

Business Skills of Hotel and Restaurants Managers / Owners in Northern Philippines

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Abstract: *The purpose of this study is to identify the prevailing skills of the hotels' owners and the ones that need to be improved or learned making use of descriptive-correlational research. The respondents have a rating of highly equipped and shows no significant relationship between the level of business skills and their profile at an alpha of 0.05 except on trainings attended, years in the business and highest educational attainment. This is limited to the business skills of 40 managers/owners of hotels/restaurant in Tuguegarao City. It includes the Management skills, Interpersonal skills, Entrepreneurial skills, financial skills and Sales and Marketing Skills.*

Keywords: Business, Skills, Owners, Hotel, Restaurants

1. Introduction

Some hotel and restaurant owners have successfully sustained their businesses in the long run yet others have not. Since starting and running a business requires specific skills, it is essential that business owners identify their prevailing skills and the ones that need to be improved or learned. The hospitality industry has unique characteristics that could place a tremendous amount of pressure on managers, typically due to the fact that hotels operate every hour of the day for 365 days a year; are seasonal in nature; are very labor intensive; and, employ a highly diverse mixture of employees. In comparison to other industries, these unique job characteristics may exert increased daily management pressures on hotel managers [1]. Kay and Moncars [2] stated that due to the hotel industry's challenges of terrorism, political unrest, economic upheavals, technological advances, and overall travel patterns, there is a need to reexamine the knowledge, skills and abilities required for success. The business performance of hotels and restaurants is largely influenced by its superior human skills and capital resources by providing satisfactory services to its customers. Arthur, et. Al [3] argues that competent, trained and well-informed employees with the right attitude to offer prompt and reliable services with the help of modern equipment and information technology can be a source of competitive advantage and success to organizations. In fact, equipped with necessary skills towards the job, students would enable a secured job according to Javier [4].

In the city of Tuguegarao, the ownership structure of many hotels and restaurants has become increasingly complicated over the years. As a result, the task of running the daily operations is handled by managers instead of the owners, who only rarely take active responsibility in the oversight of the business. Thus, as hotel and restaurant employees, the managers are required to run the hospitality business with asset management tools, with the aim of achieving positive financial performance, driven by the need to increase the return of the owners' investment [5].

2. Literature Survey

Researchers investigated the possibility of a set of universal senior management competencies [6] found that some managers need different sets of competencies to manage specific circumstances. These researchers found there are competencies that can be usefully developed in the context of generic senior management development programs. The study conducted by Orser [7] in Canada explored the performance and the roles of management competencies in small and medium enterprises. Performance was measured based on success indicators such as market acceptance, self-fulfillment, personal welfare and financial outcomes. The results "revealed that growth in revenues was significantly correlated with the diversity, or breadth, of management skills and with the owner's intentions to pursue growth". He found out that no one competency was discovered to be directly related to growth. "Rather, growth appears to be a consequence of the interaction of multiple management activities (and the diversity of management experience that results) as well as the owners' determination that their firms would grow".

In the study conducted by Yang Yuan [8] showed that cost control, followed by revenue management, budgeting, forecasting, pricing, and asset management, are the essential financial competencies of hospitality managers. His respondents were asked to choose the five most essential general competencies and came out with the following, ranked from top 1 to top 5: communication, problem-solving, leadership/taking charge, attention to details, and manage others.

The human resource-related skills were the most emphasized competencies for hospitality managers [9,10,11], as agreed upon by industry professionals. However, the research conducted by Kay & Moncarz [12] advocates that knowledge of finance, marketing, and information technology is becoming increasingly important due to the changes in the industry demands and characteristics.

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According to Gursoy, Raham, and Swanger [13], revenue and asset management competencies have recently received considerable attention because hotels are attempting to use improved technique to maximize revenue, minimize cost and increase the return on their assets, thereby consequently optimizing their financial performance.

Studies reveal that business success is contributed to the management practices, entrepreneurial competencies and personal characteristics of business owners while the study of Parilla [14], emphasized the link of management practices, entrepreneurial competencies and business success. However, there is still a limited literature to prove on the comparison of management practices of microbusiness owners and small business owners. Mia and Patiar [15] indicated that both hotel general management and department managers frequently use financial information to evaluate sales, promotion, product and service prices, and the profitability of operating departments. However, empirical evidence suggests that the training and competencies of these managers may not be adequate to effectively execute the increasingly complex financial activities [16].

According to Hales [17], explaining revenue and expense, comparing actual results to budgets and forecasts, and making adjustment to improve operations are among financial skills an individual must possess in order to be financially competent (p. 8). Singh, et al. [18] suggested that reading and analyzing financial statements, capital expenditure analysis, forecasting and budgeting are the predominant financial skills for a successful hotel manager. Financial managers perform cost and profit control via cash management, RM, capital management, financial planning, cost accounting, and financial accounting Zutter & Gitman [19].

According to both entrepreneurs and venture capitalists, the number one reason new ventures fail is lack of management skill Zacharakis, et al. [20]. Entrepreneurs often have enthusiasm, optimism, and drive, but do not possess the business skills they need to make a venture successful. The decision to start a business is normally affected by contextual factors and an entrepreneur's personal skills and characteristics. Moreover, "growth expectations and realized growth may be influenced by individual's characteristics and it may be possible, at least to some extent, to identify characteristics associated with high-growth expectations and realized entrepreneurial growth [21]. Usually, "the size and shape of an 'opportunity' and the related growth expectation are not affected by the environment alone, but rather by the match between opportunity and the personal characteristics of the individual considering it." In other words, a given opportunity would represent a big growth potential to those entrepreneurs with the right skills and social capital to effectively exploit it. The career succession of senior and middle managers clearly affects the culture of the organizations in which they work. But in relatively 'closed' industries where industry and occupational norms are a major determinant of career paths, what influence do organizations have on their managers' attitudes? The hotel industry is such a 'closed' industry, hotel managers tend to

be trained and developed apart from managers in other industries. It is also an industry which has rarely been studied by social scientists, in particular hotel managers have been ignored. This paper examines the career paths of unit managers in British hotels. It reveals the extent to which traditional, occupationally orientated attitudes still affect managers' careers in this industry and speculates on the impact these attitudes have on hotel culture and hotel companies [22].

This study aims to assess the business skills of hotel and restaurant owners/managers in Tuguegarao City. It seeks to answer the following questions:

- 1) What is the personal profile of the managers/owners in terms of: age, sex, civil status, highest educational attainment and ethnicity, relevant trainings attended and other sources of income?
- 2) What is the level of business skills of the managers/owners in terms of management, interpersonal, entrepreneurial, sales and marketing and financial?

Ho: There is no significant relationship between the level of business skills of the owners/managers and their personal and business profile.

3. Methodology

The research method is the descriptive correlational method because the chief purpose of the study is to assess the business skills of the owners of the different hotels and restaurants in Tuguegarao City in the operation of their business and correlated to their personal profiles. The respondents involved in the study were the owners of 40 privately operated hotels and restaurants in Tuguegarao City.

1) Instruments

The instrument that was used in gathering pertinent data and information for the study was formulated on the basis of questionnaire, which consists of two parts: Part 1. Personal Profile of the Respondents; Part 2 Business Skills Checklist which was adopted and patterned from "Assessment of Business Skills Checklist" in Starting and Running a Business. Business Skills of the respondents in terms of their Management Skills, Interpersonal skills, Entrepreneurial skills, Financial skills and Sales and Marketing Skills

The study made use of the following statistical tools, which were needed in the analysis of the data. Frequency counts and percentage were used to categorize the profile of the respondents. For the business skills of the respondents, a modified Likert Scale value was assigned to score the five categories.

Scale Value	Descriptive Scale
5 points	Highly Equipped
4 points	Very Equipped
3 points	Moderately Equipped
2 points	Fairly Equipped
1 point	Poorly Equipped

To analyze the level of business skills of the managers/owners, the item mean was used

A criterion scale was used by the researchers for the assessment of results as follows:

Mean Range	Categories
4.20 - 5.00	Highly Equipped
3.40 - 4.19	Very Equipped
2.60 - 3.39	Moderately Equipped
1.80 - 2.59	Fairly Equipped
1.00 - 1.79	Poorly Equipped

To know the significant relationship on the level of business skills of the managers/owners when grouped according to personal profile the CHI-SQUARE test and Spearman's Rho of correlation were used.

4. Results and Discussions

Table 1: Profile of the Respondents

Age	(n=40)	Percentage
31-40	25	62.50
41-50	3	07.50
51-60	5	12.50
61-70	2	05.00
71-80	5	12.50
Sex		
Male	31	77.50
Female	9	22.50
Civil Status		
Single	10	25.00
Married	30	75.00
Highest Educational Attainment		
College Graduate	30	75.00
Postgraduate	10	25.00
Ethnicity		
Ybanag	19	47.50
Ilocano	5	12.50
Kapampangan	5	12.50
Filipino-Chinese	11	27.50
Relevant Trainings Attended		
Catering and Food Services	25	62.50
Hotel and Restaurant Operation	15	37.50
Other Sources of Income		
Medicine	15	37.50
Education	5	12.50
Business	20	50.00
Total	40	100.00

The mean age of 45.25 implies that most of these managers/owners are middle-aged people who have the desired maturity to manage a business and who have sufficient skills to make their business successful.

The managers/owners of the different hotels in Tuguegarao City are dominated by males. Only 9 or 22.50 percent are females. This means that more male respondents are interested in managing a hotel and restaurant business compared to females.

There are 10 or 25.00 percent respondents who are single and 30 or 75.00 percent who are married. The results show that majority of the respondents are married. This may be attributed to the fact their age and maturity rendered them capable to operate and manage their business.

There are 11 or 27.00 percent respondents who are Filipino-Chinese, 19 or 47.50 percent are Ybanag and 5 or 12.50

percent Ilocano and 5 or 12.50 percent is Kapampangan. The results show that the owners/managers of the different hotels have varied ethnicities. Out of the 40 respondents, 5 or 12.5 percent is a single proprietorship, 10 or 25.00 percent is engaged in partnership and 25 or 62.50 percent of the hotels/restaurants here in Tuguegarao city are owned/ managed by the corporation.

Of the 40 respondents, 25 or 62.50 percent have attended catering and food services and 15 or 37.50 percent have training on hotel and restaurant operation. This means that the managers/owners of the different hotels in Tuguegarao City are equipped with the necessary knowledge, skills, and training for the successful operation of their business.

There are 15 or 17.50 percent respondents who are engaged in medicine, 5 or 12.50 in education, and 20 or 50.00 percent of the respondents who are in business enterprises like franchising, rice trading, etc. The managers/owners of the different hotels/restaurants in Tuguegarao city are also engaged in different enterprises or line of business aside from the hotel and restaurant business. This implies that the respondents have a profound business acumen to venture in more than one type of business.

Table 2: Level of Business Skills of Respondents as assessed by themselves and their Subordinates

Management	Mean	DS (Managers)	Mean	DS (Subordinates)
Management	4.52	Highly Equipped	4.22	Highly Equipped
Interpersonal	4.58	Highly Equipped	4.11	Very Equipped
Entrepreneurial	4.59	Highly Equipped	4.35	Highly Equipped
Financial	4.75	Highly Equipped	4.24	Highly Equipped
Sales and marketing	4.79	Highly Equipped	4.44	Highly Equipped
Over-all Mean	4.65	Highly Equipped	4.27	Highly Equipped

The overall mean is 4.65 and 4.27 with a descriptive scale of "highly equipped". This shows that the respondents are highly equipped with the necessary skills like management, financial, entrepreneurial, interpersonal, marketing and sales skills which are needed in the operation of a hotel and restaurant.

Table 3 (a): Test of Significant Relationship between the Level of Business skills of the Owners/Managers and their Age

Business skills	Correlation coefficient	Sig. (2-tailed)	N
management	-0.08	0.80	40
interpersonal	0.30	0.29	40
entrepreneurial	0.10	0.73	40
Financial	0.10	0.75	40
Sales and marketing	0.30	2.29	40
Over all	0.06	0.84	40

The Spearman's Rho Correlation on interpersonal and entrepreneurial skills obtained a positive, slight and negligible correlation while management and financial have a negative, slight and negligible correlation, and sales and marketing skills cannot be determined. But as to the test of how significant is the correlation, the computed p-value

shows that the business skills of the owners/managers are not significantly related to their age. This further shows that regardless of the age of the owners, their level of business skills is not affected.

Table 3 (b): Test of Relationship between the Level of Business Skills of the Owners/Managers and Their Sex

	MS	IS	ES	FS	SMS	Overall
Mann Whitney U	23.00	22.00	18.00	21.00	24.00	19.00
Wilcoxon W	44.00	58.00	54.00	57.00	60.00	55.00
Z	-0.21	-0.362	-1.28	-0.87	0.00	-0.81
Asymp.Sig. (2 tailed)	0.83	0.72	0.20	0.39	1.00	0.42
Exact Sig. [2*(1 tailed sig)]	0.95b	0.85b	0.49b	0.76b	1.00b	0.57b

Legend:

MS- Management skill

IS- Interpersonal Skill

ES- Entrepreneurial Skill

FS- Financial skill

SMS- Sales and Marketing skills

The P-value of 0.42 is greater than the alpha of 0.05. Hence, the null hypothesis stated earlier is accepted. This means that there is no significant relationship between the level of business skills and sex. This implies further that sex will not affect the business skills of the owners/managers of the different hotels in Tuguegarao City.

Table 4 (c): Test of Relationship Between the Level of Business Skills of the Owners/Managers and Their Civil Status

	MS	IS	ES	FS	SMS	Overall
Mann Whitney U	16.000	14.000	16.000	18.000	20.000	12.000
Wilcoxon W	71.000	69.000	71.000	73.000	75.000	67.000
Z	-0.931	-1.191	-0.931	-0.632	0.000	-1.420
Asymp.Sig. (2 tailed)	0.352	0.234	0.352	0.527	1.000	0.156
Exact Sig. [2*(1 tailed sig)]	0.635b	0.454b	0.635b	0.839b	1.000b	0.304b

a. Grouping Variable: Civil Status

b. Not corrected for ties

The p-value of 0.156 is greater than the alpha of 0.05 which implies that the hypothesis stated earlier is accepted. Hence, there is no significant relationship between the level of business skills of the owners/managers and their civil status. This further shows that regardless of whether the owners/managers are single or married still they maintain their level of business skills which is “highly equipped” as illustrated in the previous table on the level of business skills.

Table 3 (d): Test of Relationship Between the Level of Business Skills of the Owners/Managers and Their Educational Attainment

	MS	IS	ES	FS	SMS	Overall
Mann Whitney U	0.500	5.000	5.500	6.000	6.500	3.000
Wilcoxon W	1.500	96.000	96.500	97.000	7.500	4.000
Z	-2.449	-0.522	-0.408	-0.277	0.000	-1.089
Asymp.Sig. (2 tailed)	0.014	0.602	0.683	0.782	1.000	0.0276
Exact Sig. [2*(1 tailed sig)]	0.143b	0.857b	0.857b	1.000b	1.000b	0.571b

a. Grouping Variable: Educational Attainment

b. Not corrected for ties

The p-value of 0.0276 is less than the alpha of 0.05, the null hypothesis stated earlier is accepted. Hence, there is a significant relationship between the level of business skills and educational attainment.

Table 4 (e): Test of Relationship between the Level of Business Skills of the Owners/Managers and their Ethnicity

Business skills	Chi-Square	Df	Asymp. Sig.
Management	1.246	3	.742
Interpersonal	2.245	3	.523
Entrepreneurial	1.246	3	.742
Financial	2.500	3	.475
Sales and Marketing	0.000	3	1.000
Overall Business Skills	2.897	3	0.408

a. Kruskal Wallis Test

The p-value of chi-square obtained for ethnicity is 0.408 which is greater than the alpha of 0.05. This means that the hypothesis stated earlier is accepted. Hence, there is no significant relationship between the level of business skills and ethnicity. This further implies that regardless of whether the owners/managers are Ilocano, Ybanag, Kapampangan or Filipino-Chinese, their level of business skills in running their hotels/restaurants are not affected.

Table 3 (f): Test of Relationship Between the Level of Business Skills of the Owners/Managers and Their Training

	MS	IS	ES	FS	SMS	Overall
Mann Whitney U	17.000	12.000	17.000	15.000	20.000	12.50
Wilcoxon W	27.000	22.000	27.000	25.000	75.000	22.500
Z	-0.698	-1.588	-0.698	-1.581	0.000	-1.331
Asymp.Sig. (2 tailed)	0.485	0.112	0.485	0.114	1.000	0.0183
Exact Sig. [2*(1 tailed sig)]	0.733b	0.304b	0.733b	0.539b	1.000b	0.304b

a. grouping variable: training

b. not corrected for ties

The p-value of 0.0183 is less than the alpha of 0.05, the hypothesis stated earlier is rejected. Hence, there is a significant relationship between the level of business skills and training.

Table 4 (g): Test of Relationship Between the Level of Business Skills of the Owners/Managers and other sources of income

	MS	IS	ES	FS	SMS	Overall
Mann Whitney U	10.00	9.00	10.00	11.00	12.00	8.00
Wilcoxon W	88.00	87.00	88.00	89.00	15.00	86.00
Z	-0.60	-0.77	-0.60	-0.41	0.00	-0.92
Asymp. Sig. (2 tailed)	0.55	0.44	0.55	0.68	1.00	0.36
Exact Sig. [2*(1 tailed sig)]	0.79b	0.66b	0.79b	0.92b	1.00b	0.55b

a. grouping variable: training

b. not corrected for ties

The p-value of 0.36 is greater than the alpha of 0.05. Hence the null hypothesis stated earlier is accepted. This implies that there is no significant relationship between the level of

business skills and other sources of income. The business skills of the owners/managers of the different hotels and restaurants in Tuguegarao City are not affected by their other sources of income.

5. Conclusion

The hospitality business contributes greatly to the economy of a place. It has the capacity for growth potentials of a major industry like the tourism industry by promoting tourist visits, increasing healthy business competition, and providing employment to local residents.

As such, hotel and restaurant owners/operators must possess the proper skills in running a successful business. Specific skills such as management, financial, entrepreneurial, interpersonal and sales and marketing skills enable owners/managers to effectively dispose of their duties and responsibilities in the operation of their business.

Based on the findings of the study conducted, it can be concluded that the level of business skills of the owners/managers of the 40 privately owned hotels and restaurants in Tuguegarao City is very high. As to the relationship between the level of business skills of these owners/managers and their profile variables (age, sex, educational attainment, related trainings, ethnicity, number of years in the industry, and line of business), personal profile did not affect their business skills except on trainings, and educational attainment.

6. Practical Implementation

Given the fact that owners/managers of privately owned hotels and restaurants in Tuguegarao City are highly equipped with basic business skills, it is equally important that they further improve these skills by innovating and developing a culture of excellence to be able to serve their clientele better and sustain the business for a longer time. Food chain restaurant conglomerates pose a threat in the sustainability of small and privately owned hotel and restaurant enterprises which should encourage these hotel and restaurant owners to engage in capacity building activities to strengthen their competitive edge.

The city government of Tuguegarao together with the Department of Trade and Industry should provide technical support for privately owned hospitality enterprises by sponsoring seminars and trainings related to their business.

The Cagayan State University as an academic institution, can help in the improvement of these privately owned hotels and restaurants by offering extension services in the form of trainings through the College of Hospitality Industry Management.

A similar research should be undertaken to determine what specific assistance and support these privately owned hotels and restaurants need most and on the impact of these assistance programs.

7. Research Limitations

The study is limited only in Tuguegarao City Cagayan and this applies to the case study approach of difficulty in giving generalization to a larger population (Yin, 1994). The study was conducted in the context of the hotel industry. This is limited to the business skills of the managers of 40 privately operated hotels in Tuguegarao City, Cagayan.

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