informants. The key informants of this study were the hotel managers and hotel supervisors from different 3-star to 5 hotels in Cebu had participated in this research. They were selected purposively with a pre-determined quality. The pre-determined qualities stated are the following inclusion criteria. (a) They are currently employed in a hotel with the Hotel Manager/ Supervisor position (b) must have at least 3 to 5 years of experience as a hotel supervisor/ manager (c) Must be willing to participate and give voluntary consent.

Research Instrument. The main instrument was the researchers themselves. A semi-structured interview guide was also utilized to facilitate the interview; however, researchers did not stick only to the guide as probing was also needed to get more rich data from the key informants.

Data Gathering Procedures. Pre-gathering data: Before the conduct of the study, the researchers submitted their paper to an accredited Institutional Review Board for ethical and technical evaluation, after the researchers were granted the notice to proceed clearance from the IRB the researchers proceeded with the recruitment of the participants. The researchers seek assistance from acquaintances for their prospective participants

Gathering the data: As the researcher, I proposed to interview google meet, but all my participants opted to have Facebook messenger because it's hassle-free and easy to use, some participants did have difficulty in getting signals. The participants set the time they preferred to be interviewed due to time constraints and everything went online as of those times. An interview guide was used in the interview and before the interview proper, they were asked and told that the interview will be recorded. Consent was given and that was my cue to proceed with the interview.

Post-gathering data: All data were gathered thru recording (voice, notes, transcripts) during the online interview and all were being collated in analyzing the results. After the conduct of the study, the recordings were destroyed as agreed.

Analysis of Data. In conducting this study, the qualitative research method was used, data from research key informants' interviews were transcribed. Coding and thematic emerged thru content and narrative analysis employed that derived from Giorgi's method of analysis. Giorgi's method of analysis uncovers the meaning of the phenomenon experienced by research informants through the identification of essential themes as structured in the interview guide. As the researcher, I prepared and organized the data transcripts, notes from the online interview conducted with the research informants. The data were analyzed and explored. Coding and themes were created based on the domains of this study and sub-themes emerged based on the research informants' narratives. The findings were presented through coding and themes cohesively, integrating the results was necessary for an intervention assessment as the output of this study. Trustworthiness was enhanced thru prolong engagement in the interview as well the use of other means of triangulation such as field notes, observation, and literature to support the phenomenon under inquiry.

Ethical Consideration. During the conduct of the study, the researchers made sure that ethical soundness was met. Hence, the following ethical principles strictly complied.

Protection of Human Rights. In this study, the research key informants were treated with utmost beneficence, respect, and all procedure that the researcher undertake were just and fair. Following this, several things were considered to safeguards the rights of the research key informants, this includes the right to refuse participation and the right to withdraw at any time the participants wish to do so. Equally important also is the procedures undertaken with the utmost confidentiality. The researchers designed this study to minimize the risks and maximize the benefits for the participants as much as possible. The researcher ensured that research informants taking part in the study were protected from physical and mental harm and will not embarrass, frighten, offend, or harm them.

Respect for Persons. In the observance of the principle of respect for persons, informants were treated as independent agents and allowed to exercise autonomy by giving voluntary consent, they were respected as individuals. The research informants were given an informed consent form disclosing the essence of the study, risks, benefits, and alternatives and were asked clarification questions before deciding to participate or not.

Justice. Observing the principle of justice, a single and similar procedure has been applied to all research informants of this study. In this study, an interview was the method of exploring the experiences of the research informants.

III. Results And Discussions

Profile of the Key Informants

The identification of the research key informants was of information from the researchers' acquaintances. Data saturation was reached at 10 informants, with the researcher's judgment considering as the main instrument of the study the following informants are presented below:

Table 1
Key Informants of the Study
n = 10

Informant	Status	Sex	Age	Position	Years in Service
Participant 1	Single	Male	44	Revenue Manager	14
Participant 2	Single	Male	38	Food and Beverage Director	4
Participant 3	Single	Male	39	Senior Supervisor	5
Participant 4	Married	Male	35	Assistant Food and Beverage Manager	5
Participant 5	Married	Female	38	F & B Supervisor	4
Participant 6	Married	Male	54	Board of Director	3
Participant 7	Single	Male	24	F & B Supervisor	3
Participant 8	Single	Male	37	F & B Supervisor	3
Participant 9	Single	Male	29	Events Manager	3
Participant 10	Single	Female	37	F & B Manager	5

In this study, the 10 research informants are currently working in different hotels at Cebu City and Cebu Province, holding the managerial and supervisory level of positions. The participant's age is range from 24-54 years old. Of the 10 participants interviewed and identified there are 2 female and 8 males, 7 are single and 3 are married.

The participants all have previous experience and years of experience in the hotel industry on the kind or level of positions they have right now.

Theme1. Emotional Exhaustion Experience

When an individual experience emotional exhaustion seemingly facing an overwhelming demand on their time and energy. Study shows that emotional exhaustion is caused by the different psychological and emotional stipulation that has been made to people (Bacharach et al. 1991, p. 44). Emotional exhaustion experience may be considered as the central aspect of burnout and stress (Gaines and Jermier 1983). Emotional exhaustion is important since it can be conceptualized as the first stage of burnout and, thus, is a point of possible managerial intervention in the burnout process."

The participants were asked about emotional exhaustion experience to identify their different experiences about the latter while working in the hospitality industry. Based on the research domains, two primary themes were created, these themes include the factors that contribute to emotional exhaustion and recognizing emotional exhaustion, from participant response's different sub-themes emerged.

Factors That Contribute to Emotional Exhaustion

Delos Reyes and Charlie, (2018) discussed one of the consequences is the burnout experience, feeling drained from varied sources of pressure which also includes their own and community's expectations. This appeared to lead to at least some level of burnout and a decrease in creativity in practice." There are lot of factors that cause an individual to experience emotional exhaustion. Some instances due to personal problems, family, finances, etc. It was also discussed that the attitudes towards are highly influenced by different factors from work and non-work domains (Boles, J. et.al 1997). The study examines the inter-relationships of emotional exhaustion to leave in a work environment. The results support other research indicating that workplace attitudes and perceptions suggest examining employee response to the effects of stress."

In this study, the participants were asked about the factors that contribute to their emotional exhaustion acquired in the workplace, and the following responses are discussed below.

Company expectations

There are several factors why a certain employee may feel exhausted emotionally it's because of the different expectations from the employer. In this study, some participants narrate that job-related activities together with company expectations are some of the factors that contribute to emotional exhaustion, for the fact that most of the employers expect a lot

from their employees especially in giving their best ability for the service without knowing it can also cause emotional stress to their workers.

To hit quota: according to the narratives of Participant 1: he described different expectations from their boss which he defined and acknowledged that hitting the quota is one of their job-related activities, as he narrated it verbatim

“job-related activities, expectations from the boss to hit quota”.

The stress felt thinking about how to fulfill all those expectations. Hitting quotas may vary on the different strategies employed by the company and how it was being implemented by the people in charge especially when it comes to selling and getting sales. The same goes for Participant 4:

“because of the target”, aiming to hit or achieve the company’s goals or target is one of the primary objectives as vision and mission are concerned. You’ll either find a way or find an excuse.”

Participant 3 expressed:

“the goals, the target, the pressure affects in a way that you will get pressured and chase time”

Customer complaints: customer complaints are inevitable, it arises when someone wanted to highlight or to point out the certain problem it may be with the product, service, or with the employees regardless it caused emotional exhaustion to the employee

Agitated customer: as Participant 10 discussed and described that:

“work environment like the hotel atmosphere and agitated customer”

We must have a high tolerance and strategies in dealing with different concerns and conflicts, especially from the customers. It is important to know the main problem and find out how to rectify it and be a subject to improve the services of the company, and;

Participant 5 believed that

“customers complaints are manageable”.

As the saying goes, the customer is always right, in times of these, the situation might get too difficult for the employee and that can cause emotional exhaustion. Complaints become handy if we know how to address their requests and demands and be in service to them.

Unexpected scenarios. Aside from that, Participant 9 also explained that:

“the things beyond your control like a non-functioning air conditioner”

This certain situation may start commotions and customer complaints since it will cause discomfort and ill-feeling to the customers.

The experience of participant 9 emphasizes how he did handle the situation. Anticipating what you can do to make them not to be dissatisfied and be proactive to their needs in times like this. Things or situations that we don’t have any control of service quality is compromised. According to Motowidlo, (2013), employee performance can be also measured through the combination of expected behavior and task-related aspects.

Busy works. Oftentimes if we are so busy with work, we tend to forget the passage of time. This is an indication that people are working, and work is very important where task is piling up.

This was also emphasized by Participant 5:

“because of the busy works”

This factor can also cause managers to feel emotionally exhausted by determining their capability and pressured with company’s expectations. Everyone who has ever held a job has, at some point, felt the pressure of work-related stress. Any job can have stressful elements, even if you love what you do. In the short-term, you may experience pressure to meet a deadline or to fulfill a challenging obligation. But when work stress becomes chronic, it can be overwhelming—and harmful to both physical and emotional health (American Psychological Association, 2014)”.

Employee’s Demeanor. Cropanzano, R. et.al (2003) investigated the consequences of emotional exhaustion for individual employees and their employers. The research authors proposed that emotional exhaustion would predict job performance, 2 classes of organizational citizenship behavior, and turnover intentions. Employee relationship can also be considered as employee relations, as defined “refers to the company’s efforts to manage the relationship between employers and employees”. But in this study based on the participants’ responses, the employee relationship refers to the relationship towards their colleagues, how’d they treat each other with respect as a person and them as a manager.

Hard-headed employees: Problematic employee is way difficult; resistance and improper behaviors are most likely to show.

Participant 6 narrated that

“because of the employees who are hardheaded). This kind of resistance coming from the subordinates will cause emotional exhaustion to the managers due to undelivered service outcomes”

Absences without notice: Participant 6 also added

“taking work absences without notice”

This caused hampers to the business operations and ethically speaking this is very unbecoming as an employed individual. It is very important to emphasize the company’s code of ethics for them to visualize the effects of their actions and responses when it comes to sanctions.

Complaints/accusations: It is very important to recognize the complaints of the employee. But employees should make sure of the weight of the complaint itself.

Participant 8 discussed that it pertains to work management, furtherly stated"

"work management and colleagues who report complaint, misbehaving, always talking with each other yet not working"

This shows that the employees know no limitations. These should be addressed, and employees should be encouraged to do as what they're expected to do as an employee.

4. *Laziness*: Participant 4 also narrated that

"because of the staff who are idling"

People who tend to be this way will cause hamper to the operations especially in the service. Noting all the company's expectations and customer expectations should be a reminder for all in the service on why they are hired in the company. Refocusing on their job description and the expected outcome as performed by the employees.

Competition. The research of Anna Steinhage, et. al (2017) discussed the cause and effect when competition among employees arises and also stated that competition is an inescapable part of human lives and this was experienced by Participant 3 and he discussed that

"There is a competition between you and your colleague on certain positions"

When employees compete with each other as what the research of Anna Steinhage, et. al (2017) competition can motivate employees but based on participant 6, he considered it as "it will add up to your stress if the employee opposes you and sees you as a competitor not a team".

Retention. Based on the participants' narratives retention has something to do with emotional exhaustion, this is a major challenge faced by managers today on how to retain the hired employees in an organization (Bidisha, et.al, 2013).

Satisfying the human sources is indeed very difficult, this is one of the factors that caused emotional exhaustion of the hotel professionals conformed by with the narratives of Participant 2 as explained:

"key performance indicator can affect, especially with the untimely turnover, retention for the certain training, the example they need to upsell and then the staff doesn't know how to do upselling"

Training is conducted before the official deployment of the hotel employee; this is the common practice especially in the hospitality industry to ensure quality service. If the company or the manager tends not to retain the hired employee, the same process and procedures will take place; tiring and disruptive to the operations when hiring a new employee.

Participant 7 narrated,

"new colleagues, having difficulty in the timing you have to adjust, bosses and guests."

Recurring instances is quite stressful especially when you consider those as part of the job routine.

Theme 2: Recognizing Emotional Exhaustion:

At a certain point, an individual might be conscious or not whether they are experiencing emotional exhaustion. Recognizing it is an advantage of oneself to be able to mitigate as early as possible. In this study, the participants were also asked how they were able to recognize that they have been experiencing emotional exhaustion, and based on participants' narratives, the following sub-themes were identified because of emotional exhaustion and it had been recognized through the different effects on them.

Behavioral Effect

Almost all participants expressed that they have recognized emotional exhaustion when it affects their behavior or how well they have behaved.

1. Demotivated:

"I just feel down or just feel demotivated with my work that I say I'm affected" Participant 1

Discouragement overwork is very tiring also and it will disrupt service operations when employees are demotivated.

2. *Irrational Behaviors*: Irrational behavior arises because of emotional reactions evoked when faced with difficult decisions, according to new research at University College London. (2006, August 3). The UCL study suggests that rational behavior may stem from an ability to override automatic emotional responses, rather than an absence of emotion per se bring recurring incidents to happen just as shared by Participant 2:

"In my younger years, I feel exhausted especially on an occasion when the chef would throw up anger and pound things in the kitchen becomes a normal scenario, however, if you do the same thing you would be able to perform well"

This shows that the behavior of your co-worker will implicate the others or their demeanor.

In addition to it, the narrative of Participant 3:

"You can easily identify once they became irritable and easily got angry."

One participant shared that it has a lesser effect on him/her though as narrated by Participant 4:

"Not much, because it depends on the person, I do not easily get affected...subordinates, usually get emotionally exhausted whenever their supervisors yell but I don't do that"

Other participants have the following to say:

"I can't concentrate on my work" Participant 7

"(supervisor) yells out of anger, whenever he sees something wrong" Participant 8

"I got mood swings, and get irritable, these are something I noticed" Participant 9

b. Physiological Effect

Based on the narratives of some participants, this sub-theme was identified. Emotional exhaustion affects physiologically them. Based on the definition from the dictionary, physiological has to do with the body and its systems, in a way that what as experienced by the participants.

1. Physically tired

"I feel that I am physically tired or just feel down", if a person is physically tired there's a big possibility that he is unable to perform certain work or services if required to do so, then efficacy is compromised." Participant 1

2. Feeling down

This is also narrated by the participant, he felt it as associated with being physically tired.

"When a person is unable to work or function. They tend to feel discouraged and depressed and it may cause emotional exhaustion."

3. Headache and forgetfulness

also added by Participant 6:

"headache and forgetfulness"

Having a headache will not make oneself function well physically and it is because of stress or emotional exhaustion.

4. Sleep disorders:

Shared by Participant 10:

"I can't sleep well at night"

People with emotional exhaustion also feel physically tired and have difficulty in sleeping (Leonard, 2018), getting up and getting things done would be very difficult at certain.

This might result in employee's lower productivity when the pressure to perform, meet expectations becomes overwhelming physically, and emotionally which can be troubling and get in the way of achieving success (Shepell, 2011).

Theme III. Impact of Emotional Exhaustion on Job Performance

Emotional exhaustion impacted the job performance of the employees positively and negatively based on the narratives of the research informants. According to Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003) emotional exhaustion exerted an independent effect on work behaviors beyond the impact of age, gender, and ethnicity. The following are the narratives of the research informants that were mentioned in the preceding codes and now re-enumerated.

Positively affected

This study shows that emotional exhaustion can affect employees positively as being discussed by one of the participants of this study and the ability to mitigate emotional exhaustion is one of the indicators of the person being emotionally stable.

1. To be a will-driven person: based on Participant 1 statement

"Well, it could either makes me a stronger person or will- driven person or sometimes I feel down sometimes, but it seems, normally, it's a roller coaster ride".

As per the statement of participant 1, emotional exhaustion could make him more of a person he is, he may feel down sometimes but for him it's normal. It affected him more personally and able to carry out his job despite feeling down, on the other hand, everything was normal.

Same with Participant 4-

"nothing, at the end of the day it's being pacified"

Settling things before the end of the day will be best to prevent future emotional damage in which sometimes is more likely to happen.

Yet, according to Participant 8-

"My mood was affected, but not my work because I know my job and I know what to do"

Emotional exhaustion didn't affect his job because he knows the job well. As per the latter statement, his mood was affected. It shows that a person will continue doing the job properly without minding their emotions in times of work.

Negatively affected

In this study, emotional exhaustion impacted employee's job performance in a way that they were performing as part of their job duties and responsibilities.

1. Troubled focusing tasks at hand:

as narrated by Participant 3:

"affects in a way that you are pressured and eventually will chase time"

"affected, sometimes I lose focus, I just find myself knocking" Participant 7

They may even have trouble at work especially attending customers or guests;

"There are already complaints from the guest, it is inevitable, even doubting oneself at times of these." Participant 9

"I am unable to perform my job well, at times I doubt myself" Participant 10

2. Causing workers to missed or disorganized team members:

Participants 5

yes, it will affect, and it will be taken to your staff).

Clogged up workflows

as narrated by Participant 6-

"it breaks the work routine mostly it hampers the job to be done because it was being intervened and even causing workers unable complete the task employees couldn't be able to perform the job well"

People with emotional exhaustion are often more negative, impatient, and disagreeable. They may complain that they don't enjoy their job. Moreover, this can impact the work environment and the team. When someone is stressed out and, in a position, where they deal directly the customers can cause damage and negatively reflect the company or organization.

Theme IV. Coping Strategies

Each one of us has different strategies and styles in coping up with every difficult situation. Overcoming emotional exhaustion is a brave thing to do by oneself. Thus, one should know either effective or ineffective a coping strategy is. Coping strategies were another theme that arose for the participants on how they had coped with emotional exhaustion. Participants acknowledged different coping strategies categorized by sub-themes: Focusing on work, Expressing one's emotion, and Work-Life Balance.

1. Focusing on work:

Keeping yourself tact or composed at work is an ideal thing to do. Focusing on work is objectively keeping yourself organized. Mind-setting was highlighted in this sub-theme. The participants have the following to say.

"Thinking of the reasons what, why, and who might motivate you to focus on work" Participant 1

"I set aside my problem from my work; I always see the positive side" Participant 7

Being an optimistic person will help the best and possible things to happen even if it is not.

2. Expressing one's emotion:

Sharing your problems, happiness, and even achievements emotionally make you at ease. That is what most of the participants in this study shared on coping up with emotional exhaustion was through expressing their emotions or feelings to others. It may be in the form of counseling, one on one talk, and feedback. As what the participants shared:

"counseling is very important", Participant 2

"feedbacking" Participant 3:

"Sit down with employees, one on one feedbacking close door meeting, discuss the differences and mistakes, it will eventually help them. Feedbacking- at the end of the day, every shift nay briefing, I don't take it so it won't stress me".

Participant 4

When it comes to subordinates, co-workers it is effective to apply this kind of strategy. Other participants also shared that same goes with the customers, you have to talk to them directly

"Be able to talk to customers directly", also added that "Be able to talk it out to a person or someone whom I can lean on and be heard. Most of the time I was the one who gave advice". It is comforting that when you knew that you have someone to rely on and share your problems to lighten it up regardless of how it may weigh in the reality." Participant 5

"make it known to someone whom you trust, and you could rely on" Participant 6

It also effective to talk with someone at work that knows the reason and story, someone will empathize. Participant 6 also added that it is also a matter of time

"for employees as to my strategy in dealing with them, once I found out that I have this feeling, 2 days after taking it out because once I get angry, I avoided speaking to prevent from spitting bad or harsh words"

"I will talk to my staff, briefing and ask them. We should know how to adjust to varied people either old or young"

Participant 8

Some participants opt to share their problems with their family and loved ones, just as explained by

"you have to let it out whatever that made you being disturbed to your partner, whatever problems you have with your staff for it to be resolved immediately" Participant 9

It's better to communicate to whom you feel could help you alleviate the burden that you felt within and trying to sort things out before it would escalate and could cause another problem.

"focus to family and able to share with them all my problems" Participant 7

The family will always be there for us no matter what. Family is the first who would understand and help you if you needed help.

3. Work-Life Balance

Employees who have heavy workloads and are unable to establish a balance between work (family) and family (work) roles are emotionally exhausted. Such employees, in turn, are less embedded in their jobs and display poor performance in the service delivery process" (Karatepe, O. M., 2013)

Work-life balance is a term used for the idea that you need time for both work other aspects of your personal life. This sub-theme of work-life balance arose from the narratives of the participants when they were asked how they coped up with emotional exhaustion.

"I spend time with my family, I don't bring my work challenges at home because I think it would not be fair for me also to bring my challenges or my problems from the office. And then you know I go strolling or go out of the country". Participant 1

Strolling and wandering to a place you wanted to at is extremely make you at peace and content. Able to balance and separate things from work to home.

Another participant posited it as,

"I give myself some me-time and work-life balance seems you don't have to overwork." Participant 10

Some would do exercise and other techniques just to be free from stress for a moment.

"to make it disappear is to breath in-breath out for a while." Participant 2

"you plan for the family" exercise, and diet." Participant 2

"You need to take a break, relax, after, jogging at home, exercise, next day it will all go away" Participant 3

"to exercise and will sleep early." Participant 7

The participants highlighted work-life balance as their coping strategy to cope up with emotional exhaustion and emphasized it through exercising, diet, and spending time with family.

Conclusion

The study centers on the exploration of the human life experiences of the participants on emotional exhaustion. Based on the findings of the study the researchers concluded that each participant manifested emotional exhaustion on their work however, despite the emotional exhaustion, the participants showed resiliency by employing coping strategies to address their emotional exhaustion. Furthermore, the scenario among the participants suggests that there is little emphasis on the emotional and mental well-being of employees. Though several initiatives have been done to raise awareness for mental health, however, as far as policy is concerned there is still a lack of emphasis. The researchers conclude that this may be due to the absence of a framework or mechanism that could be adopted by companies to aid their workforce on the mental and emotional well-being of employees.

Implications of the Findings

The findings of this study have implications for the team leaders/ heads of departments, policymakers within the company, the Human Resource Management Office, and the Performance Management Team of the agency with few specifications on the following:

Hospitality Managers- this study will help hospitality managers to address their challenges when it comes to emotional dealings that could affect work. Assessment and intervention will help them strengthen their connection to themselves and towards the working environment.

Policy Makers- this might help the policymaker to include emotional exhaustion in considering making company policy, rules, and regulations. In addition to their individual or personal development

Educational Institutions- this study might have implications for the management and educators to further enhance instruction on the related topics to make learning more meaningful

Research- this study is an addition to the body of knowledge specifically on the topic of mental health. The limited emphasis on mental health suggests that there is little interest on the topic among scholars in the field of human resource management. The findings may pave the way to do more study on this topic.

Theory- The Yerkes-Dodson law explains the relationship between pressure and performance. The law itself noted that performance increases with physiological or mental arousal, but only up to a point. When the level of arousal becomes too high the performance decreases. Intervention plans must be closely monitored and justified.

Recommendations

The participants of this study constitute only a small sample and were only focused on the Hotel professionals. Considering the limitation of the research design, it is therefore recommended that emotional exhaustion can be furtherly explored with different key informants from different fields. Researchers may consider also conduct a study based on the themes that emerged from this exploration.

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Displacement Of Establishment and Workers in Central Visayas In Times Of Covid-19 Pandemic

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Abstract

This research paper aims to present the state of establishments and workers in times of COVID-19 pandemic; discuss the implication of the COVID-19 Adjustment Measures Program (CAMP) under the Bayanihan 1; and make recommendation for improvement in the implementation of CAMP to the Department of Labor and Employment. When the national government imposed and nationwide enhance community quarantine or lockdown on March 16, 2020, majority of the business establishments resorted to temporary closures or flexible working arrangements. The implementation of the said lockdown caused the displacement of establishments and workers. The primary data was derived from the Establishment Data submitted by the displaced establishments from March to April 2020 to the Department of Labor and Employment Regional Office No. VII. This research is quantitative and descriptive in nature. There are 9,519 establishments with 261,828 workers affected due to COVID 19 in Central Visayas. Displacement was either implemented flexible work arrangement or resorted to temporary closures. Majority of the displacement came from temporary closures with 6,661 affected establishments (70%) and 150,825 affected workers (58%). Most affected establishments belong to the Accommodation and Food Service Activities while most affected workers belong to the Manufacturing. Mostly, micro and small size businesses were affected of this pandemic which is found in the Tri-Cities of Cebu, Mandaue, and Lapu-Lapu being the center of commerce in Central Visayas. The Department of Labor and Employment being the implementing arm of the National Government in the field of labor and employment made a timely response thru the COVID-19 Adjustment Measures Program (CAMP). It is a safety net program that offers financial support to affected workers in private establishments that have adopted Flexible Work Arrangements or temporary closures during the COVID-19 pandemic.

Keywords: Displacement, Covid-19 Pandemic, Enhanced Community Quarantine, Covid-19 Adjustment Measures Program

I. Introduction

On March 16, 2020, the Philippine government imposed an enhanced community quarantine (ECQ) with the primary objective of the ECQ is to flatten the curve, corresponding to the daily trend of cumulative cases. Prior to the ECQ, the number of cases was doubling almost every three days. Provinces and cities in Central Visayas also started to impose a lockdown following these developments. One of the consequences on the lockdown was displacement of business establishments and workers. Patrick Patriwirawan Jr. on his research work entitled "Study on DOLE Programs for Displace Workers: A Review of the Policy Framework for Worker Displacement in the Philippines", defines worker displacement as refers to the separation of persons from their jobs or the termination of the employment relationship. He stresses out that since the late 1990s, the DOLE has created policies and programs to address worker displacement brought about by several economic crises such as but not limited to the 1997 Asian Financial Crisis and the 2008 Global Financial Crisis. However, the concept of worker displacement may no longer be the same as how it was recognized in the past as recent displacements are no longer caused by economic crises but by introduction of new domestic regulations, including strengthened reinforcement of existing domestic regulations, and international labor migration regulations. This shift in concept poses a need to reassess the applicability and relevance of existing DOLE policies, programs, and mechanisms on worker displacement. Several displacements in business establishments and workers are being experienced in Central Visayas. As of April 16, 2020, the total displaced establishments are 9,519 and the total displaced workers are 261,828. These numbers brought tremendous pressures on the government on how to help the workers. Among the problems are how to finance the basic necessities of the families of these workers. This research will give the government agencies and other stakeholders on the massive status on the displacement of establishments and workers in Central Visayas for proper planning. This problem is so urgent and timely that needs a prompt action on the government. The researcher, being a regular employee in the Department of Labor & Employment Region VII, has the capacity to do the rigorous work of this analytical research and to share invaluable insights.

Objectives of the Study

The main objective of this study is to present the state of establishments and workers in times of COVID-19 pandemic with specific objectives: (a) Identify the displacement rate of affected establishments and affected workers in Central Visayas; (b) Identify the concerns of affected workers in relation to the implementation of COVID-19 Adjustment Measures Program (CAMP) under the Bayanihan 1; (c) Discuss the implication of the COVID-19 Adjustment Measures Program (CAMP) in Region VII under the Bayanihan 1

Literature Review

“Study on DOLE Programs for Displace Workers: A Review of the Policy Framework for Worker Displacement in the Philippines” by Patrick Patriwirawan Jr. cited that while DOLE has been tending to the needs of displaced workers since 1997 and has issued a series of department orders relative to displacement, it has not officially issued a national definition of worker displacement both in conceptual and operational terms. It can also be noted that the Labor Code of the Philippines provides no clear definition of worker displacement.

In addition, Mr. Patriwirawan shows varying definitions and interpretations of job displacement from different DOLE issuances and programs.

DOLE Issuance	Definition/Interpretation
<i>Paragraph 1, Article 1</i> DOLE Department Order No. 07-01 Guidelines for the Operation of Quick Response Teams (DOLE QRT RESPONSE: Balik Trabaho)	Displacement was implicitly referred to “industry closures and retrenchment due to the adverse effects of globalization and economic crises”
<i>Section 9, Article II</i> DOLE Department Order No. 137-14 Guidelines in the Implementation of the Department of Labor and Employment Integrated Livelihood and Emergency Employment Programs (DILEEP)	Reasons cited for the displacement of workers are “natural and man-made disasters”.
<i>Section 5(f), Article I</i> DOLE Department Order No. 173-17 Revised Guidelines in the Implementation of the Department of Labor and Employment Integrated Livelihood and Emergency Employment Programs (DILEEP)	Displaced workers were referred to as “workers in the formal and informal sectors who became unemployed, underemployed, or have lost their livelihood as a result of closure of establishment, economic crisis, retrenchment, termination, natural disaster/calamities”.
<i>Item 1 under Program Coverage</i> DOLE Department Order No. 85-07 DOLE Adjustment Measures Program for the Prevention of Job Losses and Assistance to Displaced Workers	Displacement was implicitly describes through the enumeration of the following reasons for displacement: (1) rightsizing, (2) redundancy, (3) import competition, (4) introduction to technological change and labor-saving devices, and (5) other analogous causes directly or indirectly caused by trade liberalization.
<i>Section 2 and 4, Article I</i> DOLE Department Order No. 152-16 Guidelines in the Implementation of K to 12 DOLE Adjustment Measures Program	Displacement was referred to the employment impact of the implementation of Republic Act No. 10533 otherwise known as the Enhanced Basic Education Act of 2016.
<i>Section 3(a) and 3(b), Article I</i> DOLE Department Order No. 177-17 Expanding DOLE Adjustment Measures Program for Displaced Higher Institution Personnel due to the Implementation of Republic Act No. 10533	The expanded DOLE AMP defined displacement as the separation of the HEI and its personnel due to the implementation of RA 10533. Due to the peculiarity of education institutions, it also categorized displaced workers into: partially displaced (separated from employment but has other wag employment); totally displaced (separated from employment with no other wage employment); and temporary displaced (temporary suspended with no other wage employment).
<i>Section 3(a)(i), Article I</i> DOLE Department Order No. 191-18 Guidelines on the Adjustment Measures Program for Affected Workers Due to the Boracay Island Rehabilitation	Displaced workers were referred to as “workers whose employment is severed by reason of the permanent cessation of operations, or permanent closure of the employer’s business establishment.
<i>Item 1, III. Definition of Terms</i> Job Displacement Monitoring System	As a term, displacement was used interchangeable with termination. The term was referred to terminations of workers due to establishment shutdowns/closures or retrenchments due to economic reasons.

The research work of Maria Isabel D. Artajo, et. al. entitled “Leaving No Worker Behind: Evidence from a Participatory Assessment of DOLE Interventions for Displaced Workers” argues that worker displacement can lead to severe crisis for both the affected workers and their respective communities. Since its impacts are manifold and far-reaching, responding to worker displacement requires a combination of immediate, medium, and long-term measures to ensure adequate support not only during post- but also pre-shock. In line with its mandate, DOLE has thus come up with a number of policies and programs intended to assist displaced workers since the late 1990s. More recently, it has issued the following Department Orders (DOs) to support the implementation of relevant interventions: a) D.O. No. 07, series of 2001 (Guidelines for the Operation of Quick Response Teams [QRTs]); b) D.O. No. 85, series of 2007 (DOLE Adjustment Measures Program for the Prevention of Job Losses and Assistance to Displaced Workers); c) D.O. No. 152, series of 2016 (Guidelines in the Implementation of K to 12 DOLE Adjustment Measures Program); d) D.O. No. 173, series of 2017 (Revised Guidelines in the Implementation of the DOLE Integrated Livelihood and Emergency Employment Program); e) Administrative Order No. 312, series of 2019 (Supplemental Guidelines in the Implementation of TUPAD program relative to the Special Provisions of the General Appropriations Act of 2019; and f) DOs 191 and 191-A, series of 2018 (Guidelines on the Adjustment Measures Program for Affected Workers due to the Boracay Island Rehabilitation).

Department of Labor & Employment (DOLE) Adjustment Measures Program (AMP), a program aimed to alleviate the plight of workers displaced by natural and man-made calamities. Specifically, the DOLE issued Department Order No. 209, Series

of 2020, entitled “Guidelines on the Adjustment Measures Program for Affected Workers Due to the Coronavirus Disease 2019” which sought to ensure the effective and streamlined implementation of the COVID-19 Adjustment Measures Program (CAMP). These guidelines specified the objectives and coverage, program assistance and corresponding requirements, and the procedures concerning the delivery of financial support as a means of social protection and welfare for affected workers in the formal sector.

This is in response to the Presidential Proclamation No. 922, entitled “Declaring a State of Public Health Emergency throughout the Philippines” issued by President Rodrigo Roa Duterte on March 8, 2020, enjoining all government agencies and Local Government Units to render full assistance and cooperation and mobilize the necessary resources to undertake critical, urgent, and appropriate response and measures in a timely manner to curtail and eliminate the COVID-19 threat. Section 7 of Republic Act No. 11332 provides that the President of the Republic of the Philippines shall declare a State of Public Health Emergency in the event of an epidemic of national and/or international concern which threatens national security in order to mobilize governmental and nongovernmental agencies to respond to the threat. The Secretary of Health has confirmed the local transmission of the Corona Virus. The outbreak of COVID-19 constitutes an emergency that threaten national security.

The CAMP is a safety net program that offers financial support to mitigate the adverse economic impacts and reduction of income brought about by the said pandemic. According to Charlotte Justine Diokno-Sicat and Ma. Alma P. Mariano in their research work entitled “A Public Expenditure Review of Social Protection Programs in the Philippines” published by RESEARCH INFORMATION DEPARTMENT, Philippine Institute for Development Studies, cited that social safety nets are non-contributory programs, stop-gap mechanisms or urgent responses that address effects of economic shocks, disasters and calamities on specific vulnerable groups. These are measures that target affected groups with the specific objective of providing relief and transition. Measures include emergency assistance, price subsidies, food programs, employment programs, retraining programs and emergency loans. In general, social welfare programs, safety nets and labor market interventions are financed by government.

Assistance to Displaced Workers-Adjustment Measures Program (AMP) offers a package of assistance and other forms of intervention to workers displaced by social and economic disruptions. Examples include both local and overseas employment facilitation and livelihood assistance to those who prefer to engage in entrepreneurial activities. In 2007, the DOLE expanded the coverage of AMP to skilled workers in key industries and assisting affected companies that want to restructure and manage their workforce (DOLE 2007). In order to do this, the DOLE formed Quick Response Teams (QRT) in national and regional offices.

When the Enhanced Basic Education of 2013 (Republic Act No. 10533 2013) was enacted, the DOLE had placed all the displaced higher education institution (HEI) personnel brought about by the implementation of the K-12 basic education program under the Adjustment Measures Program. To mitigate the immediate adverse economic impacts, an amount of P10,000 or amount equivalent to the 75% of their last monthly salary, whichever is highest, shall be provided for 6 months for totally displaced HEI personnel and 3 months for temporarily displaced and partially displaced HEI personnel. Similarly, DOLE provides employment facilitation as well as livelihood opportunities for the same (DOLE 2017).

“Philippines: Social Protection Review and Assessment” published by International Bank for Reconstruction and Development/The World Bank, mentioned that the AMP provides assistance to (a) workers who have been displaced due to business closures, labor retrenchment, or economic downturn; and (b) agricultural workers who are affected by changes in the local economy. Benefits consist of (i) job-search assistance and counselling (including for overseas reemployment); (ii) entrepreneurship training; (c) provision of seed capital for income generating activities; and/or (iv) retraining to increase employability and competitiveness. The program is operated by DOLE.

Md. Ashrafal Alam and Sheikh Abir Hossai in their research work entitled “Effectiveness of Social Safety Net Programs for Poor People in the Government Level of Bangladesh” as published in the International Journal of Social Sciences and Management connotes that the contribution of Social Safety Net Program is now viewed not merely in terms of their impact on challenged families, but their systemic benefits - in enabling higher levels of employment and entrepreneurship, sustaining household consumption and human capital, securing pro-poor growth and promoting social inclusion and national cohesion.

The UNI Global Union-Philippine Liaison Council (UNI-PLC), through Jesus Exequiel Nidea, President, on March 16, 2020, called upon the Philippine government to put in place programs aimed at protecting workers and providing emergency relief for workers affected by the COVID-19 crisis. Specifically, it calls upon the Department of Labor and Employment (DOLE) to enhance and fast-track the roll out of its COVID-19 Adjustment Measures Program (CAMP) particularly the financial assistance to those workers who have temporarily or permanently lost their jobs or their livelihood.

The Leaders Forum composed of the top-level representatives of business organizations including the Employers Confederation of the Philippines (ECOP), Philippine Chamber of Commerce and Industry (PCCI), Philippine Exporters Confederation (Philexport), Trade Union Congress of the Philippines (TUCP), Federation of Free Workers (FFW), and Sentro ng mga Nagkakaisa at Progresibong Manggawa (SENTRO), jointly issued on April 8, 2020 a recommendation on how to better implement the DOLE COVID-19 Adjustment Measures Program (CAMP). As a quick response, the Department of Labor and Employment has put in place the CAMP to provide temporary relief to workers. However, its enforcement has been encountering policy and programs gaps in terms of the following:

1. Notification: rank and file workers’ only form of communication is through text messaging. Many do not have access to internet and thus, cannot use e-mails. Mobile messaging and calls will require additional costs for them.
2. Benefits: no public transportation is available; offices are closed; not all workers have ATMs or bank account.
3. Requirements: payroll and payslips, are confidential and are in offices which are closed.

To ensure that the assistance reach the workers in a timely manner to enable them to weather the economic contraction resulting from the ECQ, the Leaders Forum recommended the following:

1. DOLE to notify employees and/or employer through e-mail and/or text message on the status of a company's application under the CAMP (strictly within three days after submission of requirements, as prescribed in DOLE D.O. 209 series of 2020), stating the expected date/s of release of the benefits to the employees.
2. Government accounting and auditing rules may have to be relaxed and should take a backseat to address the paramount survival needs of our workers.
3. DOLE to release a report on the budget allocated for CAMP per region, with daily updates including amount disbursed, number of workers covered, and number of CAMP applications as against approvals and disapprovals.
4. State the reasons for disapproval of CAMP applications.
5. That only one documents among the following be submitted in lieu of the two documents as required such as establishment report, payslip, logbook, SSS Alpha list, HR-certified list of employees, & certified payroll.
6. That DOLE allows workers to submit requirements directly using an online portal especially created for CAMP applications. Applications may be verified through the applicants' SSS and/or company IDs or certificate of employment (template should be provided by DOLE in the online portal).
7. That DOLE fast track the procedures by allowing both national and regional DOLE offices to process applications.
8. That distribution of benefits be done through of the following, whichever is most convenient and expedient for the worker to receive the financial assistance:
 - a. Through banks directly to the savings/payroll accounts of the workers;
 - b. By the employer through checks payable to the individual employees, uncrossed and encashable. The employers will take full responsibility and accountability for actual releases to their employees.
 - c. Through money-remittance services (e.g. Pera Padala, Palawan Express, Western Union, etc.)
 - d. Mobile wallets (e.g. Smart money, G-cash, etc.)
9. Since the ECQ has been extended, government will consider increasing allocation to CAMP, as this is clearly insufficient to meet the needs of a formal sector worker, and ensuring income subsidy, through CAMP, on a monthly basis for the duration of the ECQ. Any such income subsidy should be equivalent to the prevailing minimum wage.

The Department of Labor and Employment (DOLE) Regional Office No VII published a press release seeking full understanding from employers and workers, who have not received the COVID-19 Adjustment Measures Program (CAMP) financial assistance as it stopped accepting online application for said program effective 15 April 2020, 5:00 P.M. The DOLE-Central Office, in an official statement said that the labor department has been swamped with volumes of requests that the available fund for the program amounting to P1.6 billion is very close to being depleted. On May 4, 2020, the Cebu Provincial Board passed a Resolution sponsored by 6th District Board Member Glenn Anthony Soco urging DOLE-7 to be more transparent in the actual status of the application processing for financial aid to displaced workers in both the formal and informal sector. The board asked for the total budgetary allocation received by the office for the program, the list of companies eligible for coverage along with their respective list of employees, the list of all approved companies and their corresponding employees, a breakdown on the total budgetary allocation released as aid to the approved companies' employees, the list of pending companies, a list of companies and their pending approval status and a timeline of the releasing of aid to companies that have submitted requirements prior to April 16, 2020.

It was also pointed out that workers have reportedly cried out on the protracted implementation of CAMP. Further, the document pointed out that DOLE-7 reportedly stopped accepting applications for the program last April 16, 2020 due insufficient funding. The board also demanded that DOLE-7 should endeavor to include all displaced workers in the financial assistance program as it was devised to assist every displaced worker and not just those who have submitted applications at an earlier date.

II. Methods and Design

This research is quantitative and descriptive in nature. Quantitative research is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect. It is used in a wide variety of natural and social sciences, including physics, biology, psychology, sociology and geology (Wikipedia Encyclopedia, 2005). Descriptive, on the other hand, aims to illustrate a phenomenon. The primary data was derived from the Establishment Data submitted by the displaced establishments from March to April 2020.

Data Gathering. This research would utilize data mining in the conduct of study. Data mining is defined as the process of extracting useful information from large data sets through the use of any relevant data analysis techniques developed to help people make better decisions.

Phase 1 Conceptualization Phase. Step 1: In line with the Department of Labor & Employment's mandate to formulate policies, implement programs and services, and serve as the policy-coordinating arm of the Executive Branch in the field of labor and employment, this research will look into the displacement of establishments and workers in Central Visayas in times of the

COVID-19 pandemic. Step 2: As early as 2007, the Department of Labor and Employment already issued D.O. No. 85, series of 2007 (DOLE Adjustment Measures Program for the Prevention of Job Losses and Assistance to Displaced Workers. In times of the pandemic, the DOLE issued Department Order No. 209, Series of 2020 entitled "Guidelines on the Adjustment Measures Program for Affected Workers due to the Corona Virus Disease 2019". Step 3: The research will present the displacement of establishments and workers in Central Visayas and the implication of the COVID-19 Adjustments Measures Program under Bayanihan 1.

Phase 2 Design Phase. Step 1: The study employed a research design which is quantitative and descriptive in nature. Quantitative research is used to find patterns and averages, make predictions, and generalize results to wider populations. Step 2: It will also be a descriptive research which aims to accurately and systematically describe a population, situation or phenomenon. Step 3: The tabulated data of displacement of establishments and workers will be collected and analyzed. These data will be described into a phenomenon.

Phase 3 Data Gathering Phase. Step 1: The primary data was derived from the Establishment Report Forms on COVID-19 submitted by the displaced establishments from March to April 2020. Step 2: The primary data was tabulated by the Department of Labor & Employment Regional Office No. VII thru the Technical Services & Support Division – Labor Relations and Standards. Step 3: The tabulated data is utilized and presented in this research.

Phase 4 Analysis Phase. There are 9,519 affected establishments submitted their Establishments Report Form on COVID-19 with 261,828 affected workers. Out of this number, there are 6,661 establishments that resorted to temporary closures while 2,858 were implementing Flexible Working Arrangement. There are 150,825 affected workers in the temporary closures and 111,003 affected workers in the Flexible Working Arrangement. The establishments were also segregated per provinces, industries, business sizes

III. Results and Discussion

Table No. 1.

Number of Establishments and Number of Workers Affected due to COVID-19.

Form of Displacement	No. of Establishments	Percentage	No. of Workers Affected	Percentage
Implemented FWA	2,858	30%	111,003	42%
Temporary Closures	6,661	70%	150,825	58%
Total	9,519	100%	261,828	100%

Source: DOLE RO-VII Report Monitoring on Covid-19 under Bayanihan 1

It shows that there are 9,519 affected establishments with 261,828 affected workers wherein majority of the displacement is due to temporary closures (70%) which account 58% of the affected workers while establishment implementing flexible work arrangement is only 30% of the establishments with 42% affected workers. Since the government imposed a community quarantine or lockdown and there is a limited transportation, businesses had to resort to temporary closures.

Table No. 2.

Number of affected establishments and affected workers implemented flexible work arrangement (FWA) per province.

Field Offices	Total Establishments	Percentage	Total Workers	Percentage
Bohol	600	21%	19,067	17%
Cebu Province	339	12%	11,721	11%
Negros Oriental	384	13%	13,061	12%
Siquijor	130	5%	1,578	1%
Tri Cities (Cebu, Mandaue, & Lapu-Lapu)	1,405	49%	65,576	59%
Total	2,858	100%	111,003	100%

Source: DOLE RO-VII Report Monitoring on Covid-19

This table shows that majority of the affected establishments implementing flexible work arrangement are found in the Tri-Cities composed of Cebu City, Mandaue City, & Lapu-Lapu City which has also the highest affected workers. Bohol is second in the highest number of affected establishments and affected workers. The bulk of businesses in Central Visayas are situated in Cebu City, Mandaue City, and Lapu-Lapu City.

Table No. 3*Number of affected establishments and affected workers implemented temporary closure per provincial field office.*

Field Offices	Total Establishments	Percentage	Total Workers	Percentage
Bohol	1,207	18%	17,751	11%
Cebu Province	809	12%	15,934	11%
Negros Oriental	987	15%	15,270	10%
Siquijor	176	3%	1,349	1%
Tri Cities	3,482	52%	100,521	67%
Total	6,661	100%	150,825	100%

Source: DOLE RO-VII Report Monitoring on Covid-19 under Bayanihan 1

This table shows that the majority of the affected establishments implementing temporary closures are found in the Tri-Cities of Cebu, Mandaue, and Lapu-Lapu which has also the highest number of affected workers. Bohol is second in the highest number of affected establishment and affected workers. The bulk of businesses in Central Visayas are situated in Cebu City, Mandaue City, and Lapu-Lapu City being the center of commerce.

Table No. 4*Number of affected establishments and number of affected workers per industry.*

Industry	Total Establishments	Percentage	Total Workers	Percentage
Accommodation and Food Service Activities	2,382	25.02%	46,854	17.89%
Administrative and Support Service Activities	930	10.00%	27,959	10.67%
Agriculture, Forestry, and Fishing	35	0.37%	1,239	0.47%
Arts, Entertainment, and Recreation	170	1.78%	2,870	1.09%
Construction	261	2.74%	13,896	5.30%
Education	367	3.85%	12,720	4.85%
Electricity, Gas, Steam and Air Conditioning Supply	30	0.32%	748	0.28%
Financial and Insurance Activities	475	5.00%	8,832	3.37%
Human Health and Social Work Activities	477	5.00%	8,366	3.19%
Information and Communication	74	0.78%	1,422	0.54%
Manufacturing	533	5.60%	63,099	24.10%
Mining and Quarrying	9	0.10%	324	0.12%
Other Service Activities	699	7.34%	8,336	3.18%
Professional, Scientific and Technical Activities	271	2.84%	7,349	2.80%
Real Estate Activities	281	2.95%	3,917	1.49%
Transportation and Storage	296	3.1%	9,753	3.72%
Water Supply, Sewerage, Waste Management, and Remediation Activities	20	.21%	468	0.17%
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	2,209	23.00%	43,676	16.68%
Total	9,519	100%	261,828	100%

Source: DOLE RO-VII Report Monitoring on Covid-19 under Bayanihan 1

This table shows that most affected establishments belong to the Accommodation and Food Service Activities while most affected workers belong to the Manufacturing. Accommodation and Food Service Activities are among the industries identified by the government to be strictly shutdown. These industries need physical appearance thereby violating a social distancing rule. Manufacturing companies sourced out their raw materials from China. Since this country is the world's largest supplier.

Table No. 5

Number of affected establishments and number of affected workers which implemented flexible working arrangement per industry.

Industry	Total Establishments	Percentage	Total Workers	Percentage
Accommodation and Food Service Activities	755	26.41%	20,927	18.85%
Administrative and Support Service Activities	332	11.61%	16,361	14.73%
Agriculture, Forestry, and Fishing	15	0.52%	815	0.73%
Arts, Entertainment, and Recreation	24	0.84%	828	0.74%
Construction	67	2.34%	4,563	4.11%
Education	125	4.40%	5,459	4.91%
Electricity, Gas, Steam and Air Conditioning Supply	21	0.73%	613	0.55%
Financial and Insurance Activities	128	4.50%	4,205	3.79%
Human Health and Social Work Activities	95	3.32%	3,325	3.00%
Information and Communication	42	1.50%	944	0.85%
Manufacturing	144	5.00%	18,703	16.90%
Mining and Quarrying	5	0.20%	241	0.22%
Other Service Activities	144	5.00%	2,014	1.81%
Professional, Scientific and Technical Activities	93	3.25%	3,958	3.56%
Real Estate Activities	92	3.21%	2,073	1.87%
Transportation and Storage	135	4.72%	6,236	5.62%
Water Supply, Sewerage, Waste Management, and Remediation Activities	5	0.20%	63	0.06%
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	636	22.25%	19,675	17.72%
Total	2,858	100%	111,003	100%

Source: DOLE RO-VII Report Monitoring on Covid-19 under Bayanihan 1

This table shows that most affected establishments implementing flexible work arrangement with highest affected workers belong to the Accommodation and Food Service Activities. Limited transportation and difficulty of the customers to go out from residences due to strict implementation of the lockdown prompted these businesses to implement a flexible work arrangement. These establishments also require close contact with the customers.

Table No. 6

Number of affected establishments and number of affected workers which implemented temporary closure per industry.

Industry	Total Establishments	Percentage	Total Workers	Percentage
Accommodation and Food Service Activities	1,627	24.43%	25,927	17.20%
Administrative and Support Service Activities	598	8.98%	11,598	7.69%
Agriculture, Forestry, and Fishing	20	0.30%	424	0.28%
Arts, Entertainment, and Recreation	146	2.19%	2,042	1.35%
Construction	194	2.91%	9,333	6.19%
Education	242	3.63%	7,261	4.81%
Electricity, Gas, Steam and Air Conditioning Supply	9	0.14%	135	0.09%
Financial and Insurance Activities	347	5.21%	4,627	3.07%
Human Health and Social Work Activities	382	5.73%	5,041	3.34%
Information and Communication	32	0.48%	478	0.32%
Manufacturing	389	5.84%	44,396	29.44%
Mining and Quarrying	4	0.06%	83	0.06%
Other Service Activities	555	8.33%	6,322	4.20%
Professional, Scientific and Technical Activities	178	2.67%	3,391	2.25%
Real Estate Activities	189	2.83%	1,844	1.22%
Transportation and Storage	161	2.42%	3,517	2.33%
Water Supply, Sewerage, Waste Management, and Remediation Activities	15	0.23%	405	0.27%
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	1,573	23.62%	24,001	15.91%

Total	6,661	100%	150,825	100%
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Source: DOLE RO-VII Report Monitoring on Covid-19 under Bayanihan 1

This table shows that most affected establishments implementing temporary closures belong to the Accommodation and Food Service Activities while the highest affected workers belong to the Manufacturing. Limited customers or no customers prompted these hotel and restaurant owners to temporarily close their establishments. The highest affected workers belong to the Manufacturing since these businesses are belong to large size establishments with more than 200 workers.

Table No. 7

Number of affected establishments and number of affected workers per size of the establishments.

Establishment Sizes	Total Establishments	Percentage	Total Workers	Percentage
Large	235	2.47%	92,123	35.18%
Medium	253	2.66%	32,480	12.41%
Small	4,181	43.92%	111,093	42.43%
Micro	4,836	50.80%	26,123	9.98%
No Data Supplied	14	0.15%	9	0.003%
Total	9,519	100%	261,828	100%

Source: DOLE RO-VII Report Monitoring on Covid-19 under Bayanihan 1

This table shows that majority of the affected establishments belong to the micro size businesses while most of the affected workers belong to small size businesses. During crisis, mostly the micro size and the small size businesses were greatly affected because of the limited capital and resources.

Table No. 8

Number of establishments benefited and number of workers benefited per sizes.

Establishment Sizes	Establishments	Percentage	Workers	Percentage
Large	15	1.07%	5,421	17.14%
Medium	42	3.00%	5,592	17.69%
Small	661	47.11%	17,261	54.59%
Micro	685	48.82%	3,344	10.58%
Total	1,403	100%	31,618	100%

Source: DOLE RO-VII Report Monitoring on Covid-19 under Bayanihan 1

This table shows that majority of the benefited establishments belong to the micro size businesses while majority of the benefited workers belong to the small size businesses. Under the CAMP Guidelines, among the priority establishments must belong to the Micro and Small Size Establishments.

Table No. 9

Number of establishments benefited and number of workers benefited per industry

Industry	Total Establishments	Percentage	Total Workers	Percentage
Accommodation and Food Service Activities	457	32.57%	9,970	31.53%
Administrative and Support Service Activities	115	8.20%	1,833	5.80%
Agriculture, Forestry, and Fishing	1	0.07%	360	1.14%
Arts, Entertainment, and Recreation	23	1.64%	775	2.45%
Construction	34	2.42%	2,389	7.56%
Education	52	3.71%	1,568	4.96%
Electricity, Gas, Steam and Air Conditioning Supply	0	0.00%	0	0.00%
Financial and Insurance Activities	39	2.78%	722	2.28%
Human Health and Social Work Activities	95	6.77%	1,363	4.31%
Information and Communication	3	0.21%	36	0.11%
Manufacturing	85	6.06%	2,934	9.28%
Mining and Quarrying	1	0.07%	47	0.15%
Other Service Activities	63	4.50%	638	2.02%
Professional, Scientific and Technical Activities	40	2.85%	744	2.35%
Real Estate Activities	39	2.78%	758	2.40%
Transportation and Storage	32	2.28%	1,464	4.63%

Water Supply, Sewerage, Waste Management, and Remediation Activities	1	0.07%	50	0.16%
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	323	23.02%	5,967	18.87%
Total	1,403	100%	31,618	100%

Source: DOLE RO-VII Report Monitoring on Covid-19 under Bayanihan 1

This table shows that the majority of the benefited establishments and workers belong to the Accommodation and Food Service Activities. Being the most affected industry, DOLE RO VII prioritized the said industry to be the recipient of CAMP assistance.

Conclusion

There are 9,519 establishments with 261,828 workers affected due to COVID 19 in Central Visayas. Displacement was either implemented flexible work arrangement or resorted to temporary closures. Majority of the displacement came from temporary closures with 6,661 affected establishments (70%) and 150,825 affected workers (58%). Most affected establishments belong to the Accommodation and Food Service Activities while most affected workers belong to the Manufacturing. Mostly, micro and small size businesses were affected of this pandemic which is found in the Tri-Cities of Cebu, Mandaue, and Lapu-Lapu. There were 1,403 establishments with 31,618 workers accommodated of the CAMP with a total disbursement of P158,090,000.00. Majority of the benefited establishments and workers belong the Accommodation and Food Service Activities. However, manufacturing which had the highest number of affected workers had only 2,934 benefited workers or 9.28% share of the total disbursed amount. The workers received a one-time P5,000.00 thru the M. Lhuillier Kwarto Padala. This is a social safety net which is a non-contributory program and an urgent response. This assistance to displaced workers offers a package of assistance and other forms of intervention to workers displaced by the COVID 19. The financial assistance can help the workers to tide over in a short term and to mitigate the immediate adverse economic impact of the community quarantine or lockdown. This Adjustment Measures Program is only for short term and not for long term solution. However, there were 8,116 establishments with 230,210 workers who were not given financial assistance due to limited budget of the Department of Labor and Employment. There was a big difference between the numbers of benefited establishments vis-à-vis the affected establishments and the benefited workers in relation to affected workers.

There were also administrative issues that cropped up during the implementation of the CAMP as follows:

1. Form of notification to the workers is through text or call and many of them do not have an updated cell number;
2. Submission of requirements such as payroll/payslip and Establishment Report Form thru online by the employers is challenging;
3. No prioritization of the affected establishments and employees.

Based on the Guidelines on the Adjustment Measures Program, CAMP Assistance has two components such as Financial Support and Employment Facilitation. However, there was no intervention in the employment facilitation of the affected workers.

Recommendation

Department of Labor and Employment (DOLE):

1. Additional funds for the affected establishments and workers who were included in the cut off.
2. Review the administrative concerns particularly on the release and claims of the workers in the financial institutions.
3. Review on the criteria of the affected establishments and workers.
4. Transparency of the benefited establishments and those who applied that were included in the cut-off.
5. Provide employment facilitation on the affected workers.

Public Administrators

1. This will be the benchmark for all public managers or administrators who will implement social safety net program of the government.

Future Researchers

1. This will pave the way for more studies in the field of social safety net programs of the government and non-governmental organizations.

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