

Occupational Safety and Health (OSH) Implementation Practices Among Accommodation Establishments

Article History:

Received: 28 September 2025

Accepted: 22 October 2025

Published: 12 November 2025

Brian P. Focbit, ORCID No. 0009-0006-7871-2595

Iloilo State University of Fisheries Science and Technology, Barangay Tiwi, Barotac Nuevo, Iloilo City, Philippines

Abstract

The accommodation sector—including hotels, inns, motels, and pension houses—plays a vital role in the local economy. However, it also presents various workplace hazards, such as chemical exposure, ergonomic stress, fire risks, and slips or falls. In the Philippines, compliance with Republic Act No. 11058 mandated establishments to maintain safe workplaces through training, risk assessments, and safety protocols. This study assessed the implementation and adherence to Occupational Safety and Health (OSH) practices in accommodation establishments in Iloilo City. Using a descriptive research design, data were collected from 300 respondents across hotels, inns, motels, and pension houses. The study focused on key OSH areas such as management commitment, personnel training, promotion of awareness, and working conditions. Descriptive and inferential statistics were used to determine significant differences and relationships among the variables. Results showed that OSH practices were moderately implemented, with hotels demonstrating the highest adherence and motels the lowest. Significant differences between OSH implementation and adherence were observed, indicating areas for improvement, particularly in training and management commitment. The study concluded that strengthening OSH practices, especially in motels, through enhanced training programs and greater management support, could improve overall adherence and safety standards in accommodation establishments.

Keywords: Occupational Safety and Health (OSH), accommodation establishments, Republic Act No. 11058, Iloilo City,



Copyright © 2025. The Author/s. Published by VMC Analytikis Multidisciplinary Journal News Publishing Services. "Occupational Safety and Health (OSH) Implementation Practices Among Accommodation Establishments" © 2025 by Brian P. Focbit is licensed under [Creative Commons Attribution \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/).

INTRODUCTION

The accommodation sector, which includes hotels, inns, motels, and pension houses, plays a crucial role in the global and local hospitality industry. This sector contributes significantly to economic growth and employment. However, the industry also demands serious attention and compliance to Occupational Safety and Health (OSH) due to workers' exposure to various workplace hazards. Employees in accommodation establishments often face risks, such as harmful chemical exposure, ergonomic stress, fire hazards, slips, trips, falls, and even workplace violence (ILO, 2021). More so, hospitality accommodations face global risks, including natural disasters, terrorism, and pandemics, demanding integrated crisis management strategies (Ritchie & Jiang, 2021). Therefore, implementing effective OSH practices is essential to mitigate

these risks to ensure employee well-being, and enhance service quality and customer satisfaction.

In the Philippines, the Department of Labor and Employment (2019a) enforces compliance with Republic Act No. 11058, "An Act Strengthening Compliance with Occupational Safety and Health Standards and Providing Penalties for Violations Thereof," requires establishments to maintain safe workplaces through regular training, risk assessments, and safety protocols (DOLE, 2018). However, studies have shown that many establishments—particularly smaller ones—struggle with full compliance due to weak management commitment, limited resources, and low employee awareness (Amin et al., 2019; Zaid et al., 2020). The Philippine Statistics Authority (2022) reported that 12% of occupational injuries in 2000 originated from hotel and restaurant establishments,

underscoring the urgent need for stronger safety measures.

In Iloilo City, the continuous growth of the hospitality sector has created both opportunities and challenges. While it has boosted local employment, it has also raised concerns about OSH compliance and the overall safety of workers (DOT, 2022). Despite these regulatory requirements, limited empirical data exist on how OSH practices are actually implemented across different types of accommodation establishments in the city.

Addressing this gap, the present study provides a comparative assessment of OSH implementation and adherence among hotels, inns, motels, and pension houses in Iloilo City. By identifying the strengths, weaknesses, and key challenges in these establishments, the study offers valuable insights that can guide local policymakers, industry leaders, and educators in developing more effective OSH strategies and training programs tailored to the hospitality sector.

Statement of the Problem. This study aimed to assess the current state of OSH practices in Iloilo City's accommodation sector, identify key challenges, and propose evidence-based strategies to improve workplace safety, promote compliance, and support policy development and future research. Specifically, This study aims to determine answers to the following research questions:

1. What is the current status of implementation of Occupational Safety and Health (OSH) practices among accommodation establishments in Iloilo City in terms of its Accommodation Establishment Classification?
2. What is the extent of adherence of the accommodation establishments in compliance to the OSH practices?
3. Are there significant differences between the current status of implementation and extent of adherence across the four key areas of OSH?

4. Are there significant relationships between the current implementation status and extent of adherence across the four key OSH areas?
5. What strategy can be proposed to improve the OSH implementation in Accommodation Establishments in Iloilo City?

Paradigm of the Study. The purpose of this study was to comprehensively assess the current status of occupational safety and health (OSH) practices within accommodation establishments in Iloilo City and to propose effective strategies for enhancing workplace safety and promoting a healthy work environment. The independent variable in this study was the accommodation establishment classification, which included hotels, motels, pension houses, and inns.

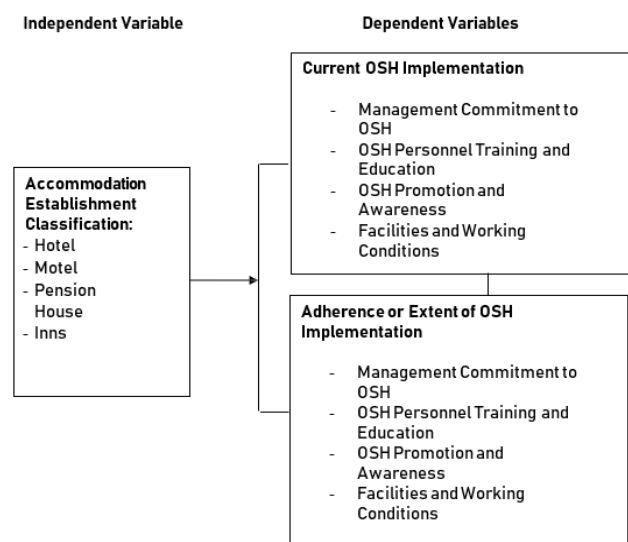


Figure 1
The Conceptual Design Depicting the Relationship Between Variables.

The dependent variables were the current OSH implementation and adherence or extent of OSH implementation, encompassing management commitment to OSH, OSH personnel training and education, OSH promotion and awareness, and facilities and working conditions.

The relationship between the two variables was vital in explaining how organizational and individual characteristics impacted occupational safety and health (OSH) practices.

Understanding these relationships provided a deeper insight into how personal and organizational factors influenced OSH outcomes, offering valuable perspectives for enhancing safety measures and practices in various work settings.

LITERATURES

Occupational Safety and Health (OSH) in the Hospitality Sector. The hospitality sector—comprising hotels, inns, motels, and other accommodation establishments—is an essential contributor to the global and Philippine economy. However, due to its dynamic, service-oriented, and physically demanding nature, it remains highly susceptible to occupational hazards. Hotel workers, in particular, are often exposed to chemical agents from cleaning products, repetitive tasks leading to ergonomic strain, long working hours, and an elevated risk of slips, trips, and falls (Singh, 2019). The International Labour Organization (ILO, 2020) emphasizes that embedding Occupational Safety and Health (OSH) management systems within daily operations is vital to reducing workplace hazards and ensuring employee welfare.

Regulatory Compliance and Safety Trends in the Philippine Hospitality Sector. In the Philippines, the enactment of Republic Act No. 11058, or the Occupational Safety and Health Standards Act of 2018, strengthened national efforts toward safer workplaces. This law mandates regular safety training, risk assessments, and the provision of personal protective equipment (DOLE, 2019). Despite this strong legal framework, enforcement challenges persist, particularly among small and medium-sized accommodation establishments with limited resources and weak management commitment (Amin et al., 2019; Zaid et al., 2020).

Data from the Integrated Survey on Labor and Employment (ISLE) show that while compliance rates remain generally high, there has been a slight decline in OSH implementation. For instance, in 2021, 96% of establishments with at least 20 employees adopted safety measures, compared to 98.6% in 2019 (PSA, 2022).

Similarly, 92.6% reported having formal OSH programs and designated safety officers, yet consistent monitoring and enforcement were less evident in regional centers compared to major metropolitan areas. These findings suggest that while awareness is widespread, sustained compliance and management accountability remain ongoing challenges in the Philippine hospitality sector.

Hazards, Risk Exposure, and the Role of Management Commitment. Effective OSH implementation requires both technical compliance and active management involvement. Studies have shown that leadership commitment significantly influences employees' safety behavior and the overall workplace safety culture (Chan & Hawkins, 2018; Arezes & Miguel, 2016). Within the hotel and restaurant sectors, common hazards include chemical exposure, ergonomic strain, slips and falls, fire risks, and, more recently, biological hazards such as COVID-19. The Bureau of Labor and Employment Statistics (PSA, 2022) reported that while most establishments maintain basic safety facilities such as fire extinguishers, clean water, and first-aid kits, training and awareness programs are often inconsistent. Barriers such as financial constraints and high employee turnover further limit sustained compliance (Cheng & Chang, 2019).

Local and Global Insights on OSH Implementation. Local and international studies provide valuable perspectives on the state of OSH in the hospitality sector. In the Philippines, Mendoza et al. (2019) examined occupational hazards among resort workers in Batangas and found that employees frequently encountered physical, ergonomic, and psychosocial risks, with longer-tenured workers reporting higher exposure levels. These results highlight the need for tailored interventions based on job roles and experience. Such findings are particularly relevant to the current study, as Iloilo City's accommodation establishments face similar conditions—diverse worker demographics, varying management structures, and differing degrees of OSH compliance. By drawing from Mendoza et al.'s

context, this study addresses the gap in understanding how these dynamics manifest within Iloilo's expanding hospitality industry. It further emphasized that hospitality employees in the Philippines are especially vulnerable to occupational risks heightened by the COVID-19 pandemic. Meanwhile, Pabilando et al. (2022) observed high adherence to health and safety protocols among hotel staff in Biliran, underscoring the role of management and employee cooperation in maintaining a safe environment.

Internationally, Horan et al. (2021) argued that industry-specific approaches are essential to ensure relevant and sustainable OSH programs, as generic models often fail to capture the complexity of hospitality work. Similarly, Brown et al. (2020) highlighted that disaster resilience and preparedness within hotels remain underdeveloped despite increased awareness, and Zanin et al. (2021) called for a stronger food safety culture assessment to complement OSH frameworks in hospitality workplaces.

Synthesis and Relevance of Present Study.

Across both local and global contexts, research consistently underscores the crucial roles of management commitment, employee engagement, and regulatory enforcement in ensuring effective OSH implementation. However, most previous studies have focused on single establishment types—such as resorts or hotels in specific regions—rather than comparing OSH practices across various accommodation categories.

This study fills that gap by assessing and comparing OSH implementation and adherence among hotels, inns, motels, and pension houses in Iloilo City. It contributes to the growing body of literature by providing localized evidence that reflects the diverse operational realities of the city's hospitality sector, offering insights that may inform both policy formulation and practical improvements in workplace safety.

METHODOLOGY

This quantitative study employed a descriptive correlational research design, a methodology

used to describe the relationship between two or more variables without manipulating them. In application, it examined the current status and extent to which occupational safety and health (OSH) implementation practices among accommodation establishments were associated with various factors, providing insights into patterns and trends in OSH compliance and effectiveness. According to Polit and Beck (2017), descriptive correlational research sought to determine the relationship between variables as they naturally occurred, aiming to describe and measure the strength of these associations without inferring causal connections. This design was particularly suited to explore the relationships between current OSH implementation and adherence or extent of OSH implementation within the accommodation establishment sector.

The study was conducted in the Iloilo City, where accommodation establishments are located and served as the main subjects of the study. A total of 300 respondents was employed, evenly distributed across four types of accommodation establishments in Iloilo City: hotels, motels, pension houses, and inns. Each group represented 25% of the sample, with 75 respondents in each group (Table 1). The respondents were consists of managerial, supervisory, and rank-and-file employees.

Table 1
Distribution of Respondents

Establishment Classification	No. of Respondents	Percentage
Hotel	75	25%
Motel	75	25%
Pension House	75	25%
Inns	75	25%
Total	300	100%

The study employed a two-stage non-probability sampling method. In the first stage, purposive sampling was utilized to select respondents who were directly relevant to the research objectives. Managers, supervisors, and rank-and- file employees were deliberately chosen to ensure that participants possess

direct knowledge and experience related to Occupational Safety and Health (OSH) practices. This approach increased the likelihood of obtaining meaningful and contextually relevant data aligned with the study's aims.

In the second stage, convenience sampling was employed to access participants based on their availability and willingness to participate. This approach proved practical considering the time constraints and demanding schedules of professionals in the accommodation sector. However, it is important to acknowledge that the use of non-probability sampling limits the generalizability of the findings to the broader population of accommodation establishments. Despite this limitation, the sampling approach allowed for efficient and focused data collection, providing valuable insights into the actual implementation of OSH practices within Iloilo City's accommodation sector.

Instrumentation. To gather data, the researcher develop a researcher-made questionnaire adapted from the Department of Labor and Employment's (2019b) National Occupational Safety and Health (OSH) indicators, as outlined in Department Order No. 198, Series of 2018: Implementing Rules and Regulations of Republic Act No. 11058 – An Act Strengthening Compliance with Occupational Safety and Health Standards. The mean results were interpreted using the scale of Lindner and Lindner (2024) as shown in Table 2:

Table 2
Scale range and corresponding interpretations

Scale	Remarks	Interpretation
4.50 – 5.00	Higher Compliant/ Adherence	This range indicates a very high level of compliance or adherence to the standards or practices being assessed.
3.50 – 4.49	Compliant/ Adherence	This range reflects a satisfactory level of compliance or adherence.
2.50 – 3.49	Neutral	This range indicates a moderate or indifferent stance, where respondents
1.50 – 2.49	Non-Compliant/ Adherence	This range signifies a low level of compliance or adherence.
1.00 – 1.49	Highly Non-Compliant/ Adherence	This range represents a very low or negligible level of compliance or adherence.

**Source: Lindner, J. R., & Lindner, N. J. (2024).*

The data-gathering instrument was validated by a panel of experts and the research adviser to ensure content validity. A pilot test was conducted, and the resulting scores underwent

a reliability test using Cronbach's alpha, which yielded a coefficient of 0.995, and interpreted as Excellent. The validated instrument was then distributed to the identified accommodation establishments.

Data Analyses. The data collected in this study were analyzed using both descriptive and inferential statistical tools to address the research problems effectively.

For the descriptive tools, Frequency was used to determine the distribution of responses, highlighting how often certain answers or occurrences appeared in the data set while Percentages were utilized to calculate the proportion of responses relative to the total, providing a clearer understanding of patterns within the data. On the other hand, Mean was employed to compute the average scores or levels of OSH implementation across accommodation establishments. This measure provided insights into the overall compliance and effectiveness of safety practices. Lastly, Standard Deviation was used to assess the variability or dispersion of responses around the mean, indicating the consistency of OSH implementation levels among establishments.

For the inferential tools, Wilcoxon Signed-Rank Test was applied to compare two related samples or repeated measurements to identify significant differences in mean ranks. This was particularly useful in evaluating changes in OSH practices over time or after specific interventions. While Spearman's Rho correlation was utilized to assess the relationship between ranked variables, such as the level of current OSH implementation and the extent of adherence to safety protocols in accommodation establishments.

RESULTS AND DISCUSSIONS

Current Status of the Implementation of Occupational Safety and Health (OSH) Practices Among Accommodation Establishments in Iloilo City in Terms of Accommodation Establishment Classification. Table 3 Shows the overall implementation of Occupational Safety and Health (OSH) practices in accommodation

establishments. With an average score of ($M = 3.61$, $SD = 0.98$) all accommodation establishments are "Compliant". Although all establishments met the necessary safety and health standards, there is still room for improvement. The management commitment to OSH received the highest mean score of ($M=3.64$, $SD = 0.98$) "Compliant", demonstrating that leadership within these establishments is actively involved in maintaining workplace safety. However, the relatively high standard deviation indicates variations in management commitment across different accommodation types.

OSH personnel training and education received the lowest mean interpretation of "Compliant" ($M=3.58$, $SD = 1.03$), highlighting a critical area for improvement. This suggests that while training initiatives existed, they may not be consistently implemented or sufficient in addressing workplace hazards. The promotion and awareness of OSH scored ($M=3.60$, $SD = 1.04$) "Compliant", reflecting that establishments generally engaged in safety awareness programs but may require enhancements in engagement strategies to ensure that all employees fully understand and adhere to safety protocols.

Table 3
Current Status of Occupational Safety and Health (OSH) Practices Among Accommodation Establishments in Iloilo City in Terms of its Accommodation Establishment Classification.

	N	Mean	SD	Interpretation
Current OSH Implementation	300	3.61	0.98	Compliant
OSH Personnel Training and Education	300	3.58	1.03	Compliant
OSH Promotion and Awareness	300	3.60	1.04	Compliant
Facilities and Working Conditions	300	3.62	1.04	Compliant
Management Commitment to OSH	300	3.64	0.98	Compliant

Lastly, facilities and working conditions scored ($M=3.62$, $SD = 1.04$) "Compliant", indicating that while establishments maintained basic safety

measures, there are inconsistencies in the adequacy of facilities and the overall working environment. The results emphasized the need for continuous monitoring, improvement in training and education, and stronger promotion of OSH awareness to enhance compliance further.

In the mandate of Department of Tourism (2025), the implementation should be strict when it comes to health and safety protocols in accommodation establishments. Thus, they issue Memorandum Circular No. 2020-002, which required compliance with updated Occupational Safety and Health (OSH) guidelines under the new normal. This directive ensured that hotels and other lodging facilities adhered to stringent sanitation, workplace safety, and emergency preparedness measures to protect both employees and guests from health risks. Issued under Republic Act 11469 (Bayanihan to Heal as One Act) and RA 6593 (Tourism Act of 2009), the policy institutionalized comprehensive safety protocols, including guest handling procedures, housekeeping sanitation, physical distancing, and employee health monitoring. Furthermore, it emphasized the long-term integration of public health standards in hotel operations, reflecting a significant shift in OSH policies beyond the pandemic. These DOT's reinforced guidelines emphasized the critical role of OSH compliance in sustaining a safe and healthy work environment, preventing future health crises, and fostering resilience within the hospitality industry. (DOT, 2021)

In the study of Garcia and Perez (2022) they explored OSH compliance in the hospitality industry specifically in hotels and resorts in Spain. The study revealed a mean compliance score of 3.4 on a scale of 1 to 5, suggesting that safety practices were implemented but not fully adhered to by all staff members. The researchers noted that the training sessions provided were often irregular, and staff turnover contributed to inconsistent compliance. Based on their findings, the authors recommended that hotels implement continuous and tailored OSH training programs, improve management commitment to safety,

and establish a more robust system for monitoring compliance.

These studies highlighted the importance of establishing strong OSH protocols, but they also stressed the need for regular training, leadership support, and continuous evaluation to improve compliance. Recommendations included the use of compliance audits and stronger enforcement mechanisms to ensure higher adherence to OSH practices (Garcia & Perez, 2022).

Comparison by Type of Establishment. Table 4 presents the data on OSH implementation across different types of accommodation establishments in Iloilo City, revealing significant variations in compliance levels. Hotels consistently demonstrate the highest compliance, with mean scores above $M = 4.50$ in all categories, classifying them as “Highly Compliant.” This suggests that hotels have well-established safety policies, strong management commitment, structured training programs, and adequate facilities that support workplace safety and health. This finding aligns with Zaid et al. (2020) and Cruz (2022), who both noted that larger establishments, such as hotels, tend to exhibit stronger compliance with OSH standards due to better resource allocation, formalized systems, and more consistent regulatory monitoring.

In contrast, motels exhibit the lowest OSH compliance, with mean scores ranging between 2.62 and 2.79 across all dimensions, placing them in the “Neutral” category. This indicates that while some safety measures may exist, they are inconsistently implemented or poorly enforced. Similar to the findings of Zaid et al. (2020), smaller or independently managed establishments often struggle with OSH compliance due to limited budgets, inadequate training programs, and weaker managerial oversight. These results suggest that motels require significant improvements in management commitment to ensure workplace safety.

Inns and pension houses fall within the “Compliant” category, with mean scores ranging

between $M = 3.41$ and $M = 3.78$. While these establishments generally meet OSH standards, their lower scores compared to hotels indicate areas for improvement, particularly in OSH personnel training and awareness programs. The relatively higher standard deviations for pension houses suggest variations in safety practices among establishments within this category, echoing Cruz’s (2022) observation that smaller accommodation facilities often differ in their degree of OSH enforcement depending on ownership structure and management capacity.

Table 4
Variations in OSH Implementation Across Different Accommodation Types

Type of Establishment		N	Mean	SD	Interpretation
Current OSH Implementation	Hotel	75	4.56	0.49	Highly Compliant
	Inns	75	3.76	0.78	Compliant
	Motel	75	2.67	0.67	Neutral
	Pension House	75	3.45	0.85	Compliant
Management Commitment to OSH	Hotel	75	4.54	0.53	Highly Compliant
	Inns	75	3.78	0.82	Compliant
	Motel	75	2.79	0.73	Neutral
	Pension House	75	3.44	0.88	Compliant
OSH Personnel Training and Education	Hotel	75	4.54	0.53	Highly Compliant
	Inns	75	3.74	0.85	Compliant
	Motel	75	2.65	0.77	Neutral
	Pension House	75	3.41	0.92	Compliant
OSH Promotion and Awareness	Hotel	75	4.58	0.51	Highly Compliant
	Inns	75	3.76	0.79	Compliant
	Motel	75	2.64	0.79	Neutral
	Pension House	75	3.43	0.93	Compliant
Facilities and Working Conditions	Hotel	75	4.58	0.55	Highly Compliant
	Inns	75	3.77	0.83	Compliant
	Motel	75	2.62	0.79	Neutral
	Pension House	75	3.51	0.86	Compliant

Overall, the findings highlight the need for targeted interventions to address discrepancies in OSH implementation across accommodation types. While hotels set a strong benchmark for compliance, motels require urgent attention to strengthen safety measures. Inns and pension houses, though compliant, would benefit from enhanced training initiatives and stricter enforcement of OSH policies. These insights emphasize the importance of tailored strategies to ensure a uniform and high standard of OSH compliance across all accommodation establishments in Iloilo City.

Extent of Adherence of Accommodation Establishment in Compliance with OSH Practices. Table 5 presents the extent of adherence to Occupational Safety and Health (OSH) practices among accommodation establishments in Iloilo City. The overall mean score range from 3.34 to 3.41 fall within the “Neutral” range according to the scale (2.50–3.49). This indicates that while establishments demonstrate moderate efforts toward OSH implementation, their practices are not yet strong or consistent enough to be classified as fully adherent or compliant.

Table 5
Extent of Adherence of Accommodation Establishment in Compliance with OSH Practices.

	N	Mean	SD	Interpretations
Extent of Adherence of OSH Implementation	300	3.39		Neutral
OSH Personnel Training and Education	300	3.34		Neutral
Management Commitment to OSH	300	3.39		Neutral
OSH Promotion and Awareness	300	3.41		Neutral
Facilities and Working Conditions	300	3.41		Neutral

Among the different OSH components, OSH promotion and awareness and facilities and working conditions obtained the highest mean scores ($M = 3.41$, Neutral), suggesting that most establishments have initiated awareness campaigns and maintain some degree of safety infrastructure. However, the relatively high standard deviations (1.07 to 1.13) imply variability in implementation, reflecting uneven commitment and resources among establishments.

Management commitment to OSH and personnel training and education recorded slightly lower mean scores ($M = 3.39$ and $M = 3.34$, both Neutral), indicating that leadership-driven safety initiatives and training programs are present but insufficiently institutionalized. The results suggest that while efforts exist to promote safety culture, many establishments still operate at a moderate level of adherence rather than full compliance.

Overall, these findings highlight that accommodation establishments in Iloilo City are partially compliant with OSH standards. To progress beyond a neutral level, establishments must strengthen management involvement, standardize training programs, and reinforce awareness initiatives. Addressing these gaps will be crucial in achieving consistent and comprehensive OSH compliance across the city's hospitality sector.

Extent of Adherence of OSH Practices According to Establishment Types. Table 6 shows that the data on adherence levels to Occupational Safety and Health (OSH) practices across different types of hospitality establishments reveals varying degrees of implementation.

Table 6
Extent of Adherence of OSH Practices According to Establishment Types

	Type of Establishment	N	Mean	SD	Interpretations
Adherence of Extent of OSH Implementation	Hotel	75	4.62	0.48	Highly Adherence
	Inns	75	3.07	0.87	Adherence
	Motel	75	2.59	0.74	Neutral
	Pension House	75	3.27	0.92	Adherence
Management Commitment to OSH	Hotel	75	4.61	0.52	Highly Adherence
	Inns	75	3.09	0.87	Adherence
	Motel	75	2.59	0.91	Neutral
	Pension House	75	3.25	0.93	Adherence
OSH Personnel Training and Education	Hotel	75	4.63	0.46	Highly Adherence
	Inns	75	2.90	0.93	Neutral
	Motel	75	2.57	0.84	Neutral
	Pension House	75	3.25	0.95	Adherence
OSH Promotion and Awareness	Hotel	75	4.65	0.47	Highly Adherence
	Inns	75	3.08	0.92	Adherence
	Motel	75	2.61	0.71	Neutral
	Pension House	75	3.30	0.96	Adherence
Facilities and Working Conditions	Hotel	75	4.59	0.59	Highly Adherence
	Inns	75	3.19	0.93	Adherence
	Motel	75	2.60	0.78	Neutral
	Pension House	75	3.27	0.99	Adherence

Hotels consistently demonstrate “Highly Adherence” to OSH practices across all categories. With mean scores ranging from ($M=4.59$ to $M=4.65$), hotels show strong commitment to management, personnel training, promotion, and facilities, indicating that they prioritize and effectively implement OSH practices. In contrast, inns and pension houses exhibit moderate “Adherence”, with

mean scores between ($M=3.08$ and $M=3.30$). While these establishments show adherence in areas such as management commitment and OSH promotion, there is room for improvement, particularly in training and personnel education. Motels, however, display a “Neutral” stance across most categories, with mean scores ranging from ($M=2.57$ to $M=2.61$), suggesting that OSH practices are either inconsistently implemented or not a significant focus. This is particularly evident in training and awareness initiatives, where motels lag behind hotels, inns, and pension houses. The data indicated that hotels maintain high OSH standards, while motels need substantial improvement in management, training, and facility conditions to align with better OSH practices. Overall, hotels lead in OSH adherence, whereas motels may require significant attention to enhance their OSH systems and practices.

Differences in the current status of implementation and extent of adherence across the four key areas of OSH. Table 7 reveals significant differences in the adherence or extent of Occupational Safety and Health (OSH) practices across various categories in Iloilo City's accommodation establishments.

Table 7
Wilcoxon Signed-Rank Test Analysis in the Current Status and Extent of Adherence of Iloilo City's Accommodation Establishments.

Implementation		Test Statistic	p	Remarks
Current OSH Implementation	Extent of Adherence of OSH	23253	< .00	Significant
Current Management Commitment to OSH	Adherence to Management Commitment to OSH	19485	< .00	Significant
Current OSH Personnel Training and Education	Adherence to OSH Personnel Training and Education	15567	< .00	Significant
Current OSH Promotion and Awareness	Adherence to OSH Promotion and Awareness	16293.5	< .00	Significant
Current Facilities and Working Conditions	Adherence to Facilities and Working Conditions	17075	< .00	Significant

Specifically, the results indicate that the implementation of OSH practices, management commitment to OSH, OSH personnel training and education, OSH promotion and awareness, and facilities and working conditions all show statistically significant differences ($P<.00$). The significant test statistic of 23,253 for the overall OSH implementation highlights that OSH practices are not uniformly followed across establishments, suggesting that some

establishments are more diligent in their adherence to safety standards than others. A similar pattern is seen in the management commitment to OSH, with a test statistic of 19,485, where the data shows that the level of management involvement in OSH varies significantly. This simply implied that in some cases, management may not be providing sufficient support or resources for OHS programs which could lead to gaps in compliance and safety.

Some establishments demonstrated stronger leadership and commitment to safety, while others lag behind. In terms of OSH personnel training and education, the test statistic of 15,567 suggested that training programs are inconsistently implemented, with some establishments offering comprehensive training, while others fall short in adequately preparing their staff. OSH promotion and awareness also showed significant variance, as indicated by the test statistic of 16,293.5. This implied that some establishments actively promoted OSH awareness through communication and activities, while others lack such initiatives.

The test statistic of 17075 for facilities and working conditions shows that there are notable differences in the quality of safety equipment, hygiene standards, and overall working environments. That there are discrepancies in how well facilities and working conditions adhered to OSH standards. This could mean that some accommodation establishments may have inadequate facilities which could led to an unsafe and uncomfortable working environment for employee.

Lastly, the significant differences across all categories indicated that while some accommodation establishments in Iloilo City adhered closely to OSH practices, there is a clear need for improvement in certain areas, particularly in management commitment, training, awareness, and working conditions.

Relationships between the current implementation status and extent of adherence across the four key OSH areas. Table 8 presents

the Spearman's rho correlation results, showing a significant relationship between the current status of OSH implementation and the extent of adherence to OSH practices among accommodation establishments in Iloilo City. All examined variables — Management Commitment to OSH, OSH Personnel Training and Education, OSH Promotion and Awareness, and Facilities and Working Conditions — demonstrated strong positive correlations with adherence levels, with Spearman's rho values ranging from 0.80 to 0.87, all at $p < 0.00$.

Table 8

Spearman's rho Test Analysis Between Current Status and Extent of Adherence of Iloilo City's Accommodation Establishments.

		Spearman's rho Statistic	p	Remarks
Current OSH Implementation	Adherence or Extent of OSH Implementation	0.87	< .00	Significant
Current Management Commitment to OSH	Adherence to Management Commitment to OSH	0.81	< .00	Significant
Current OSH Personnel Training and Education	Adherence to OSH Personnel Training and Education	0.80	< .00	Significant
Current OSH Promotion and Awareness	Adherence to OSH Promotion and Awareness	0.83	< .00	Significant
Current Facilities and Working Conditions	Adherence to Facilities and Working Conditions	0.82	< .00	Significant

The correlation between Current OSH Implementation and Adherence or Extent of OSH Practices was 0.87, indicating a very strong positive relationship. This implies that establishments with better OSH implementation tend to exhibit higher adherence to OSH standards.

Similarly, the strong correlation between Management Commitment to OSH and adherence ($r = 0.81$) highlights the crucial role of leadership in fostering a safety-oriented culture. As noted by Zaid et al. (2020) and Cruz (2022), management leadership, policy enforcement, and the allocation of adequate resources significantly influence compliance and employee engagement in OSH initiatives. These results validate the theoretical premise that safety culture originates from active managerial commitment and top-down advocacy, which creates an enabling environment for consistent adherence to safety protocols.

Significant and strong positive relationships were also observed between OSH Personnel Training and Education ($r = 0.80$), OSH Promotion and Awareness ($r = 0.83$), and Facilities and Working Conditions ($r = 0.82$) with their respective adherence measures. This finding aligns with the International Labour Organization (ILO, 2021) framework, which emphasizes that comprehensive and continuous training, coupled with visible awareness efforts, is fundamental to sustaining compliance and minimizing workplace risks. The results further affirm that establishments with better-trained staff and well-maintained facilities tend to perform more effectively in implementing OSH practices, consistent with the findings of Amin et al. (2019) who reported that investment in human capital and safety infrastructure strengthens long-term compliance and operational resilience.

Given that all p-values were below the 0.05 significance threshold ($p < 0.00$), the null hypotheses (H_0) were rejected. This confirms that there is indeed a statistically significant relationship between the current status of OSH implementation and adherence to OSH practices among Iloilo City's accommodation establishments.

In conclusion, the Iloilo data strongly supports existing theories and empirical studies asserting that management commitment, employee training, awareness programs, and conducive working conditions are integral to developing a robust safety culture (Zaid et al., 2020; ILO, 2021; Cruz, 2022). The interconnected nature of these variables suggests that improving one dimensions such as strengthening management commitment—can lead to advancements in other areas like training, awareness, and workplace conditions. These findings underscore the necessity of a comprehensive, leadership-driven, and system-based approach to OSH implementation to achieve sustainable improvements in workplace safety within the hospitality industry.

Proposed Strategy to Improve the OSH Implementation in Accommodation Establishments in Iloilo City.

Table 9
Proposed Strategy to Improve the OSH Implementation in Accommodation Establishments in Iloilo City.

Category	Mean Result for Current OSH Implementation	Mean Result for Adherence or Extent of OSH Implementation	Proposed Strategy
Management Commitment to OSH			
Inns	3.78	3.09	Strengthening leadership accountability for OSH by integrating safety performance metrics into managerial evaluations. Conduct quarterly OSH audits and use findings to develop targeted safety improvement plans. Create a transparent reporting system where employees can submit safety concerns directly to management.
Motel	2.79	2.59	Establish a structured OSH policy framework that clearly defines safety roles, responsibilities, and expectations. Link OSH compliance to employee performance appraisals to reinforce adherence. Assign OSH representatives in each department to monitor compliance and provide peer support.
			Develop an incentive-based OSH culture by implementing safety recognition program that rewards employees and establishments for outstanding OSH compliance. Conduct bi-annual safety leadership training for management to enhance commitment and proactive safety measures.
OSH Personnel Training and Education			
Inns	3.74	2.90	Implement a comprehensive, tiered OSH training program covering basic safety protocols, hazard identification, and emergency response. Utilize blended learning approaches (in-person workshops, e-learning modules, and on-the-job training) to enhance engagement and retention. Establish an annual safety skills assessment to track employee competency and training effectiveness.
Motel	2.65	2.57	Introducing a mandatory, interactive OSH onboarding program for new employees, ensuring foundational safety knowledge before work assignment. Require quarterly refresher courses to reinforce learning and address emerging risks. Provide accessible safety manuals and digital resources for continuous learning.
Pension Houses	3.41	3.25	Develop a certification-based OSH training system where employees earn safety credentials upon completion of structured courses. Encourage cross-training opportunities for staff to understand safety in various operational areas. Establish OSH mentorship programs, pairing experienced employees with new hires for hands-on safety guidance.
OSH Promotion and Awareness			
Inns	3.76	3.08	Launch an interactive OSH awareness campaign featuring monthly safety workshops, real-life case studies, and gamified safety challenges to increase engagement. Organize annual safety competitions among staff to encourage proactive participation. Create safety-themed digital newsletters and posters to reinforce key messages.
Motel	2.64	2.61	Establish a continuous safety feedback mechanism where employees can anonymously report hazards and suggest improvements. Implement OSH suggestion boxes in common areas. Conduct regular toolbox meetings where safety discussions become part of daily operations.
Pension Houses	3.43	3.30	Standardize safety signage and emergency instructions across all establishments, ensuring multilingual accessibility for diverse staff and guests. Develop a peer-led safety advocacy group that champions best practices and fosters a collaborative safety culture. Conduct bi-annual OSH awareness surveys to assess employee understanding and engagement levels.
Facilities and Working Conditions			
Inns	3.77	3.19	Enhance physical safety infrastructure by requiring upgrades to fire prevention systems, first aid stations, and ergonomic workspaces. Conduct regular facility inspections using a digital tracking system to ensure compliance and identify maintenance needs. Allocate budget for proactive equipment replacements before safety risks arise.
Motel	2.62	2.60	Implement partnerships with occupational health professionals to conduct periodic workplace safety assessments and provide expert recommendations. Require annual facility safety certifications to ensure that all accommodation meets minimum safety standards.
Pension Houses	3.51	3.27	Develop a standardized safety inspection checklist aligned with national and international OSH regulations. Establish a real-time hazard reporting system where employees can log safety concerns immediately. Require preventive maintenance schedules for all safety-critical infrastructure, ensuring long-term OSH compliance.

Table 9 presents a proposed strategy aimed at strengthening the implementation of Occupational Safety and Health (OSH) in

accommodation establishments in Iloilo City. The enhancement of OSH practices in this sector is imperative for several reasons. First, employers have an ethical obligation to safeguard their employees from occupational hazards, thereby upholding their right to a safe and healthy working environment. From a legal standpoint, compliance with the Occupational Safety and Health Law, as mandated by Republic Act No. 11058, and further operationalized through DOLE Department Order No. 198-18, is essential to ensure that establishments operate within the bounds of national labor regulations (DOLE, 2020).

Economically, the adoption of robust OSH measures reduced operational costs by preventing workplace accidents that lead to medical expenses, compensation claims, and lost productivity. According to the International Labour Organization (2021), poor OSH practices contributed to substantial financial losses globally, making preventive strategies not only a moral imperative but also a sound business investment. In the local context, the Occupational Safety and Health Center (2022) emphasized that a proactive OSH culture led to healthier employees, increased efficiency, and sustained workforce productivity.

Beyond legal and economic benefits, improved OSH implementation fostered a positive organizational culture where employees feel valued and secure. This, in turn, enhanced job satisfaction, reduced staff turnover, and contributed to a more harmonious work environment. The Centers for Disease Control and Prevention (2021) also recommended the application of the “hierarchy of controls” framework, which includes elimination, substitution, engineering controls, administrative controls, and personal protective equipment (PPE) as effective mechanisms for risk reduction in workplace settings.

The study, involving 324 randomly selected hotel employees, found that key safety measures—such as perimeter security, vehicle control, fire safety, and emergency preparedness—were perceived to be “very

highly practiced.” Interestingly, the findings revealed significant differences in risk management practices based on hotel classification, suggesting that higher-rated hotels were more consistent in implementing safety protocols than lower-rated ones. These results underscored the need for uniform OSH standards across all types of accommodation, regardless of classification, to ensure consistent safety and protection for both workers and guests.

The proposed strategy built on legal mandates, international best practices, and empirical research. It advocated for continuous improvement through a systems-based approach to OSH management (ILO, 2021), supported by regulatory compliance, employee training, hazard identification, and a commitment to workplace safety culture. Effective implementation across all accommodation types in Iloilo City can enhance the industry's resilience and reputation, particularly in the tourism sector where safety is a critical component of visitor satisfaction.

Implementing effective health and safety training is essential for upholding service quality and maintaining a strong reputation within the hospitality industry. He highlighted the need for training programs that are specifically designed to address the unique conditions of hospitality settings. This aligned well with strategies aimed at enhancing occupational safety and health (OSH) training and education among personnel. It was pointed out that the hospitality sector often employed a significantly younger workforce compared to other industries, including many teenagers and students in part-time or entry-level roles. These positions typically required minimal prior experience or formal qualifications, making the industry more accessible but also more vulnerable. Due to their limited experience in both professional settings and general life skills, younger employees are more likely to make mistakes or underestimate workplace risks. While this does not imply that all young workers posed safety threats, the trend underscored the critical need for robust health

and safety training to mitigate potential hazards in workplace.

Conclusion. The study concluded that Occupational Safety and Health (OSH) practices among accommodation establishments in Iloilo City are generally implemented at a moderate level. Among the various components of OSH, management commitment emerged as the most developed, reflecting strong leadership support and institutional recognition of workplace safety. However, the area of OSH personnel training and education was identified as the most underdeveloped, pointing to a need for enhanced employee capacity-building initiatives.

Hotels demonstrated the most comprehensive OSH practices, with consistent efforts across all key areas, suggesting that these establishments placed a high value on ensuring a safe working environment. This likely stems from their access to greater resources, structured policies, and alignment with external standards. In contrast, motels exhibited significant deficiencies, indicating limited engagement with formal safety measures and minimal adherence to established protocols.

Although adherence to OSH practices generally aligned with implementation levels, the findings reveal a notable discrepancy between what is planned and what is actually practiced. This inconsistency suggested that while safety protocols may be in place, their application on the ground may be irregular or insufficient. Strengthening the execution of existing safety measures is therefore essential to bridge this gap and improve overall compliance.

A strong and positive relationship was observed between the presence of well-established OSH systems and actual adherence by employees. Establishments that prioritize OSH through active management involvement, continuous training, and supportive working conditions tended to experience higher levels of compliance. This reinforced the idea that fostering a culture of safety, backed by consistent leadership and infrastructure, led to

more effective implementation of health and safety practices.

Overall, the findings indicated that accommodation establishments in Iloilo City are making commendable efforts to comply with OSH standards. The presence of managerial support, awareness initiatives, and reasonably safe working environments reflected a positive safety climate. However, improvements are necessary in specific areas—particularly in upgrading the training of OSH personnel. Strengthening current training programs to better equipped staff with relevant safety knowledge and skills will be critical.

Moreover, it is essential for establishments to regularly review and revise their OSH policies. Keeping safety procedures up to date with emerging risks and evolving regulatory requirements ensures ongoing compliance and protection. Periodic evaluations, refreshed training sessions, and infrastructure enhancements are key strategies to maintain and elevate OSH performance in the hospitality sector.

REFERENCES

- Amin, M., Mohd Rasdi, R., & Ahmad, S. (2019). OSH practices in hospitality: Key insights. *International Journal of Hospitality Management*, 84, 102332. <https://doi.org/10.1016/j.ijhm.2019.102332>
- Arezes, P. M., & Miguel, A. S. (2016). Influence of safety culture in hospitality OSH. *Safety Science*, 84, 181–188.
- Brown et al. (2020). A review of hotel industry resilience to disasters. *International Journal of Disaster Risk Reduction*, 22, 362–370.
- Centers for Disease Control and Prevention. (2021). Best practices for industrial safety. <https://www.cdc.gov>
- Chan, M., & Hawkins, G. (2018). Assessing OSH frameworks in the hotel industry. *International Journal of Hospitality Management*, 28(5), 211–223.
- Cheng, J. C., & Chang, Y. P. (2019). OSH implementation roadblocks in hotels. *Journal of Tourism and Hospitality*, 37(2), 107–119.
- Cruz, M. R. (2022). Exploring compliance gaps in small hospitality establishments. *International Journal of Hospitality and Tourism Management*, 40(1), 56–72.
- Department of Labor and Employment. (2019a). *Guidelines for occupational safety and health in the hospitality sector*. DOLE.
- Department of Labor and Employment. (2019b). *Republic Act No. 11058: Implementing OSH standards*. DOLE.
- Department of Tourism. (2025). *DOT's "new normal" hotel guidelines*. <https://beta.tourism.gov.ph>
- Garcia, A., & Perez, B. (2022). Improving OSH in Spain's lodging industry. *Journal of Hospitality Safety and Health Management*, 15(3), 123–135.
- Horan, K. A., et al. (2021). Aligning occupational psychology with hospitality OSH needs. *International Journal of Environmental Research and Public Health*, 18(20), 1072.
- International Labour Organization. (2020). *Occupational safety and health management: System guidelines*. ILO. <https://www.ilo.org>
- International Labour Organization. (2021). *Occupational safety and health management systems: A tool for continual improvement*. <https://www.ilo.org>
- Lindner, J. R., & Lindner, N. J. (2024). Measuring perception with Likert-type scales. *Advances in Agricultural Development*, 5(1), 1–13.

- Mendoza et al. (2019). Risk exposure of resort staff in Batangas. *Asia Pacific Journal of Education, Arts and Sciences*, 6(4), 84–94.
- Occupational Safety and Health Center. (2022). *Guidelines on workplace safety and health in the Philippines*. <https://www.oshc.dole.gov.ph>
- Pabilando, R. S., et al. (2022). Hotel safety procedures during the pandemic in Biliran. *American Journal of Open Research*, 1(2).
- Philippine Statistics Authority. (2022). *LABSTAT – Volume 9, Issue 49: Occupational injuries and temporary incapacity cases in hotels and restaurants*. https://psa.gov.ph/system/files/lsredsd/vol9_49.pdf
- Singh, P. (2019). Hazard exposure and safety protocols in hospitality. *Journal of Occupational Health*, 61(4), 248– 256.
- Zanin, L. M., et al. (2021). Evolving metrics in food safety culture. *Trends in Food Science & Technology*, 118, 125– 142.
- Ritchie, B. W., & Jiang, Y. (2021). Risk, crisis and disaster management in hospitality and tourism: a comparative review. *International Journal of Contemporary Hospitality Management*, 33(10), 3465–3493. <https://doi.org/10.1108/IJCHM-12-2020-1480>.