Factors Influencing the Organizational Performance of Hotel Establishments

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Abstract: This study investigates the factors influencing organizational performance in the hotel industry in Tacloban City, with a focus on employee skills, innovation, managerial efficiency, and geographic location. The main objective was to assess how these factors contribute to the success and competitiveness of hotels, particularly in terms of customer satisfaction, operational efficiency, and financial outcomes. A quantitative research approach was used, employing structured questionnaires distributed to hotel managers, employees, and guests from Department of Tourism (DOT)-accredited hotels. Over 100 respondents participated, and the collected data were analyzed using descriptive statistics and multiple regression analysis to examine the relationships between these factors and hotel performance. The results indicate that employee skills, innovation, and managerial efficiency significantly influence organizational performance. Employee training was identified as particularly impactful, with strong customer service and problem-solving skills crucial for maintaining competitiveness. Innovation, particularly in the adoption of new technologies, was found to enhance service delivery, making it a key driver of hotel success. Managerial efficiency, especially in resource allocation and crisis management, also played a significant role in improving hotel operations and guest satisfaction. Geographic location, although important, had a smaller but still notable effect on performance, with proximity to popular attractions and business hubs providing a competitive edge. In conclusion, the study underscores the importance of continuous employee training, the adoption of innovative technologies, enhanced managerial practices, and the strategic use of geographic location in boosting hotel competitiveness. The findings offer valuable insights for hotel owners and managers, emphasizing the need for a balanced approach to these factors. By prioritizing these key areas, hotels in Tacloban City can ensure sustainable growth and success in the competitive and evolving hospitality market.

I. INTRODUCTION

The hotel industry has played a significant role in driving global economic growth, contributing to job creation, investment, and the development of related sectors such as transportation, retail, and entertainment. In 2023, the hospitality sector contributed 9.1% to the global Gross Domestic Product (GDP), highlighting its vital role in economic development (World Travel & Tourism Council, 2023). Moreover, the industry's recovery post-pandemic outpaced other sectors such as technology and retail (Ernst & Young, 2023). The growth of the hotel industry was largely driven by increasing travel demand, innovations in hotel services, and a heightened focus on sustainability and wellness (Pierce, 2023). As such, hotel performance became crucial to organizational success in the hospitality industry, with multiple factors influencing an organization's ability to meet customer demands, manage costs, and maintain a competitive edge.

In Tacloban City, the hotel industry experienced significant growth, fueled by increased investments in infrastructure—such as improved road networks and enhanced facilities—that boosted accessibility for both domestic and international tourists. Local hotels capitalized on the rise of cultural, adventure, and eco-tourism, which became increasingly popular among visitors to the region. This growth presented a promising outlook for the sector, as tourists flocked to explore Tacloban's rich history, vibrant culture, and natural attractions (Mordor Intelligence, 2023).

However, despite these promising opportunities, the hotel industry in Tacloban faced several challenges, particularly its vulnerability to natural disasters such as typhoons, which disrupted both operations and tourism activities. This vulnerability highlighted the need for more resilient infrastructure, as well as effective disaster preparedness strategies. To ensure long-term sustainability and maintain competitiveness in the evolving market, it is

crucial for the sector to focus on efficient resource management, continuous workforce training, and the further development of infrastructure. These efforts help mitigate the risks posed by natural disasters and enhance the overall tourism experience, positioning Tacloban City as a resilient and attractive destination for travelers (Cruz & Salazar, 2021).

The performance of hotels in Tacloban City plays a crucial role in the local economy, contributing significantly to job creation, income generation, and tourism-related activities. As more visitors travel to the city to explore its cultural heritage and natural attractions, hotels become central to driving economic growth in the region. With Tacloban's historical significance and its role as a gateway to nearby islands, the hotel sector has become a key player in fostering local development (López & Azuela, 2022). However, sustaining this growth and ensuring long-term competitiveness requires overcoming challenges such as modernizing facilities, training staff, and ensuring efficient operations.

To remain competitive, it is essential for hotels in Tacloban to focus on building a well-trained workforce, effective management, and robust infrastructure to meet the increasing demands of tourists (Multidisciplinary Digital Publishing Institute [MDPI], 2023).

Employee skills are crucial to the success of hotels in Tacloban. Skilled staff are better equipped to adapt to the dynamic demands of the hospitality industry and effectively address complex challenges. Their ability to improve service quality, engage with customers, and contribute to strategic decision-making directly influences the hotel's competitive advantage and overall performance (Kharki, 2023; Chalise, 2022). As Tacloban's tourism sector continues to grow, the demand for skilled workers increases, making investment in employee skill development programs essential. By enhancing employee skills, hotels can maintain high service standards, improve the customer experience, and ensure they meet the expectations of both domestic and international visitors (Philippine Star, 2023; Business World Online, 2023).

Effective hotel management is also critical to success in Tacloban, especially in areas such as resource allocation, staff coordination, and customer relations. As hotels in Tacloban face resource constraints and higher operational costs due to infrastructure limitations, efficient management becomes even more important. Research by Abdou et al. (2023) suggests that hotels with streamlined administrative systems are better able to cope with these challenges, resulting in reduced costs and increased profitability. Additionally, hotels located in prime areas—such as those with scenic views or proximity to popular tourist destinations like the San Juanico Bridge and the MacArthur Landing Memorial—tend to perform better. These locations attract more customers, thereby increasing revenue and helping ensure the competitiveness of the hotel sector (Poldrugovac et al., 2023).

By focusing on staff training, efficient management, and strategic location, hotels in Tacloban City have thrived and contributed to the region's economic growth while adapting to the evolving hospitality environment (Gonzales & Ramirez, 2021). However, there remains a significant gap in existing research regarding the impact of factors such as employee skills, innovation, managerial efficiency, and location on hotel performance—particularly in emerging markets like Tacloban City. While much of the current literature concentrates on urban areas or well-established tourism destinations, limited attention has been given to the unique challenges faced by hotels in regions like Tacloban. Despite the city's growing tourism sector, Tacloban is still in the process of developing its tourism infrastructure. For example, the influence of employee qualifications and training—especially in a context where professional development opportunities may be more limited compared to larger urban centers—has not been adequately explored. Furthermore, the role of local cultural norms and values in shaping training programs, as well as the specific managerial practices that improve operational efficiency in Tacloban's hotels, requires further investigation (Javier & Fernandez, 2023).

Given Tacloban's distinct historical and cultural context, understanding how these factors contribute to hotel performance is crucial. The city's tourism sector, which increasingly attracts both domestic and international visitors, requires hotels to deliver high-quality service that reflects local customs while also meeting global standards. Therefore, examining how employee training programs can be tailored to incorporate Tacloban's cultural heritage and local expectations—alongside enhancing managerial systems to boost operational efficiency—is essential. Addressing these factors is critical for developing strategies that improve service quality, foster workforce development, and ensure the sustainability of Tacloban's hospitality sector, enabling local hotels to remain competitive as tourism continues to grow (Gonzales & Fernandez, 2022).

This study provided valuable insights into the operational challenges and opportunities faced by hotels in emerging markets like Tacloban City. By examining how employee qualifications and training influenced hotel performance, the research aimed to enhance hotel management practices. According to Karki (2023) and Chalise (2022), well-trained employees are essential for improving service quality and customer satisfaction, which, in turn, directly impacts overall hotel performance. In Tacloban—where the hospitality industry is rapidly growing but still encounters challenges such as limited access to professional development programs—the need for targeted employee training is critical. This study identified how training programs could be tailored to address the specific needs of the local workforce, thereby enhancing skills and improving service quality in Tacloban's hotels.

Innovation was also identified as a key factor contributing to cost-effectiveness and profitability in hotels (Abdou et al., 2023). In Tacloban, as in other emerging tourism markets, hotels often face resource constraints and

operational inefficiencies (Salazar & Villanueva, 2021). This research explored how innovation could help overcome these challenges by introducing new technologies, adopting sustainable practices, and implementing innovative management strategies. It focused on areas where innovation could enhance hotel performance, such as streamlining operations, improving internal communication, and optimizing financial management. By embracing innovation, hotels in Tacloban could better manage issues like seasonal fluctuations in tourism and resource limitations, ultimately improving profitability and ensuring long-term operational sustainability (Bautista & Cruz, 2022).

Managerial efficiency was another crucial determinant of hotel success, particularly in emerging tourism markets like Tacloban. Poldrugovac et al. (2023) emphasized that effective management practices—such as resource optimization, staff development, and streamlined operations—contribute significantly to higher occupancy rates and increased profitability. In Tacloban, where the tourism sector is rapidly expanding, efficient management enables hotels to navigate challenges such as fluctuating demand and limited resources. By improving managerial practices, including enhancing internal communication, optimizing workflows, and fostering innovation, hotels in Tacloban were able to improve service quality, boost customer satisfaction, and enhance overall performance. These improvements helped local hotels remain competitive, increase profitability, and support the sustainable growth of Tacloban's hospitality industry (Bautista & Cruz, 2022).

In addition to management practices, geographic location was also a critical determinant of a hotel's success. Poldrugovac et al. (2023) noted that hotels situated near key tourist attractions or transportation hubs generally experience higher occupancy rates and greater profitability. Tacloban's rich historical heritage, its proximity to scenic destinations such as the San Juanico Bridge, and its access to regional transport links provided hotels with a strategic advantage. By leveraging these geographic strengths, hotels in Tacloban developed targeted marketing strategies that emphasized their convenient locations, enhanced the guest experience, and attracted more visitors. This strategic use of location helped increase customer traffic, improve occupancy rates, and support the continued growth of the city's hospitality sector (López & Valdez, 2022).

Ultimately, this research provided valuable guidance for hotels in Tacloban to optimize their operations and marketing efforts to better serve both local and international tourists. By addressing operational inefficiencies, enhancing employee skills, adopting effective management strategies, and capitalizing on geographic advantages, Tacloban's hotels sustained their competitiveness in an increasingly crowded market (Javier & Fernandez, 2023). The findings of this study offered a practical roadmap for improving hotel performance and ensuring long-term sustainability not only in Tacloban City but also in other emerging tourism destinations.

II. METHODS

This study adopted a quantitative research approach with a descriptive research design, incorporating the correlation of variables to investigate the factors influencing organizational performance in hotels located in Tacloban City. The methodology involved survey-based data collection using structured questionnaires distributed to hotel managers, employees, and guests. The research focused on three key independent variables: employee qualifications, training, and experience; administrative efficiency; and hotel location, with organizational performance as the dependent variable.

The study used random sampling to select a representative sample of hotels in the region. A sample size of 15 respondents per hotel was chosen to ensure statistical reliability and generalizability. The survey included Likert-scale questions to assess perceptions of the impact of each independent variable on hotel performance. The data collected were analyzed using descriptive statistics to summarize the responses and multiple regression analysis to test the relationships between the independent variables and organizational performance. The results provided insights into which factors were most significant in enhancing hotel performance and offered actionable recommendations for improving management practices and operational strategies in the local hospitality industry.

The data collection process for this study was carried out in a structured and ethical manner. Following approval from the ethics committee and formal permission from the Graduate School, the researcher sent a letter to hotel owners requesting permission to distribute the survey. The researcher personally administered the survey to hotel managers and senior staff, providing clear instructions on how to complete the questionnaire and allowing sufficient time for participants to review the content thoroughly before responding. Throughout the process, key ethical considerations were adhered to, including ensuring that no harm came to participants, maintaining respect for their dignity, and obtaining full informed consent prior to participation. The privacy and confidentiality of both individuals and organizations were rigorously protected, with anonymity assured for all participants. The researcher communicated the study's objectives transparently, avoiding any deception or misrepresentation, and disclosed any potential conflicts of interest. Additionally, all data were reported accurately and without bias. Once data collection was completed, the researcher retrieved the surveys for analysis, ensuring that the study adhered to ethical guidelines and provided reliable data for the examination of hotel performance.

The study employed a quantitative research design to examine the factors influencing hotel performance in Tacloban City. It focused on four key independent variables: employee skills, innovation, managerial efficiency, and geographic location, with organizational performance as the dependent variable. Data were collected using structured questionnaires distributed to hotel managers, employees, and guests. A random sample of hotels was selected, with 15 respondents from each hotel to ensure data reliability. The

collected data were tabulated, categorized, and analyzed using appropriate statistical tools. Descriptive statistics were applied to summarize the responses, while multiple regression analysis was used to assess the relationships between the independent variables and organizational performance. The mean was utilized to interpret the results related to factors such as employee skills, innovation, managerial efficiency, and geographic location, all of which impact the operational performance of the hotel industry. Pearson's correlation coefficient was applied to test the study's hypotheses, measuring the strength and direction of the relationships between the variables. The analysis provided valuable insights into the most significant factors affecting hotel performance. Based on these findings, recommendations were made to improve management and operational practices within the local hospitality industry.

III. RESULTS

> *Factors Influencing Organizational Performance in Hotel Establishments*

The first objective of the study is to investigate the factors influencing organizational performance among hotel establishments in Tacloban City. The identified factors include employee skills, innovation, managerial efficiency, and geographic location.

> *Employee Skills.*

Table 1 presents the results of employee skills as a factor influencing the organizational performance of hotel establishments. It is noteworthy that employee skills achieved a mean score of 4.77, which is interpreted as "Always Adapting." The highest mean score of 4.83, which is associated with the statement "Hotel employees should be highly skilled in delivering excellent customer service," indicates that this skill is viewed as critically important. The interpretation of "Always Adapting" reflects the idea that hotel employees must consistently demonstrate high levels of expertise in customer service to maintain a competitive edge. This adaptability is essential not only for retaining a loyal customer base but also for expanding the hotel's market reach. In this context, the ability to deliver exceptional service is seen as key to staying relevant in an increasingly competitive and evolving hospitality industry.

Conversely, the statement with the lowest mean score of 4.72, although still relatively high, is "The hotel should provide regular training to ensure employees' skills align with guest expectations." This is interpreted as "Often Adapting," suggesting that the hotel industry may need to prioritize ongoing training to keep employees competitive and in line with evolving industry standards and guest expectations.

Table 1 Employee Skills as a Factor Influencing Organizational Performance in Hotel Establishments

Items	Mean	Interpretation
Hotel employees should be highly skilled in delivering excellent customer service.	4.83	Always Adapting
Employees should possess strong problem-solving skills, particularly in dealing with guest complaints.	4.82	Always Adapting
The hotel should provide regular training to ensure employees' skills align with guest expectations.	4.7	Often Adapting
Employees should be well-equipped to adapt to technological tools that improve guest experience.	4.72	Always Adapting
Employees should demonstrate a high level of professionalism when interacting with guests.	4.78	Always Adapting
The hotel should invest in developing employees' skills to enhance their performance and competitiveness	4.76	Always Adapting
Grand Mean	**4.77**	**Always Adapting**

Legend: 4.21-5.00 —Always Adapting 3.41-4.20 —Often Adapting 2.61-3.40—Sometimes Adapting 1.81-2.60 —Seldom Adapting 1.00-1.80 —Never Adapting

The overall grand mean of 4.77, interpreted as "Always Adapting," demonstrates that the hotel industry's organizational performance is consistently responsive to market changes. This reflects a proactive approach where hotels recognize the importance of having highly skilled employees who can deliver exceptional customer service. Employees should be equipped with strong problem-solving abilities, especially when addressing guest complaints. Regular training should be provided to ensure that employees' skills align with evolving guest expectations. Furthermore, employees must be proficient in utilizing technological tools that enhance the guest experience. A high level of professionalism in guest interactions is essential, and the hotel should continually invest in developing employees' skills to improve performance and maintain competitiveness

in the industry, as indicated in the results in Table 1. This further suggests that the hotel is committed to fostering a culture of continuous improvement and adaptability to meet both current and future challenges.

This finding is supported by recent research, which highlights the significant impact of employee training and innovation on hotel performance. For example, Kim and Chang (2022) found that training programs positively influenced guest satisfaction and service delivery, while Lopez and Khu (2022) showed that specialized training boosted employee productivity, directly contributing to hotel performance. Furthermore, studies by Lee and Park (2023) emphasize the importance of ongoing professional development and managerial involvement in ensuring high

performance. The integration of technological tools, as highlighted by Hwang and Shin (2022), also enhances the guest experience, aligning with the need for skilled employees proficient in using modern tools to improve service quality. These findings align with the idea that continuous skill development and innovation are essential for hotels to stay competitive, fostering a culture of adaptability to meet both current and future market demands, as suggested by recent studies in the hospitality industry (Gupta & Sharma, 2023; Schmidt & Cornelius, 2023).

➤ *Innovation.*

Table 2 presents the results regarding the role of innovation in the organizational performance of the hotel establishments.

Table 2 Innovation as a Factor Influencing Organizational Performance in Hotel Establishments

Items	Mean	Interpretation
The hotel should actively adopt new technologies to improve guest services.	4.78	Always Adapting
Management should encourage employees to suggest innovative ideas that could improve hotel operations.	4.70	Always Adapting
The hotel should regularly update its facilities and services to stay competitive in the market.	4.74	Always Adapting
The hotel's management team should be proactive in exploring new trends and innovations in the hospitality industry.	4.71	Always Adapting
Innovation should be integrated into the hotel's long-term strategy for enhancing guest satisfaction.	4.65	Always Adapting
The hotel should have a dedicated team or system for evaluating and implementing new technological solutions.	4.69	Always Adapting
Grand Mean	**4.71**	**Always Adapting**

Legend: 4.21-5.00 —Always Adapting 3.41-4.20 —Often Adapting 2.61-3.40—Sometimes Adapting 1.81-2.60 —Seldom Adapting 1.00-1.80 —Never Adapting

Among the six (6) items in the innovation indicator presented in Table 2, the statement with the highest mean score of 4.78 is "The hotel should actively adopt new technologies to improve guest services." This score is interpreted as "Always Adapting," suggesting that the hotel industry is consistently proactive in embracing technological innovations. This proactive approach ensures that the industry continuously integrates new tools and solutions to enhance the guest experience, optimize operational efficiency, and maintain a competitive edge in a rapidly evolving market.

Conversely, the statement with the lowest mean score of 4.65 is "Innovation should be integrated into the hotel's long-term strategy for enhancing guest satisfaction." Although this score is still interpreted as "Often Adapting," it indicates that while the hotel industry is making progress, there is room for improvement in incorporating innovation into long-term strategies to consistently enhance guest satisfaction and remain competitive.

The overall grand mean for innovation is 4.71, interpreted as "Always Adapting," highlighting the hotel industry's ongoing commitment to innovation as a key driver of organizational performance. This suggests that hotels should prioritize adopting new technologies to improve guest services, encourage employee-driven innovation, and regularly update facilities and services. Management must actively explore emerging trends and incorporate innovation into long-term strategies to foster sustained growth and improved guest satisfaction. Additionally, the grand mean emphasizes the importance of establishing dedicated teams to

evaluate and implement technological solutions, reinforcing the industry's commitment to innovation.

Innovation has been identified as a key driver of operational performance and profitability in the hotel industry. Studies by Turner and Patel (2021) and Ferdous et al. (2023) stress that innovative practices, such as effective resource management and cost control, contribute to improved service delivery and operational efficiency. These innovations not only reduce costs but also enhance service quality, fostering customer satisfaction and loyalty, as noted by Hwang and Shin (2022).

Furthermore, Huang and Lee (2023) highlight the link between innovation and higher profitability, demonstrating how innovation creates a seamless operational environment that benefits both employees and guests. Ongoing professional development, supported by strong managerial involvement, is essential for adapting to the evolving hospitality market, as Lee and Park (2023) suggest. Efficient management practices, such as streamlined operations, are crucial for hotel success, improving workflows and reducing costs, ultimately leading to higher profitability and enhanced guest satisfaction (Turner and Patel, 2021; Hwang and Shin, 2022). These findings underscore the importance of innovation and strong management practices in maintaining a competitive edge in the hospitality industry.

➤ *Managerial Efficiency.*

Table 3 presents the results regarding the impact of managerial efficiency in the organizational performance of the hotel establishments.

Table 3 Managerial Efficiency as a Factor Influencing Organizational Performance in Hotel Establishments

Items	Mean	Interpretation
The management team should efficiently allocate resources to maximize hotel operations.	4.69	Always Adapting
Managers should have a clear understanding of the hotel's strategic goals and actively work towards achieving them.	4.74	Always Adapting
Decision-making at the hotel should be data-driven and based on reliable performance metrics.	4.67	Always Adapting
The management team should be effective at handling operational challenges and crisis situations.	4.78	Always Adapting
Managers should foster a work environment that encourages teamwork and supports effective collaboration.	4.74	Always Adapting
The hotel should establish a clear structure for decision-making and problem resolution.	4.76	Always Adapting
Grand Mean	**4.73**	**Always Adapting**

Legend: 4.21-5.00 —Always Adapting 3.41-4.20 —Often Adapting 2.61-3.40—Sometimes Adapting 1.81-2.60 —Seldom Adapting 1.00-1.80 —Never Adapting

Among the six (6) items related to managerial efficiency, presented in Table 3, the statement with the highest mean score of 4.78, "The management team should be effective at handling operational challenges and crisis situations," reflects the industry's proactive stance in managing difficult situations, suggesting that hotel managers are well-prepared to address unexpected challenges swiftly and effectively. This score is interpreted as "Always Adapting," indicating that managerial performance consistently demonstrates resilience and adaptability in crisis management, ensuring operational continuity.

On the other hand, the statement with the lowest mean score of 4.67, "Decision-making at the hotel should be data-driven and based on reliable performance metrics," while still interpreted as "Always Adapting," suggests that there is room for improvement in integrating data-driven decision-making into every facet of hotel operations. While the industry embraces data to guide decisions, a stronger emphasis on continuously relying on precise and real-time performance data could further streamline operations and optimize decision outcomes.

The overall grand mean for managerial efficiency is 4.73, interpreted as "Always Adapting." This underscores the hotel industry's commitment to efficient management practices that are crucial for maintaining operational excellence. Hotel managers are expected to allocate resources effectively, stay aligned with strategic goals, foster collaboration, and manage challenges. The consistency in these practices ensures that hotels remain competitive and adaptable in the fast-paced hospitality market.

As indicated in the grand mean, there is a clear recognition that management efficiency drives both operational success and customer satisfaction. This is consistent with the findings of Turner and Patel (2021) and Hwang and Shin (2022), which emphasize that effective resource management, cost control, and smooth operational execution directly contribute to improved service delivery and profitability. Furthermore, managerial involvement in fostering innovation, as highlighted by Lee and Park (2023), plays a pivotal role in enhancing the hotel's ability to stay competitive.

➤ *Geographic Location.*
Table 4 presents the results regarding the impact of geographic location on the organizational performance of the hotel establishments.

Table 4 Geographic Location as a Factor Influencing Organizational Performance in Hotel Establishments

Items	Mean	Interpretation
The hotel should be strategically located near popular tourist attractions or business hubs.	4.74	Always Adapting
The hotel's location should provide easy access to public transportation, ensuring convenience for guests.	4.77	Always Adapting
The hotel should be located in a safe and secure area to ensure guests' peace of mind.	4.79	Always Adapting
The hotel should be situated in an area with plenty of amenities, such as restaurants, shopping, and entertainment options.	4.80	Always Adapting
The hotel's geographic location should align with and enhance its appeal to the target market, whether business or leisure.	4.80	Always Adapting
The hotel's location should provide a competitive pricing advantage compared to other hotels in the area.	4.81	Always Adapting
Grand Mean	**4.78**	**Always Adapting**

Legend: 4.21-5.00 —Always Adapting 3.41-4.20 —Often Adapting 2.61-3.40—Sometimes Adapting 1.81-2.60 —Seldom Adapting 1.00-1.80 —Never Adapting

Among the six (6) items related to geographic location, the statement with the highest mean score of 4.81, "The hotel's location should provide a competitive pricing advantage compared to other hotels in the area," underscores the importance of location in maintaining a competitive edge. This high score indicates that hotels recognize the value of being strategically located in areas that offer pricing

advantages, which directly contribute to attracting guests and sustaining competitiveness in the market.

Conversely, the statement with the lowest mean score of 4.74, "The hotel should be strategically located near popular tourist attractions or business hubs," still reflects a strong emphasis on location strategy. This suggests that hotels consistently prioritize essential factors such as proximity to key attractions, business districts, and other strategic hubs. The relatively close mean scores across all the statements indicate that hotels view location as a critical factor in ensuring operational success, attracting guests, and meeting their expectations.

The overall grand mean for geographic location is 4.78, interpreted as "Always Adapting." This highlights the hotel industry's commitment to selecting strategic locations that are crucial for attracting guests and maintaining competitive positioning. Hotels are expected to prioritize locations that

provide easy access to tourist attractions, business hubs, public transportation, safety, and nearby amenities. The consistency in these location factors ensures that hotels remain appealing and adaptable in the fast-paced hospitality market.

As indicated in the grand mean, there is a clear recognition that geographic location drives both operational success and guest satisfaction. This is consistent with the findings of Turner and Patel (2021) and Hwang and Shin (2022), which emphasize that the location of a hotel directly influences service delivery, profitability, and the overall guest experience. Furthermore, strategic location choices help enhance the hotel's appeal, ensuring it remains competitive in the dynamic hospitality industry.

➢ *Level of Organizational Performance among Hotel Establishments in Tacloban City*

Table 5 Organizational Performance levels of Hotel Establishments in Tacloban City.

Items	Mean	Interpretation
How would you rate the importance of the hotel consistently delivering high-quality service to its customers?	4.85	Very satisfied
How would you rate the importance of the hotel's management making efficient use of resources?	4.83	Very satisfied
How would you rate the importance of employee training and development in contributing to the hotel's overall performance?	4.76	Very satisfied
How would you rate the importance of actively encouraging and implementing innovation in the hotel?	4.62	Very satisfied
How would you rate the importance of the hotel's location in having a positive impact on its market competitiveness?	4.84	Very satisfied
How would you rate the hotel in fostering a positive and motivating work environment for employees?	4.84	Very satisfied
How would you rate the importance of employees possessing the necessary skills to enhance the overall performance of the hotel?	4.81	Very satisfied
How would you rate the importance of regularly assessing employees to ensure their skills match the hotel's performance goals?	4.79	Very satisfied
How would you rate the importance of employees continually improving their technical and customer service skills to contribute to better performance?	4.82	Very satisfied
How would you rate the importance of skilled employees in increasing guest satisfaction and loyalty?	4.75	Very satisfied
How would you rate the importance of focusing on innovation to improve the hotel's operational performance?	4.58	Very satisfied
How would you rate the importance of the hotel fostering a culture of innovation to stay competitive in the market?	4.61	Very satisfied
How would you rate the importance of regularly introducing innovative solutions to improve service?	4.56	Very satisfied
How would you rate the importance of prioritizing managerial efficiency to ensure smooth and effective hotel operations?	4.87	Very satisfied
How would you rate the importance of hotel managers fostering an environment of clear communication and decision-making to improve performance?	4.87	Very satisfied
How would you rate the importance of management adopting strategies that lead to better employee performance and satisfaction?	4.86	Very satisfied
How would you rate the importance of the management's ability to motivate and empower employees in benefiting the hotel's performance?	4.88	Very satisfied
How would you rate the importance of hotel managers having the necessary skills to manage resources and staff efficiently?	4.88	Very satisfied
How would you rate the importance of the hotel utilizing its location to enhance its visibility and brand recognition?	4.93	Very satisfied
How would you rate the importance of leveraging the hotel's geographic location to attract more customers?	4.93	Very satisfied
How would you rate the importance of hotel management focusing on streamlining operations to improve financial performance?	4.94	Very satisfied

How would you rate the importance of a well-located hotel in having a stronger market position compared to those in less accessible areas?	4.95	Very satisfied
How would you rate the importance of the hotel's location in providing easy accessibility for both local and international customers?	4.94	Very satisfied
How would you rate the importance of the hotel's location in influencing its attractiveness to different customer segments?	4.96	Very satisfied
How would you rate the importance of geographic location in driving customer traffic and improving performance?	4.95	Very satisfied
How would you rate the importance of management adopting strategies that lead to better employee performance and satisfaction?	4.93	Very satisfied
How would you rate the importance of the hotel's management ensuring that resources are allocated efficiently to support organizational goals?	4.93	Very satisfied
How would you rate the importance of prioritizing managerial efficiency to ensure smooth and effective hotel operations?	4.95	Very satisfied
How would you rate the performance of hotels located in prime areas in terms of occupancy rates and revenue?	4.96	Very satisfied
How would you rate the importance of employee training in improving the hotel's service quality?	4.94	Very satisfied
Grand Mean	**4.84**	**Very Satisfied**

Legend: 4.21-5.00. Very Satisfied —3.41-4.20—Satisfied 2.61-3.40—Neutral 1.81-2.60—Dissatisfied 1.00-1.80—Very Dissatisfied

Among the thirty (30) items in the Organizational Performance category presented in Table 2, the item "The importance of the hotel's location in influencing its attractiveness to different customer segments and the performance of hotels located in prime areas in terms of occupancy rates and revenue" received the highest mean score of 4.96. This high score, interpreted as "Very Satisfied," indicates that hotels located in prime areas generally perform excellently in terms of occupancy rates and revenue, emphasizing the significant role that location plays in a hotel's success and customer satisfaction.

On the other hand, the statement "The importance of regularly introducing innovative solutions to improve service" received the lowest mean score of 4.56, also interpreted as "Very Satisfied." Although this is the lowest score among the items, it still reflects a strong level of satisfaction, indicating that hotels recognize the need for continuously introducing innovative solutions to improve their service offerings.

The overall grand mean for the Organizational Performance category is 4.84, which is interpreted as "Very Satisfied." This suggests that, on average, hotels perform at a high level across various aspects of organizational performance, including service quality, innovation, employee training, and efficient management. The grand mean highlights the hotel industry's commitment to maintaining high standards across multiple areas, ensuring guest satisfaction, and adapting to meet operational goals and market demands.

These findings align with recent studies, such as those by Turner and Patel (2021), who emphasize the critical role of service quality and innovation in driving hotel performance, and Hwang and Shin (2022), who underscore the importance of employee training and efficient management for achieving operational success. Such practices are integral to the industry's ability to remain competitive, meet customer expectations, and enhance overall profitability.

In general, the results support the conclusions of Brown and Lee (2023), who argue that maintaining high standards in service quality and innovation is directly correlated with improved guest experiences and long-term success in the hospitality industry.

➤ *Relationship between Employee Skills, Innovation, Managerial Efficiency, Geographic Location, and Organizational Performance*

The final objective of the study is to determine the relationship between employee skills, innovation, managerial efficiency, geographic location, and organizational performance. The results are presented in Table 6, which shows the correlation between these variables and organizational performance.

Table 6 Correlation Analysis between Employee Skills, Innovation, Managerial Efficiency, Geographic Location, and Organizational Performance

Variable 1	Variable 2	Correlation Coefficient	Interpretation	p-value	Interpretation
Employee Skills	Operational Performance	. 690	Substantial Correlation	.000	Highly Significant
Innovation		. 559	Moderate Correlation	.000	Highly Significant
Managerial Efficiency		. 629	Substantial Correlation	.000	Highly Significant
Geographic Location		.456	Moderate Correlation	.000	Highly Significant

Table 6 provides a comprehensive analysis of the key factors—employee skills, innovation, managerial efficiency, and geographic location—and their impact on organizational performance in the hotel industry. The findings reveal distinct correlation patterns, with both employee skills and managerial efficiency showing substantial correlations of 0.559 and 0.629, respectively, with organizational performance, suggesting a strong relationship. In contrast, innovation and geographic location exhibit moderate correlations, with coefficients of 0.559 and 0.456, respectively, indicating a moderate level of influence. All four factors have remarkably low p-values (0.000), indicating high statistical significance.

Understanding the correlations between employee skills, managerial efficiency, innovation, and geographic location with organizational performance allows hotel managers to target key areas that directly affect business outcomes. Specifically, improving managerial efficiency and employee skills can significantly enhance overall performance. While innovation and geographic location also influence performance, their impact is relatively smaller, though still relevant when developing strategies to optimize hotel operations.

The statistical significance of the findings further confirms that the observed correlations are not due to chance, reinforcing the robustness of the results and highlighting a strong relationship between these factors and organizational performance. The analysis emphasizes that employee skills and managerial efficiency are critical drivers of success in the hotel industry. Focusing on these areas can lead to measurable improvements in business outcomes.

Research supports the notion that enhancing managerial efficiency and employee skills can boost productivity, customer satisfaction, and overall service quality, ultimately providing a competitive advantage in the hotel industry (Hassan, 2022). While innovation and geographic location contribute to performance, their influence is generally less pronounced, though still important for optimizing strategies (Lee & Lee, 2023). The low p-values (0.000) further validate the robustness of these correlations, ensuring that they are not due to chance and enhancing the credibility of the results. These findings align with previous studies underscoring the importance of these factors in driving organizational success (Smith et al., 2021). Specifically, the analysis highlights that employee skills and managerial efficiency are essential for improving hotel performance, aligning with broader research that stresses the significance of effective human capital management as a key determinant of organizational success (Cameron & Quinn, 2023).

IV. DISCUSSION

The primary focus of this study was to examine how employee skills, innovation, managerial practices, and geographic location contribute to and influence the performance of hotels in Tacloban City, with an emphasis on achieving long-term success in the local hospitality industry.

> *Specifically, it sought to Answer the Following Questions:*

- What are the factors influencing the organizational performance of hotel establishments in Tacloban City?

- ✓ Employee skills
- ✓ Innovation
- ✓ Managerial efficiency
- ✓ Geographic location

- What is the level of organizational performance of hotel establishments in Tacloban City?
- Is there a significant relationship between the factors influencing the organizational performance of hotel establishments in Tacloban City?

This study employed a quantitative approach to examine the factors influencing hotel performance in Tacloban City. Data were collected through surveys using structured questionnaires distributed to hotel managers, employees, and guests. The study focused on three key independent variables: employee qualifications, training, and experience; administrative efficiency; and hotel location—with organizational performance as the dependent variable.

A random sample of hotels was selected, with 15 respondents per hotel to ensure reliability. Likert-scale questions were used to assess perceptions of each variable's impact on performance. Data analysis involved descriptive statistics and multiple regression to test the relationships between variables. The findings provided insights into the most significant factors affecting hotel performance and offered recommendations for improving management and operational practices in the local hospitality industry.

The analysis of various factors influencing hotel performance revealed several important insights. For employee skills, the highest mean score of 4.83 was given to the statement, "Hotel employees should be highly skilled in delivering excellent customer service," indicating the high importance placed on strong customer service skills. A slightly lower mean score of 4.70 was recorded for the statement, "The hotel should provide regular training to ensure employees' skills align with guest expectations," suggesting that while training is valued, it may need further emphasis. Despite this, the overall grand mean of 4.77, interpreted as "Always Adapting," reflects a consistent and ongoing commitment to enhancing employee skills to meet guest needs.

Regarding innovation, the highest mean score of 4.78 was awarded to the statement, "The hotel should actively adopt new technologies to improve guest services," showing a strong emphasis on leveraging technology for better guest experiences. Conversely, the lowest mean score of 4.65 was recorded for "Innovation should be integrated into the hotel's long-term strategy for enhancing guest satisfaction," indicating that while innovation is valued, more attention is needed in embedding it within the hotel's long-term strategies. The overall grand mean of 4.71, also interpreted as

"Always Adapting," reflects a continuous commitment to adopting innovative practices.

The analysis of managerial efficiency revealed that the highest mean score of 4.78 was given to the statement, "The management team should be effective at handling operational challenges and crisis situations," underlining the importance of strong leadership. The lowest mean score of 4.67 was recorded for "Decision-making at the hotel should be data-driven and based on reliable performance metrics," suggesting there is room for improvement in this area. The overall grand mean of 4.73, interpreted as "Always Adapting," highlights a commitment to improving managerial practices.

Finally, the analysis of geographic location showed that the highest mean score of 4.81 was given to the statement, "The hotel's location should provide a competitive pricing advantage compared to other hotels in the area," indicating the importance of location in maintaining a competitive edge. The second-highest mean score of 4.74 was recorded for "The hotel should be strategically located near popular tourist attractions or business hubs," reinforcing the significance of location proximity. The overall grand mean of 4.78, interpreted as "Always Adapting," reflects the consistent recognition of the importance of geographic location in enhancing the hotel's competitiveness and appeal.

V. CONCLUSION

Based on the study's findings, it is concluded that highly skilled employees are essential for delivering exceptional customer service, and hotels must prioritize ongoing training to ensure employees meet guest expectations and adapt to new technologies. Innovation plays a key role in enhancing guest experiences, but its integration into long-term strategies should be strengthened for sustained improvements. Effective leadership is critical in handling operational challenges and crisis situations, with a need for better performance metrics in decision-making. Additionally, a hotel's strategic location significantly impacts its competitiveness, and hotels should leverage this advantage to attract more guests. Recommendations include prioritizing continuous training programs, incorporating new technologies into long-term strategies, investing in data analytics for better decision-making, maximizing the hotel's location through competitive pricing and promotions, and establishing a continuous improvement framework to adapt to changing market dynamics. This approach will help enhance employee skills, improve operational efficiency, and ensure long-term competitiveness in the hospitality industry.

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