



## Managerial Capabilities of the Resort Managers in the Province Of Guimaras

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**ABSTRACT** This study aimed to determine the managerial capabilities of resort managers in the province of Guimaras. The descriptive research design especially the survey method was applied in this study. This was conducted among the registered and actively operating resorts found in five different Municipalities in the Province of Guimaras. The respondents were 18 resort managers. The list of the respondents was taken from the records of the Department of Trade and Industry. The gathering data instrument used was a researcher-made Checklist. Results showed that the resort managers in the province of Guimaras were mostly female, with bachelors' degree and having business experience ranging from one (1) year to five (5) years. They have workers ranging from five (5) and below. Majority of them have investments ranging from Php 300,000.00 to 400,000.00. The managers were very capable of managing a business resort in terms of accounting management, financial management, and marketing management. Both or a combination of autocratic management style and democratic management styles were given emphasis by the resort managers when dealing with their employees. In all areas, no significant difference existed in the level of managerial capabilities of resort managers when categorized according to their profile.

**Keywords:** Resort Managers, Managerial Capability, Province of Guimaras

### INTRODUCTION

#### Background of the Study

To understand where the resort industry today it is important to consider how resorts have evolved through the ages. A historical perspective leads to a picture of modern types of the resort.

Nowadays, business ventures are confronted with the problems of allocating limited resources among different alternatives while reaching the general objectives and goal of the firm.

The level of management must be in a tough stage hitting the primary goal of the firm. It must be equipped with efficient and effective tools that may serve as a weapon and asset in reaching the targeted purpose for an organized, strong, and profitable business.

An active business firm should fulfill the different kinds of management; Accounting management, Financial management, Marketing management, (Henry Fayol 1841-1925).The styles of Management that will be used depending upon the manager. Some kinds of management styles are Autocratic, Democratic, Laissez-faire, and Paternalistic.

A business capability is what a company needs to be able to execute its business strategies. It is another way of collecting people process and technology that is addressable for a specific purpose. It is the expression or the articulation of the capacity, materials and expertise and organization needs in order to perform core functions. Capability management is an approach that uses the organization's customer value proposition to establish performance goals for capabilities based on value contribution. It helps drive out efficiencies in areas with high financial leverage while preserving or investing in capabilities for growth. Due to this reasons, the researchers were motivated to conduct the study.

#### Statement of the Problem

This study aimed to determine the managerial capability of resort managers in the province of Guimaras. Specifically, this study sought answers to the following questions:

What is the profile of the respondents when categorized according to Sex, Educational Attainment, Business Experience, and Number of workers?

1. What is the level of capabilities in the Profile of the organization as categorized according to Capitalization, Facilities and Amenities and Number of workers?



2. What is the level of the managerial capabilities of the respondents as categorized according to the variables such as Financial management, Marketing management, Accounting management, and Management style?
3. What are the problems encountered by the resort managers in running the business?
4. Is there a significant difference in the managerial capabilities of the managers in managing their business when they are grouped according to sex, educational attainment, business experience, and a number of workers?

## METHODOLOGY

The most common means to acquire information is with the use of the Checklist/Questionnaire. The descriptive research design especially the survey method was applied in this study. Descriptive design describes the nature of a situation as it exists at the time of the study and to explore the causes of a particular phenomenon. The survey method was used in this study to know the general picture of the population under investigation towards social and economic characteristic, opinion and idea about a certain phenomenon. The descriptive design and survey method were both appropriate in the conduct of this study (Ferrer, 2011).

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This study was conducted among the registered and operating resorts found in five different Municipalities in the Province of Guimaras. The respondents of this study were 18 resort managers in the province of Guimaras. The list of the respondents will be taken from the records of the Department of Trade and Industry. The primary instrument to be used in gathering data will be a researcher-made Checklist-questionnaire. A questionnaire is intended to obtain information about the conditions or practice of which the respondents are presumed to have knowledge (Good and Scats 2002).

## RESULTS AND DISCUSSIONS

### Profile of the Respondents

The profile of the respondents was determined in terms of sex, educational attainment, business experience, no. of workers and capitalization. There were 18 respondents were identified to answer the research questionnaire. Out of 18 respondents, there were 15 or 83.3% were female and only 3 or 16.7% were male. It means that the majority of the resort owners who answer back to the researchers' questionnaires during the conduct of the study were female. In terms of their educational background, most of them were college graduate with 13 or 72.2% of them, both with 2 or 11.1% in college level and postgraduate degree respectively and 1 or 5.6% were high school graduate. This means that majority of the respondents were college graduate. Though no degree is required to become a resort manager, the experience and education gained during college years were beneficial. A college graduate even the course is not inclined to business still can do simple hospitality management which a primarily needed in a resort. As to business experience, data shows that majority of the respondents have experienced business ranging from 1 to 5 years with 11 or 61.1% of them. 3 or 16.7% have business experience ranging from 6 to 10 years and below 1 year. Only 1 or 5.6% have business experienced with more than 10 years. Since majority were young in the business, there were a lot of circumstances might happen which they need to have skills to resist it or to overcome the barriers to the success of a resort. In running a resort, partners were needed because not only goods were offered but also services. Likewise, resort business is impossible without employees/workers. In the data gathered, 9 or 50% have worker ranging from 5 and below, 7 or 38.9% have workers ranging from 6 to 10, and 1 or 5.6% that resort who have worker ranging from 11 to 15 years and more.

In terms of capitalization, the capital was very essential to a business. Regardless of the scale, without capital business were difficult. The amount to invest will depend on the goods and services offered. For a resort, it needs higher capital because of landscaping and construction expenses. In this study, the data gathered shows that among 18 resorts only 5 or 27.8% were invested with the majority amount of 300, 001 to 400, 000, 4 or 22.2% resort owners have capital of 200, 001 to 300,000 and as well as above 500, 000, and 2 or 11.1% have capital of 100, 000 to 200, 000. Data found in table 1.



Table 2 presents the facilities and amenities found in the resort in Guimaras. The top five are cottages (18 or 100%), video bar (17 or 94.4%), venues for a special occasion (14 or 77.8%, restaurant, and function hall (12 or 66.7%), resort lobby, swimming pool, & picnic groove (11 or 61.1%). These were commonly found in every resort of Guimaras to ensure quality leisure experience of the customers. Although some of the resort was not completely on a wide range of amenities and recreation it is only one factor to be considered. The researcher also noted the amenities and recreation facilities were the resort less seen are volleyball playing court, horseback riding, and bike rentals (1 or 5.6%), island hopping, meditation area, and Wi-Fi connectivity (2 or 11.1%), and lastly medical clinic (4 or 22.2%). Data are shown in table 2.

Table 2. Resort Facilities and Amenities\*

	f	%
Resort Lobby	11	61.1
Restaurant	12	66.7
Cottages	18	100.0
Function Hall	12	66.7
Swimming Pool	11	61.1
Videoke Bar	17	94.4
Wi-fi connectivity	2	11.1
Medical Clinic	4	22.2
Venues for special occasions	14	77.8
Meditation Area	2	11.1
Picnic Groove	11	61.1
Island hopping	2	11.1
Volley Ball Playing Court	1	5.6
Horseback riding	1	5.6
Bike Rentals	1	5.6
Total	18	100.0

\*Multiple Responses

Data in table 3 presents the level of managerial capabilities of resort managers as a whole. It reveals that the level of managerial capabilities of resort managers have mean of 3.99 and a standard deviation of .655 interpreted as "very capable". Which means that the managers of the resort when rated as a whole was very capable of managing a resort throughout in all categories such as accounting management, financial management, and marketing management. Likewise, the descriptive rating obtained was fallen in second to the highest. This may imply that a little experience, trainings, and seminars were necessary or needs consideration in order to reach the goal of very much capable.

Table 3. Level of Managerial Capabilities As a whole

	Mean	Sd	Interpretation
Accounting Management	3.91	0.67	Very Capable
Financial Management	3.97	0.69	Very Capable
Marketing Management	4.08	0.75	Very Capable
Total	3.99	.655	Very Capable

Scale: 1.00 – 1.79 (Not Capable), 1.80 – 2.59 (Slightly Capable), 2.60 – 3.39 (Capable), 3.40 – 4.19 (Very Capable), 4.20 – 5.00 (Very Much Capable)

The managerial capabilities were divided into three categories to further determine the strength and weaknesses in every aspect. In terms of accounting management categories, the mean score was (3.91, sd = .67) interpreted as "very capable". It was noted that there's no big issue with regard to the basic accounting since almost of the items associated with was rated good but it needs a little improvement. It also appeared that the lowest mean obtained in this categories was on an item that state "provides training and seminar to its employees in order to be updated on the latest trends in the area of accounting". The most vital part of the business was managing the account because it tells the direction of the business. Knowledge of basic accounting was not enough but rather it should be positioned to the utmost trend in the market and always went into the right decision. Hence, it is necessary that every people/partners in the business must update their knowledge and skills when it comes to accounting management for the business to stay. Data are shown in table 4.

**Table 4. Level of Managerial Capabilities as to Accounting Management**

	Mean	Sd	Interpretation
1. Prepares the current and historical financial data	3.78	1.35	Very Capable
2. Records the current debts, sales revenue and inventories	3.78	1.17	Very Capable
3. Estimates the status of accounts receivables and payables	3.83	1.15	Very Capable
4. Supports the day to day accounts of its customers	4.06	0.73	Very Capable
5. Make use of the data in forecasting and preparing annual budget	3.72	1.07	Very Capable
6. Prepare reports to ensure that the company is realizing a profit	3.89	1.02	Very Capable
7. Maintains sound and effective security of internal controls	3.72	1.07	Very Capable
8. Protects confidential information	4.33	0.77	Very Much Capable
9. Provides training and seminar to its employees in order to be updated on the latest trends in the area of accounting	3.67	1.08	Very Capable
10. Prepares accurate and timely financial reports as a sound basis for decision making	4.06	0.80	Very Capable
<b>Total</b>	<b>3.91</b>	<b>0.67</b>	<b>Very Capable</b>

Scale: 1.00 – 1.79 (Not Capable), 1.80 – 2.59 (Slightly Capable), 2.60 – 3.39 (Capable), 3.40 – 4.19 (Very Capable), 4.20 – 5.00 (Very Much Capable)

In terms of financial management, data reveals that it has obtained the mean of (3.97, sd = .69) interpreted as “very capable”. This means that the managers were very capable in handling the financial aspect of the business. Financial stability was the ultimate goal of every business. In a resort, it is a must because it serves as the fuel of the business. As to the data, the resort financial aspect was stable as they rated higher the statement “ensure that sufficient funds are available to meet the day to day financial requirements” compared to other statements. They have managed it wisely as they underwent resourcing out funds and globally competitive financial activities. Data are shown in table 5.

**Table 5. Level of Managerial Capabilities as to Financial Management**

	Mean	Sd	Interpretation
1. Plans and controls financial resources	3.89	0.90	Very Capable
2. Prepares budgets and financial statements	3.61	1.20	Very Capable
3. Ensure that sufficient funds are available to meet the day to day financial requirements	4.17	0.99	Very Capable
4. Coordinates projects and activities in order to increase its income	4.11	0.96	Very Capable
5. Maintain relationships to other financial institutions	3.94	1.21	Very Capable
6. Has the ability to procure funds needed in the operation	4.06	0.80	Very Capable
7. Engage in bench marking studies in order to gain knowledge and experiences of their best practices	3.89	1.08	Very Capable
8. Has the ability to compete with other competitors	4.11	0.96	Very Capable
9. Invest the profit for projects and other improvements	4.00	1.03	Very Capable
10. Has a sound knowledge in financial management	3.89	1.02	Very Capable
<b>Total</b>	<b>3.97</b>	<b>0.69</b>	<b>Very Capable</b>

Scale: 1.00 – 1.79 (Not Capable), 1.80 – 2.59 (Slightly Capable), 2.60 – 3.39 (Capable), 3.40 – 4.19 (Very Capable), 4.20 – 5.00 (Very Much Capable)

As to marketing management, in this categories, it was rated higher (M=4.08, sd = .75) compared to other categories. This category was interpreted as “very capable”. This means that the managerial capability of resort managers was very capable in terms of their marketing management. This simply shows that the managers excel in this category because they were knowledgeable and skillful enough to perform their duty. It was observed that the highest items rated were “develop strong customer relationships” and “maximizes revenues by developing programs that can attract more clients” which were commonly needed in every business resort. The less rated was on the item “review the results of customer satisfaction surveys to enhance standards of customer care”. Hence, the resort needs to maintain a harmonious relationship with the customer and include an assessment of customers’ satisfaction to have the bases of improving the business toward success. Data are shown in table 6.

**Table 6. Managerial Capabilities as to Marketing Management**

	Mean	Sd	Interpretation
1. Maximizes revenues by developing programs that can attract more clients	4.17	0.79	Very Capable
2. Maintains a suggestion/feedback mechanism in order to provide effective and efficient management	4.00	0.91	Very Capable
3. Responsible for coordinating marketing and promotional activities to meet customer needs, working closely with other staff to ensure customers are satisfied with the facilities and there time there	4.11	0.90	Very Capable
4. Develop promotional activities to attract more customers	4.06	1.00	Very Capable
5. Develop strong customer relationships	4.17	0.99	Very Capable
6. Provides good amenities to customers	4.33	0.59	Very Much Capable
7. Cooperates with other members of the resort management team to identify marketing priorities	4.00	1.14	Very Capable
8. Review future booking levels to plan dates for promotions to increase occupancy rates	4.06	1.00	Very Capable
9. Work with the event management team to schedule marketing to attract additional conferences and events	4.11	1.18	Very Capable
10. Review the results of customer satisfaction surveys to enhance standards of customer care	3.83	0.92	Very Capable
<b>Total</b>	<b>4.08</b>	<b>0.75</b>	<b>Very Capable</b>

*Scale: 1.00 – 1.79 (Not Capable), 1.80 – 2.39 (Slightly Capable), 2.40 – 3.39 (Capable), 3.40 – 4.19 (Very Capable), 4.20 – 5.00 (Very Much Capable)*

Table 7 presents the management style practiced by the resort managers and it was found out that they were practicing both autocratic management style (9 or 50%) and democratic management style (9 or 50%). In every business, these two main style has its own advantage and disadvantages. Hence, applying those styles should be flexible because in an organization is only as good as the person running it. Managers deal with their employees in different ways. Some are strict with their staff and like to be in complete control, while others are more relaxed and allow workers the freedom to run their own working lives. This may imply that whatever approach is predominately used it will be vital to the success of the business.

**Table 7. Management Style Used by the Respondents**

	f	%
Autocratic Management Style	9	50.0
Democratic Management Style	9	50.0
<b>Total</b>	<b>18</b>	<b>100.0</b>

Table 8 presents the difference of managerial capabilities when group according to sex. T-test results indicate that there is no significant difference existed on the managerial capabilities when respondents group according to sex ( $t = -.998$ , sig. = .387) set at .05 level of significance. This means that the managerial capabilities between male and female in managing a resort does not differ. Even though female managers got higher means score than the male manager, it doesn't mean that females were better manager than male. There some researches tell that female surpass male in different aspects of management but in this study, it was a lack of evidence. This may imply that managers both males and female were somewhat more adept and purposeful in using their natural talents to engage their teams because they need to exceed expectations to advance in their organization.

**Table 8. Difference in the Level of Managerial Capabilities when Group According to Sex**

	t	df	Sig. (2-tailed)
Equal variances assumed	-.889	16	.387

\*p<.05 level of significance

ANOVA table indicates that there is no significant difference existed in the managerial capabilities among respondents when group according to their educational attainment ( $F=.826$ , - sig. = .501) set at .05 level of significance. This means that the level of managerial capabilities among respondents educational attainment does not differ. In this study, managing a resort does not require what degree you attain but it suggests and preferred at least a bachelors' degree as indicated in the result that most of the respondents were college graduate. In some cases, a high school diploma or associate degree may be enough. This may imply a manager should consider that they were at least academically good and has equipped of potential skills in terms of management to become successful in the business. Data are shown in table 9.



**Table 9. Difference in the Level of Managerial Capabilities when Group According to Educational Attainment**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.096	3	.365	.826	.501
Within Groups	6.198	14	.443		
Total	7.295	17			

\* $p < .05$  level of significance

In terms of business experience, ANOVA results revealed that there is no significant difference existed in the level of managerial capabilities of resort managers when they were grouped according to their business experience ( $F = .724$ ,  $sig. = .554$ ). Which means whether it belonged to categories of business experience such as below 1 year, 1 – 5 years, 6 – 10 years and above 10 years the level of managerial capabilities were the same as described “very capable”.

This may imply that in the resort industry a managerial position requires more than a degree. Most of the cases the applicants were sent to the industrial training but wasn’t enough. Even those who were good academically still not enough. Hence, work experience was very important among all because when making the right decisions it needs enough experiences specifically business experience. Data are shown in table 10

**Table 10. Difference in the Level of Managerial Capabilities when Group According to Business Experience**

	Sum of Squares	df	Mean Square	f	Sig.
Between Groups	.979	3	.326	.724	.554
Within Groups	6.315	14	.451		
Total	7.295	17			

\* $p < .05$  level of significance

Data in table 11 shows that there is no significant difference existed in the level of managerial capabilities of the respondents when grouped according to their number of workers in the resort ( $F = 1.900$ ,  $Sig. = .176$ ) set the .05 level of significance. Even though the mean score obtained by each grouped of numbers of workers varied but it doesn’t mean that the capabilities of manger also differ. In this study, it was found out that having more number of workers were just the same of having fewer workers in terms of the level of managerial capabilities as described as “very capable”. This may imply that the organizations’ success depends on the employees’ performance, not on the number of employees. The objective of the business is profitability and can be attained through the performance or every worker, poor performance is detrimental to the company’s’ success.

**Table 11. Difference in the Level of Managerial Capabilities when Group According to Number of Workers**

	Sum of Squares	df	Mean Square	f	Sig.
Between Groups	2.110	3	.703	1.900	.176
Within Groups	5.184	14	.370		
Total	7.295	17			

\* $p < .05$  level of significance

Table 12 presents the results of the difference in the level of managerial capabilities when grouped according to capital. Results shows that there is no significant difference existed in the level of managerial capabilities of resort managers when grouped according to their capital ( $F = .268$ ,  $sig. = .893$ ) set at .05 level of significance. All the categories of capital were the same and described as “very capable”. This means that the fund of the business was not the determinants on the capabilities of the managers in managing a resort. Perhaps, management of funding the business by enabling the flow of money in a strategic way for the business to become profitable

**Table 12. Difference in the Level of Managerial Capabilities when Group According to Capital**

	Sum of Squares	df	Mean Square	f	Sig.
Between Groups	.556	4	.139	.268	.893
Within Groups	6.739	13	.518		
Total	7.295	17			

\* $p < .05$  level of significance



Table 13 was the results of the difference in the level of managerial capabilities when grouped according to management style. Results revealed that there is no significant difference existed between autocratic and democratic management style in the level of managerial capabilities of the resort managers ( $t = -.471$ , sig. = .644) set at .05 level of significance. Which means, the level of managerial capabilities of resort managers described as "very capable were the same regardless of the management style they were used. This may imply that in every business it was necessary to have a quality leader with good effective leadership that can drive their workgroup to achieve all the critical aspects of the company's goals/objectives.

Table 13. Difference in the Level of Managerial Capabilities when Group Management Style

	t	df	Sig. (2-tailed)
Equal variances assumed	-.471	16	.644

\*p < .05 level of significance

### Conclusions

In view of the foregoing findings, these conclusions were drawn:

1. The resort managers in the province of Guimaras were mostly female, with bachelors' degree and having business experience ranging from 1 year to 5 years. They were having workers ranging from 5 and below. Majority of them invested amounting to 300, 000 – 400, 000 for the business.
2. The manager was very capable in managing business resort as a whole and also very capable when categorized in terms of accounting management, financial management, and marketing management.
3. Both or a combination autocratic management style and democratic management styles were given emphasis by the resort managers in dealing with their employees.
4. There is no significant difference existed in the level of managerial capabilities of resort managers all throughout when categorized according to their profile sex, educational attainment, business experience, number of workers, and capitalization.

### Recommendations

Based on the conclusions made, the following recommendations were suggested:

1. The resort owners of Guimaras should organize an association to promote, support and inform managers of the current trends, problems faced opportunities, support programs and other key areas of concern for resort management.
2. The government of the Province of Guimaras should align some of its funds and budget to support resort business especially those that exhibit a strong capability to grow and eventually develop into the globally competitive resort to attract more tourist to visit the island.
3. The Guimaras State College institution together with School of Business Administration can help in the improvement of resort operations by educating the managers of these resorts through the conduct of seminars and training about managing businesses specifically on the management styles and strategies, capital budgeting and other business-related topics. This can be the community extension service of the School, looking and helping these resorts especially those that needs assistance.
4. The Department of Trade and Industry should focus on developing the owners of resort in Guimaras. Support from the local government should also be encouraged. Such support can be in the form of financial and technical aspects. Tax exemptions and lowering of license fees are also ways on how to support the resort owners. On the technical side, the local government should sponsor some business venturing seminars and training and it should be well advertised and the prospective participants be well informed. A similar research should be undertaken to determine what specific assistance and support needed of every resort.



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