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Hiring with Heart: A Multiple Case Study on Talent Acquisition and Cultural Fit in Boracay Island's Hospitality Industry

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Abstract

One of the assets of any company is the competitive workforce. Boracay Island hinges its economy in tourism, a service-oriented industry. This industry is dynamic and constantly evolving that demands agile workforce to remain competitive. This study explored the recruitment practices of fifteen (15) human resource officers in selected lodging establishments on Boracay Island. This research utilized multiple case study design. Yin's six steps for data analysis were employed to analyze the descriptions of the key informants. The results revealed the following themes: Theme (1) strategic talent acquisition, theme (2) Streamlining hiring for efficiency, theme (3) Adapting to dynamic talent environments, theme (4) Structured agility as the foundation for resilient growth, and theme (5) Perceptions and purpose directly fuel employee drive and organizational triumph. While the results of talent acquisition in hotels revealed that: theme (1) Talent acquisition, precision and impact, theme (2) Efficient selection, unified decision, theme (3) Tourism, global shifts, local adapts, theme (4) Empowered HR, centralized vision, local impact, theme (5) Thriving workforce, satisfaction, image, engagement, and theme (6) HRM, people, process, performance. and the results of talent acquisition practices in mabuhay accommodations revealed that: theme (1) Modernizing talent: potential over tradition, theme (2) Traditional foundations, future-proofed workforce, theme (3) Traditional tourism's local resilience, theme (4) Agile hiring: empowering local decisions, and theme (5) The drive to be happy. The study will be beneficial to the individuals, hospitality industry, and the human resource practitioners to broaden their understanding in the recruitment of local manpower planning and development.

Keywords: Hospitality sector, Talent Acquisition, Boracay Island, Cultural fit, Case Study

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Introduction

Tourism is vital to the economies of many countries, especially in places like Boracay Island, which is rich in culture. Millions of people visit Boracay Island because of its natural beauty, colorful traditions, and sense of community. The hospitality industry has problems that will not go away, like a lack of skilled workers, high turnover, and few training opportunities. These problems are caused by cultural differences, unjust labor practices, and unstable seasonal employment (Aynalem, 2016; WTTC, 2020b). Sustainable tourism efforts in the Philippines now emphasize environmental care, culturally sensitive workforce development, and talent acquisition that values local knowledge, ancestral practices, and worker well-being (Marinakou & Giousmpasoglou, 2019). The Generation Z workforce is emerging in industry. Culturally sensitive hiring practices, Memorable jobs, and an all-encompassing work ecosystem that observes local traditional and modern underpinnings attract this generation, making this industry viable on the island and beyond (Baum, 2019).

Furthermore, the holistic recruitment approach must narrow the gap between the formalities of hospitality workforce development and the cultural facets of an island tourism community. Partnerships among local government agencies and industry practitioners remain foundational to establishing culturally sensitive initiatives replicating Malay communities' traditions, language, customs, and beyond. This method conserves cultural uniqueness and nurtures dignity and identity within the local workforce, cultivating engagement and performance in the local workforce pool. Entrenching local cultural understanding into the selection of development fortifies Boracay's international brand as a sustainable and community-driven tourist destination.

This paper explores the hiring practices of workers in the hospitality industry on the island of Boracay, Malay, Aklan, Philippines, focusing on Macro influences brought by local, national, and international labor supply and demand. The Meso aspects mainly include organizational and managerial systems and human resource management. The Micro factors focus on individual worker personalities and incentives. The multiple case study method was used to explore how the lodging industry applies stakeholders and domains to talent selection in the context of the hospitality industry.

Research Methodology

Research Design

Contemporary businesses function under unstable economic and social contexts. This qualitative research is crucial for examining hiring practices in the hospitality sector on the island of Boracay. This research employed a multiple case study approach, an effective qualitative method for analyzing the interconnections of individual, interpersonal, behavioral, psychological, administrative, cultural, and environmental elements that influence workplace and human resource development. Research conducted through case studies is vital for a comprehensive examination of interviewees' perspectives of the event in the inherent environment. This paper focuses on the narrative of the individual human resource practitioners and their predominant challenges in talent acquisition of their own companies (Halkias et al., 2022).

Research Environment

Boracay Island, around 315 kilometers from Manila, encompasses 1,000 hectares and is in Malay, Aklan, Philippines. It spans a modest 7 km by 1 km and consists of barangay Manocmanoc, Balabag, and Yapak. The influx of tourists demonstrates sustained growth, registering a 20% rise in 2017 and still counting. In 2017, estimates indicate an aggregate of 2.068 million travelers, comprising 1.095 million international tourists and 0.973 million local tourists. The figures produced P56.14 billion in receipts (PIA, 2017).

Participants and Sampling

Purposeful sampling was used to identify significant participants, specifically 15 hiring personnel from Boracay Island's hotel industry. Participants were chosen based on their expertise and understanding of the hospitality operations.

Data Collection Instrument

The research employed a semi-structured interview guide to collect data. The instrument received validation from specialists who are: 1) General Manager of a prominent resort chain on Boracay Island; 2) Human Resource practitioner, academic, and holder of a doctorate in the field of human resources; 3) President of the National Association of Administrators in Hotel and Restaurant Educational Institutions (AAHRMEI) and presently working as the Director of the International Tourism & Hospitality Program at a leading university in the Philippines. The researcher returned

to five (5) participants to validate the results with their conformity as part of member checking.

Procedures for Data Collection

The researchers conducted face-to-face interviews for this study. The researcher encountered difficulty interviewing HR professionals, but valuable information was gathered. Researchers observed ethical considerations, including getting approval and informed consent to get the most interview data possible. The good relationship between the researchers and the participants made sharing sensitive stories and information easier.

Evaluation of Documents and Data Sources

As part of data triangulation, this study reviewed several information sources, including interviews and historical data related to hiring practices in the hospitality sector. Online databases such as Google Scholar, Emerald, Science Direct, IGI Global Scientific Publishing, and other professional journals were utilized to extract papers, articles, and publications. The choice of these resources was predicated on their scholarly credibility and pertinence to the study's focal issue. The researchers developed a digital database to manage the data quantities.

Analysis of Data and Interpretations

The collected data was thematically analyzed to identify recurring patterns, trends, and alterations in hiring practices across the lodging industry on Boracay Island, Malay, Aklan. The analysis focused on macro, meso, and micro aspects in resorts, hotels, and Mabuhay accommodations. The criteria for choosing topics were based on their relevance to the research's goals and ability to understand the study thoroughly.

Ethical Considerations

Researchers observe the principles of justice, beneficence, and respect during the study to tackle divergences between the study's objectives and the participants' rights. The study met ethical guidelines such as secured study protocols from the authorities, getting informed consent, keeping participants safe from harm, being self-

determining, being objective, observing data privacy, and caring for the well-being of participants.

Resource-Based View Framework

This study is anchored on the Resource-Based View Framework (RBV). This paradigm was initially proposed by Berger Wernerfelt in 1984 and subsequently by Jay Barney in 1986 and 1991, presenting a perspective on competitive advantage as reliant on the accumulation of competitive resources (Martin, 2025). This concept combines looking at how an organization affects itself with looking at how its industry and competitive ecosystem affect it from the outside. No two firms are identical, as each has had distinct experiences, acquired unique assets and abilities, and developed different organizational cultures. The assets and competencies dictate the efficiency and effectiveness of a company's functional operation. According to this view, a firm will likely thrive if it possesses the most suitable and superior resources aligned with its business and plan (Collins, 1995).

Results and Discussion

The study results were derived from the significant statements of the participants. They were coded and presented into themes, which are shown below:

Talent Acquisition Practices of the Human Resource Practitioners in Resorts

Table 1. Thematic Analysis of the Talent Acquisition Practices of the Human Resource Practitioners in the Resorts on Boracay Island

<i>Indicators</i>	<i>Category</i>
Recruitment Strategies	Multiple Sourcing Channels
	Qualification-Oriented Selection
Selection Process	Departmental Involvement in Interviewing
	Quick Decision-Making
Placement and Onboarding	Needs Dictate Placement
	Comprehensive Onboarding Process

Strategic Talent Acquisition

To stay competitive, businesses need to hire skilled and happy workers. A strong corporate brand and good word-of-mouth can help you get the best workers. Digital technology, analytics, and AI make finding jobs easier, but policies must be consistent to protect privacy and prevent bias. Regular reviews of policies and clear

communication make people more efficient and involved. Below are the significant stories of the participants:

Participant 1 expressed that,

"We observed multiple sourcing, face-to-face, and social media channels."

Similarly, Participant 3 shared that,

"In our company, we involve the departments in selecting applicants."

In addition, Participant 5 opined that,

"Our company has an inclusive onboarding process for our new entrants."

To hire good people, the human resources professionals at resorts on Boracay Island utilized hiring, selection, and onboarding. The hotel industry has trouble keeping good staff, but it has not tried anything that could help it do so. This has resulted in inadequate performance and slow growth. Ghani et al. (2022) say that maintaining workers for an extended period depends on how pleased they are with their current position.

Table 2. Thematic Analysis of the Differences in the Talent Acquisition Practices Employed in the Resorts on Boracay Island

<i>Indicators</i>	<i>Category</i>
Expanding Efficient Hiring Practices	Utilization of Manatal System
	One-Day Recruitment Policy
	Speed Recruitment Process for All

Streamlining Hiring for Efficiency

Resorts employ the Manatal System and one-day hiring to hire personnel quickly. In a competitive market, process optimization aims to speed up the onboarding of new hires and make operations more efficient. When it comes to streamlining their hiring process:

According to Participant 1,

"Our company used the Manatal System in recruitment and Facebook for local sourcing."

Participant 2 observed a fast process in their recruitment,

"Since the standard of living on the island is costly, we tried to simplify the process. We employed a 1-day recruitment. In just 1 day, applicants will know if they get hired."

Similarly, Participant 3 expressed that,

"We tried to be as fast as we could for all our recruitment so as not to cause delay for applicants."

Resorts on Boracay Island show a favorable inclination toward resourceful recruitment practices. Some were advancing the power of technology to transform the

Human Resource ecosystem. Human Resource Management (HRM) fundamentally concerns individuals; this is unequivocal. In the modern period, shaped by technological revolution and transformational development, the principles of HR are establishing a new foundation. Digital technology has changed the way we do business. These effects were cascaded in various fields, including business entities, workforce administration, and employee maximization. The mushrooming HR technologies in the market have revolutionized how companies handle talent acquisition, including the tourism and hospitality sectors. As all companies transition into a new era of digitization and data management, the management and mapping of talent poses a problem for C-suite and board-level executives (Kataria, 2021).

Table 3. Thematic Analysis of the Macro Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Resorts on Boracay Island

<i>Indicators</i>	<i>Category</i>
Market Dynamics	Sourcing Competitions
	Skilled Multilingual
	Lack of Qualifications
Local Dynamics	High Turnover Rate Due to Economic Conditions
	Strict Policies on Entering the Island
	Technological Advancement
National Dynamics	New Law; Higher Standards
	Impact of Wage Adjustments on Departmental Operations
	Favorable Outcomes of National Programs
Global Dynamics	Interdependence of Tourism and Diplomatic Relations
	Qualification Flexibility in Hiring Practices

Adapting to Dynamic Talent Environments

The resort industry in Boracay needs to adapt to changes in business, the local area, the country, and the world. Recognize that there are not enough talented individuals, deal with the fact that different jobs require different skills (such as being able to speak more than one language) and be ready to change your rules when they do. In a market that changes quickly, you need to be able to hire and keep competitive

workers. One of the challenges that the resort industry experienced is the impact of market, local, national, and global influences:

According to Participant 1,

"We are competing in pooling talents. Usually, we preferred those who can speak other languages, like Mandarin and Korean. We observed that local applicants lack the skills that our operation needs."

Participant 2 shared that,

"During the pandemic, we experienced a high turnover rate due to economic conditions, stringent local government policies for applicants entering the island, and some could barely cope with the technological advancements our company employed in our operations."

Participant 3 expressed that,

"We are affected by the national law on service charge. Another factor is the high standard of living on the island, which affects wages and our entire operations."

In addition, Participant 4 articulated that,

"Our recruitment is affected by the global forces. Since Boracay's tourism depends on local and foreign tourists, our foreign relations matter. Another consideration is that we need an agile and competent human resource to provide services to our foreign guests."

The resort's recruitment is affected by layers of forces from the dynamic market landscape to local and international factors that shape the recruitment process. Tien and Tu (2020) highlight that the labor market, misalignment between academe and the industry, minimal pay, and language barriers are a few challenges that dramatically impact workforce recruitment, selection, and retention. Moreover, higher pay schemes, career advancements, and competent skills enable the workforce to engage longer. Acquiring foreign languages is vital. Boracay's tourism development added concerns for the local officials, limiting its capacity for locals, including applicants, to enter the island. Santos et al. (2024) say that international investments and digital progress are changing, since there is much local participation but insufficient money and influence. Walmsley et al. (2019) discussed issues with pay and different views on employment policies. Quer (2021) deduced that developing country companies need more than just previous experience working abroad to grow globally. They need strategic collaborations and support from institutions.

Table 4. Thematic Analysis on the Meso Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Resorts on Boracay Island

<i>Indicators</i>	<i>Category</i>
Corporate Framework	Meticulous Recruitment of HR and Department Heads
	Budget Constraints and Planning
Administrative Management	Competency-Based Recruitment

Structured Agility as the Foundation for Resilient Growth

Structured agility is having strong, straightforward basics and being able to change quickly and develop with new ideas. This two-part strategy helps companies deal with change, recover from failures, and maximize new opportunities. This contributes to sustained success in markets that change quickly. Participants were probed about agility and resilience. Below are their significant narratives:

According to Participant 1,

“Since we cater to international guests, we are careful with our recruitment. Our department heads scrutinized the applicants, then forwarded them to HR. Although there are times that we have experienced budget limitations that matter to the quality of our recruitment.”

Participant 5 expressed that,

“Our recruitment is based on the competence of the applicant. For a higher position, we do poach on platforms like LinkedIn.”

Boracay resorts’ good hiring practices for HR and managers help keep the company’s culture and efficiency. Baum (2019) says that the job climate and education are two things that make it hard to find talented people. Competency models are necessary to work well for human resources and productivity (Friedman 2019). Unmet psychological contracts lead to significant changes; therefore, hiring and promoting people are important for keeping talent (Djajasinga, 2021).

Table 5. Thematic Analysis on the Micro factors affecting the hiring practices of the human resource practitioners in the Resorts on Boracay Island

<i>Indicators</i>	<i>Category</i>
Job Satisfaction of Individual Workers	Employee Satisfaction and Referral Dynamics
	Recognition Equals Employee Loyalty
Company Image and Perceptions	Brand Reputation and Employee Success
	Company Size and Perceived Intimidation
Employee Motivations	Monetary Incentives
	Employee Well-Being Programs
	Continuous Skill Development and Company Support

Perceptions and purpose directly fuel employee drive and organizational triumph

Precise and positive work, corporate principles, and a strong feeling of purpose drive employees. This potent mix boosts engagement, productivity, and the business’s

success. Participants were asked about Job satisfaction, company branding, and employee motivations. Below are their significant narratives:

Participant 1 disclosed that,

“In our company, aside from compensation, we have perks and initiatives that will enliven the morale of every employee. We have an employee of the month to boost their loyalty.”

In contrast, Participant 2 shared that,

“The company brand image matters to the applicants and their mindset of where they apply. The size of the company sometimes affects its decisions. They felt intimidated at times when the company was on a large scale. Of course, we have financial incentives given to those performing well.”

Boracay Island resort highlights job satisfaction to engage a competent workforce. (Escarilla et al. 2024). Studies by Valk and Yousif (2023) stressed that workers in lower positions are often not given commendation, acknowledgment of their contributions, and responsibility, which are vital in the hospitality industry’s evolving landscape. The degree of administration affects employee work fulfilment and gratification. These features will fascinate skilled workers if administered well, resulting in the company’s competitive advantage.

Talent Acquisition Practices of the Human Resource Practitioners in Hotels

Table 1. Thematic Analysis of the Talent Acquisition Practices of the Human Resource Practitioners in the Hotels on Boracay Island

<i>Indicators</i>	<i>Category</i>
Efficient Recruitment Process	Mixed Recruitment
	Time-Efficient Recruitment
	Emphasis on Work Ethic
Strategic Selection and Placement	Candidate Criteria
	Assumptions and Directions
	Employee Preference of Job Area

Talent Acquisition, Precision and Impact

Talent Acquisition, Precision, and Impact stresses the importance of finding and hiring the right people for the job. It stresses that a good strategy is about filling positions and carefully choosing candidates to ensure they have the right skills and fit in with the company’s culture. This has a significant positive impact on the company’s

growth and performance. The question of talent acquisition and its impacts was raised with the hotel participants. Below are their significant stories:

According to Participant 6,

“Efficient recruitment practices must be composed of mixed pooling of applicants. In our company, we tried to expedite the recruitment process as much as possible because we sourced talents outside the Province of Aklan.”

Participant 8 shared that,

“We are strong in finding the applicants’ work ethic during the interview process.”

In addition, Participant 10 expressed that,

“We always anchored on our set criteria for the candidates and asked them about their salary assumptions and future directions. Sometimes it depends on their preference, work, or department to be assigned.”

The talent acquisition practices of the human resource practitioners in hotels on Boracay Island revealed significant perspectives to the hospitality practitioners and researchers. Research by Prasad and Kumar (2020) offers insights into efficient hotel recruiting. They concluded that the service business relies entirely on its skilled workers, with the hospitality sector being a prime example. The contemporary hotel sector necessitates effective management of human resources (HRM) strategies for sustainability. The efficacy of recruiting and selection methods indicates that internal recruitment is the most successful approach, while work sample tests, reference checks, and interviews rank highest among selection methods. The hotel business is advised to reassess its HRM processes, implement modern methodologies, and benchmark its practices against rivals.

Table 2. Thematic Analysis of the Differences in the Talent Acquisition Practices Employed in the Hotels on Boracay Island

<i>Indicators</i>	<i>Category</i>
Distinct Recruitment Approach	Streamlined Interview Process
	Consensus Building

Efficient Selection, Unified Decision.

This theme discusses a hotel hiring approach that uses short interviews to focus on the best prospects. This efficiency is combined with drafting stakeholder agreements to ensure everyone agrees on the best employment decision. This

partnership makes it easier to hire people and work together. When asked about selection and decision in their recruitment, hotel participants revealed that, Participant 9 shared that,

“We tried to streamline our recruitment process. From the department heads to the HR decisions to the top management’s final approval. This is to lessen the cost and burden for both parties.”

In addition, Participant 8 opined that,

“When we recruit an employee, we have a meeting of the minds between those demanding the workforce. This is to expedite the one-day recruitment process that we impose in our company regarding hiring procedures.”

The findings revealed the difference in talent acquisition practices among the hotels on Boracay Island. Unlike the resorts, hotels have distinct recruitment approaches, such as a streamlined interview process and consensus-building. Prasad & Kumar’s (2020) study offers insights into hotel recruitment. Competent workers are essential in-service industries like hospitality. Modern hospitality needs sophisticated HRM (Human Resource Management) to survive. Internal recruiting is the most effective approach, whereas work sample tests, reference checks, and interviews are the most successful selection methods. They recommend that the hotel business review its HRM practices, adopt modern methodologies, and compare them to rivals. Similarly, Fernandez and Pougnet (2018) found that chain and larger hotels had more systematic selection interviews. At the same time, Alves & Wada (2014) offer valuable insights on hotel hirings. Hiring managers who want to acquire talented individuals, enhance employee fitness, and save costs must learn about hiring techniques. For example, entry-level engineering and aeronautical employees cost 30% of their salaries to replace, whereas high-level employees cost 400%. Hiring managers can hire for organizational fit by following a management-supported procedure and hiring the right people to keep the operations afloat.

Table 3. Thematic Analysis of the Macro Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Hotels on Boracay Island

<i>Indicators</i>	<i>Category</i>
Tourism Industry Trends	Manpower Demands and Supply
	Occupancies Checking
Local Trends	Local Manpower Policies
	Fishing Involvement
National Trends	Technological Preparations
	Strict Health Regulations
Global Tourism Trends	Language Proficient
	Following International Communities

Tourism, Global Shifts, Local Adapts

This theme delves into how each destination’s cultural vibrations are influenced by the latest technological advancements and global travel trends (“*Global Currents*”). It is imperative to understand substantial and trivial changes in various fields to develop, expand, and maintain the tourism industry. Participants were probed about the global trends and their ripple effect on the domestic tourism industry, and their disclosures are below:

According to Participant 7, she revealed that,

“I can sense the supply and demand of the workforce on the island. The precarity of the industry affects our hiring. When we are in full occupancy, we add personnel to meet the needs of the operations and lay off personnel when they are no longer needed. We partnered with the workforce agency.”

In like manner, Participant 8 shared that,

“We preferred Local recruitment because this is not so much felt in our recruitment. However, the problem is that the local pool sometimes prefers angling work to hotels. They wanted easy money compared to the 15/30 salary scheme.”

Participant 9 lamented that,

“The business operation is now anchored in technological advancements. Moreover, our hiring depends on the applicant’s knowledge of the digital tools that we are using. We are also affected by the strict health policy back then, during, and even after the pandemic.”

While participant 10 expressed that,

“We preferred applicants with knowledge of a foreign language other than English. It is a plus factor because we are catering to international expats.”

The island’s lodging industry recruits workforce according to the demands of its operations, influenced by the influx of local and international guests. It is suggested that to avoid precarity of operations, lodging operators should assess the tourist influx, their length of stay, their service requirements, and the job satisfaction of their workforce (Khan et. Al, 2020). Research by Basri et al. (2020) highlights shifts in domestic tourism. Buhalis (2019) says that technological advances in hospitality must be improved to meet international standards. After the outbreak, companies in the area must work with international tourists and hire health-conscious workers (Tileagă, 2023).

Table 4. Thematic Analysis of the Meso Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Hotels on Boracay Island

<i>Indicators</i>	<i>Category</i>
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Human Resource Management Operations	Centralized HR Decision-Making Processes
	HRMO Autonomy
	Influence of HRMO System

Empowered HR, Centralized Vision, Local Impact

This theme describes a modern approach to managing human resources. A clear vision guides the decisions of an organization, which helps keep everything consistent and coherent. HR units (“HRMO”) have enough freedom to carry out these plans, making changes based on local conditions and influencing operations when it is important for a good local impact. The key informants were asked about the role of HR, vision, and impact on the community. Below are their significant stories:

According to Participant 6,

“Our company observed a centralized hiring process; we screen the applicants, and we forward the same to our Manila Office. Our Office in Manila decides who will be the successful applicants.”

Participant 7 revealed that,

“The top management gave us the freedom to recruit and decide who will be the successful applicants, except for those departmental positions, which our Top echelon has the final say.”

Participant 10 expressed that,

“We employed HRMO systems in our recruitment for speed and convenience.”

The hotels on Boracay Island show meso-level pressures, which means that decisions about human resources are made centrally but are also influenced by institutional frameworks. HR professionals deal with problems strategically by either following the rules or fighting them. HR procedures are affected by resignations and applications of individual and group non-managerial staff. Complex links between organizational structures and stakeholders create ways for HRM (Najeeb, 2014).

Table 5. Thematic Analysis of the Micro Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Hotels on Boracay Island

<i>Indicators</i>	<i>Category</i>
Individual Job Satisfactions	Individual Differences
	Personal Vision and Motivation
Company Profile and Impressions	First Impression Forms Expectations
	Feeling of Discouragement
Employee Engagement	Intrinsic Motivation
	Employees Encouragement

Thriving Workforce, Satisfaction, Image, Engagement

This theme is all linked and important for the success of an organization. People who are satisfied at work are more likely to be engaged, and the organization looks better. This mix leads to a thriving workforce. Questions on workforce, satisfaction, image, and retention were raised to the hotel participants. Below are their narratives: Participant 7 shared that,

"Speaking of workers' job satisfaction, I noticed that it is affected by individual differences, personal vision, and reasons or motives why they engaged in the company."

Participant 8 highlights that,

"I observed that first impression forms expectations. So, I always suggest that applicants do their best to present themselves decently and presentably. Sometimes it is discouraging to see them coming to the interview in pajamas."

Participant 9 expressed that,

"This depends on their intrinsic motivations. Family people used to stay in the company compared to single people. If they are happy with their job, it matters to the length of stay in the company."

The examination of micro forces' impacts on recruiting within the hotel sector on Boracay Island indicates that individual variances impact employee happiness and efficiency. Talent acquisition strategies include education and training, financial awards, and non-financial incentives that the organization might provide to its hires. The research conducted by Yahya (2012) confirmed that benefits and other non-monetary incentives contribute to employee happiness and commitment. These perspectives are essential in cultivating workers' sense of loyalty and retention. Research by Chandani (2016) pointed out factors that influence workers' choice of staying in the company that matter to the overall productivity of any organization, both corporate and individual. Variations in components may result from disparities in person and work traits, gender diversity, ethnic diversity, and similar elements. Chandani held that HRM should explore strategies for the new entrants, employee training and development, and realistic career pathing.

Table 6. Thematic Analysis of the Meso Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Hotels on Boracay Island

<i>Indicator</i>	<i>Category</i>
Human Resource Management Operations	Centralized HR Decision-Making Processes
	HRMO Autonomy
	Influence of HRMO System

HRM, People, Process, Performance

This theme embodies the heart of human resource management. It clarifies that people are our most significant asset and must be managed well by hiring, training, and paying them well. These efforts aim to improve the performance of both individuals and the organization. Participants were probed about the embodiment of human resources. Below are their narratives:

According to Participant 6,

“In terms of recruitment, our company employed a centralized Hiring practice. First, we welcome all applications, then we process them at our Central Office for their final decisions.”

Participant 8 expressed their freedom in terms of recruitment,

Our office is responsible for recruiting, selecting, and introducing new entrants to the onboarding process. Less bureaucratic.”

Participant 9 revealed that,

“When hiring personnel, we employ the HRMO system built by the company.”

The study indicated that the HRMO's rules and processes for institutions and managers greatly affect how hotels hire people. Presbitero (2017) looked at how changes in HRM affect how engaged employees are in hotel chains. Changes in HR management, especially regarding rewards, development, and training, led to a significant rise in employee engagement. New research shows that human resource strategies affect key middle aspects that affect a company's profitability. It is not clear how human resource management affects innovation or what might get in the way of it. Several ways of dealing with hotel employees encourage innovation through employee interactions (Nieves & Quintana, 2018).

Talent Acquisition Practices of the Human Resource Practitioners in Mabuhay Accommodations

Table 1. Thematic Analysis of the Talent Acquisition Practices of the Human Resource Practitioners in the Mabuhay accommodations on Boracay Island

<i>Indicators</i>	<i>Category</i>
Simplified Traditional Talent Acquisition	Willingness to Work
	Potential-Based Selection
	Traditional Gender-Based Placements

Modernizing Talent: Potential Over Tradition

This theme exudes a change in how talent is acquired. Going beyond traditional hiring and gender-specific jobs. A simple but effective method encourages interest in jobs and hiring based on potential to build a diverse, forward-thinking workforce. Key informants were probed on talent acquisition employed by Mabuhay Accommodation on the island. Below are their significant narratives:

According to Participant 11,

“Our company hired applicants based on their willingness to work. We are small in terms of operation and cultivating a family-like culture.”

Participant 12 disclosed that,

“Our way is, we look at the applicant’s potential, we observe, then we hire based on our observations.”

Participant 13, when hiring workers, expressed that,

“We preferred women applicants in our company, especially in work like housekeeping, laundry, front office, etc.”

Mabuhay Lodgings employs straightforward, conventional techniques for talent acquisition, including potential-based recruiting and gender-specific placements. Employing a local workforce is essential for sustainable tourism, as Entekhabi (2024) states. Utilizing digital tools can enhance recruitment effectiveness, fairness, and precision. Ramesh (2022) asserted that employing locals fosters pride in community and cultural preservation, sustaining tourism.

Table 2. Thematic Analysis of the Differences in the Talent Acquisition Practices Employed in the Mabuhay Accommodations on Boracay Island

<i>Indicator</i>	<i>Category</i>
Conventional Hiring	Traditional Hiring Processes
	Investment in Employee Development
	Unity and Employee Retention

Traditional Foundations, Future-Proofed Workforce

This theme provides an overview for employing and training that leads to an adaptable workforce that works well together in Mabuhay Accommodation. Establish cooperation at the onset and help people keep moving forward to engage with the company. Change old ways of doing things into a strong system that can handle problems in the future and guarantee long-term success. When probed about future-

proofing the workforce, Participants do not hesitate to express their thoughts and experiences:

According to Participant 13,

“They find the traditional approach in hiring still working in their context, and that is through referrals from a friend.”

Participant 14 suggests that,

“The Company must invest in workers’ training and development to make them functional, relevant, and engaged.”

Participant 15 stressed that,

“Unity is the key to smooth operations. This also leads to employee retention.”

Mabuhay Accommodations practices a conventional recruitment approach focusing on workers’ growth, workforce retention, and cooperation, as research by Borazon et al. Al (2023) underscores that sourcing workers from the locality in a family-run lodging establishment enables knowledge transfer, viability, and organizational growth. Government assistance is vital for the long-term viability of this work. Abed (2024) said that HR methods help employees connect with customers, and that happy employees lead to loyal customers and excellent service.

Table 3. Thematic Analysis of the Macro Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Mabuhay Accommodations on Boracay Island

Indicators	Category
Minimal Impact of Supply and Demand	Infrequent Hiring
Limited Impact of Local Forces	Rate Competitiveness and Customer Loyalty
Minimal Impact of National Forces	Selective Influences of National Policies
Limited Impact of Transnational Forces	Persistence of Traditional Practice
	Local Tourist Focus

Traditional Tourism’s Local Resilience

This theme manifests areas where tourism, which is often based on culture and community, may survive problems from outside. These communities do not affect the country or the world much, and they do not recruit many new members. They rely on local factors, low prices, and customer loyalty to stay true to themselves. Key

Informants were probed about their perspectives on traditional tourism and Local resilience, below are their narratives:

Participant 12 implied that,

"Our facility experienced infrequent hiring, and staff stay longer. This can be attributed to our family-like culture observed in the company."

Participant 13 explains that,

"Our salary rate is competitive, which is why our pool retains that attracts customer loyalty."

Participant 14 asserts that,

"We are not so much affected by the national policies because our operations are small compared to other lodging establishments on the island, which I believe serves as our advantage."

Participant 15 clarified that,

"We keep embarking on the traditional practice of referrals and on-site recruitment. Since our market is generally locals, we are not intricate in hiring staff."

Local, national, and global supply and demand problems did not have much effect on Mabuhay apartments. Risqiani (2020) says that tourist attractions, services, conveyance, and community support improve tourism, whereas a lack of amusement and internet access worsen it. Customer loyalty is crucial for these businesses' service level and profits. Kandampully (2015) talks about how important a company's image, employee engagement, and customer relationships are in the hospitality industry.

Table 4. Thematic Analysis of the Meso Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Mabuhay Accommodations on Boracay Island

<i>Indicator</i>	<i>Category</i>
Decentralized Hiring Practices	Simplified Hiring Processes
	Managerial Autonomy

Agile Hiring: Empowering Local Decisions

Currently, this subject pertains to the methods of recruiting and employing individuals. It promotes a decentralized model of employment, allowing administrators to make decisions at the local level. The recruitment process is optimized, resulting in a progressively practical, swift, and versatile approach to identifying the optimal candidate, increasing productivity and engagement. Participants were probed about agile hiring in empowering Mabuhay

Accommodations owners and managers in the recruitment process. Below are their significant stories:

Participant 14 expressed that,

Since our operation is relatively small, we do not employ a complicated recruitment procedure. We have a simplified recruitment process for pooling talents."

With the above, Participant 15 shared that,

"I have autonomy as a manager to decide whom I will hire. Of course, I also consider the needs of the company and our salary scheme."

Analysis of the Meso factors affecting the hiring practices of the human resource practitioners in the Mabuhay accommodations on Boracay Island shows that their processes were decentralized, abridged, and had managerial autonomy. This is often associated with flexibility in the small and medium hospitality sector. Chung and D'Annunzio-Green (2018) posited challenges to this approach in hiring. The factors that contributed to these are the constraints on resources and the negative image of the establishment that, in effect, may be detrimental to the company's sustainability. A discernible commitment to staff training and development exists; nevertheless, this activity is predominantly propelled by people recognizing their training requirements. The ad hoc talent management techniques are significantly shaped by daily business challenges due to the characteristics of the hospitality sector. The lack of established talent management techniques does not indicate an absence of personnel management and development plans.

Table 5. Thematic Analysis of the Micro Factors Affecting the Hiring Practices of the Human Resource Practitioners in the Mabuhay Accommodations on Boracay Island

<i>Indicators</i>	<i>Category</i>
Employee Contentment	Unity Fosters Job Satisfaction
Company Image	Belonging to Organizational Culture
Work Drives	Recognition and Positive Environment
	Employee Benefits and Support

The Drive to Be Happy

This theme values camaraderie within the organization, which impacts the fulfillment of workers in Mabuhay Accommodation, which redounds to this lodging company's competitive advantage. Reward, praise, and a friendly work environment can make employees happier. This can excite people and improve the company's reputation, which might lead to a cycle. Mabuhay Hotel Participants talked about

branding, staff satisfaction, and why they wanted to be there. Below are their significant narratives:

According to Participant 11,

"In our company, we value unity to foster job satisfaction."

Participant 12 shared that,

"Employees are treated like family. So, culture of belongingness is there."

Participant 13 highlights that,

"We value them by recognizing their contributions and creating a positive working environment."

Participant 14 expressed that,

"We provide the right benefits to our workers and support when they are in need."

Regarding micro influences, Mabuhay's accommodations analysis of the hiring process revealed staff contentment, company image, and employee motivation. Vonberg et al. (2023) affirmed that the establishment should build an image and reputation. As a result, this will lead to many benefits, like fewer expenses in hiring and attracting a skilled pool of talent, long staff engagements, and community patronage.

Conclusion

Malay, Aklan. This study is limited to the Resorts, Hotels, and Mabuhay Accommodations. The results revealed the following themes: Theme (1) strategic talent acquisition, theme (2) Streamlining hiring for efficiency, theme (3) Adapting to dynamic talent environments, theme (4) Structured agility as the foundation for resilient growth, and theme (5) Perceptions and purpose directly fuel employee drive and organizational triumph. While the results of talent acquisition in hotels revealed that: theme (1) Talent acquisition, precision and impact, theme (2) Efficient selection, unified decision, theme (3) Tourism, global shifts, local adapts, theme (4) Empowered HR, centralized vision, local impact, theme (5) Thriving workforce, satisfaction, image, engagement, and theme (6) HRM, people, process, performance. Moreover, the results of talent acquisition practices in mabuhay accommodations revealed that: theme (1) Modernizing talent: potential over tradition, theme (2) Traditional foundations, future-proofed workforce, theme (3) Traditional tourism's local resilience, theme (4) Agile hiring: empowering local decisions, and theme (5) The drive to be happy. The study will benefit individuals, the hospitality industry, and human resource practitioners by broadening their understanding of recruiting, local workforce planning, and development.

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Author Contribution

J.B.M. devised the study. A.F.F.D. established the approach. R.B.P. performed the data analysis. J.B.M. directed the inquiry. All writers contributed to procuring resources and curating data and equally participated in creating the initial manuscript. J.B.M. supervised the evaluation and editing procedure. A.F.F.D. oversaw the research. All authors have reviewed and endorsed the final version of the text.

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Data Availability Statement

This research encompasses the original contributions presented in the article. Further inquiries may be directed to the corresponding author.

Conflicts of Interest

The authors declare no conflicts of interest.

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