



TOURISM ESTABLISHMENTS' RESILIENCY IN INTRAMUROS, MANILA: INPUTS FOR TOURISM RECOVERY PLAN

Hegesipo H. Abad Jr., CHIA, Evelyn O. Velasco*, MBA, CTP, CGSP, CHIA

Jose Rizal University, Mandaluyong City, 1550, Philippines

Abstract

This study aimed to assess the tourism-related establishments' resiliency in Intramuros, Manila in the year 2021-2022 as the basis of inputs in the tourism recovery plan. Further, it examined the tourism-related establishments service despite the pandemic, their coping mechanisms, and the challenges they faced based on their recovery plan. Using the mixed-method research design and purposive sampling method, a total of 70 managers and staff respondents completed the research-made survey questionnaire for the quantitative data collection. Consequently, a focus group discussion was conducted with the three participants of Intramuros Administration, and a one-on-one interview for the local government of Intramuros with a total of four participants was collected for the qualitative data. Data are analyzed simultaneously using a descriptive analysis for the quantitative data and a thematic analysis for the qualitative data, respectively. Results show that the managers and staff respondents continue to be in service despite the pandemic following the implemented health protocols imposed by the IATF and Intramuros Administration. Moreover, the high level of agreement on the coping mechanisms in terms of government response, technology and innovations, local belongingness and community, and local confidence shows the effectiveness of the programs they incorporated to readjust their establishments. Further, despite the coping mechanisms regulated in these establishments, they faced challenges in their recovery plans. With the results of the study, it is recommended that these tourism-related establishments should continue and maintain their good performance despite the pandemic. In addition, future researchers may adopt the same study and consider respondents from Marikina, Pasig, Antipolo, and Quezon City and add more respondents from Intramuros Manila after three years to validate the efficiency of the Proposed Action Plan.

Keywords: Tourism Resiliency; Tourism-related Establishments; Coping Mechanism

1. Introduction

Intramuros, also known as The City within the Walls, was built during the Spanish colonial period and serves as their military and political bases. It is the oldest district of Manila as it was built in 1571 and was placed strategically between Pasig River and Manila Bay. The walled city is an urban district and historical city in Manila,

Corresponding author: Evelyn O. Velasco - evelyn.velasco@jru.edu

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the Philippines. As stated in RA 10066, or the national heritage act of 2009, Intramuros was considered a heritage site as well as San Agustin Church, which is located inside the city and was also recognized by UNESCO as a world heritage site. In 2020, during the World Travel Awards, Intramuros was announced as the world's top attraction and recognized as the top and leading tourist spot beating other international tourist sites like the Taj Mahal, the Great Wall of China, etc. However, because of the coronavirus (COVID-19) pandemic, travel restrictions, and the community lockdowns that happened in Metro Manila, some of the most famous attractions and tourism-related establishments in Intramuros were forced to shut down. The resilience of the travel and tourism industry means, that even though this pandemic has brought dreadful outcomes, the tourism industry will recover. From these concepts, it is very important to know the tourism resiliency in a certain place or destination, to be able to assess and determine the different tourism practices in times of pandemic and help to input the basis for the tourism recovery plan. The researchers want to examine tourism resiliency in Intramuros, Manila, and how they were able to cope and counter the vulnerability of the tourism sector with the ongoing health crisis in the Philippines. The results of this study will help the tourism industry and Intramuros, Manila to provide these inputs to the recovery plan. The researchers also expect that this study will assess how resilient Intramuros are and how they can bounce back.

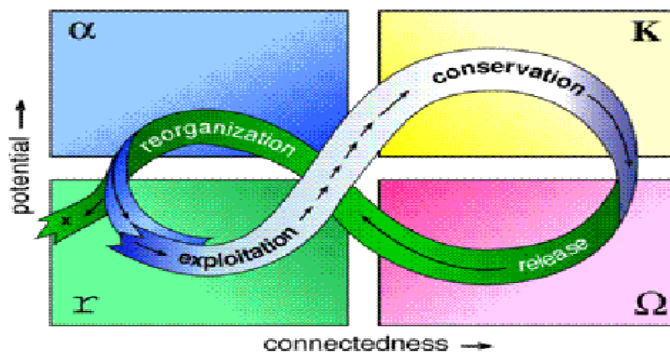
2. Literature Review

2.1 Coping Mechanism. A crisis is an adaptive system that highlights its capacity to respond to change, overcome vulnerability, and be resilient (Reddy, Boyd, & Nica, 2020). Under Reviving tourism industry post-COVID-19: A resilience-based framework by Sharma, Thomas and Paul (2021), a resilience-based approach in the tourism industry would help it to survive and improve its capabilities to cope with such a dilemma that the industry is currently facing and adapt to the post-pandemic situation. Technology advances have had a huge impact as a coping mechanism for the tourism industry during the pandemic. Virtual tours are being introduced to students and tourists as a new form of traveling amid pandemics. Also, online and mobile applications are developed for individuals to use that showcase the information and images about a certain destination, which also became helpful in sustaining the function of the tourism industry. According to UNWTO (2020), there will be an international decline of 20 - 30 percent in arrivals. This can be converted to more or less 450 billion dollars (US) in foreign tourism revenue, which is almost one-third of global tourist receipts amounting to the US 1.5 trillion dollars (Baraero-Era, Rosario, 2020). This global crisis has brought an unanticipated impact on the country's societies and economy, with a growing risk of a global economic downturn and tremendous unemployment around the world. The resilience of the travel and tourism industry means, that even though this pandemic has brought dreadful outcomes, the tourism industry will recover. From these concepts, it is very important to know the tourism resiliency in a certain place or destination, to be able to assess and determine the different tourism practices in times of pandemic and help to input the basis for the tourism recovery plan. The researchers want to examine tourism resiliency in Intramuros, Manila, and how they were able to cope and counter the vulnerability of the tourism sector with the ongoing health crisis in the Philippines. The results of this study will help the tourism industry and Intramuros, Manila to provide these inputs to the recovery plan. The researchers also expect that this study will assess how resilient Intramuros are and how they can bounce back.

2.2 Theoretical Framework. The theoretical frameworks presented below guided the researchers throughout the study's conduct. The first framework below represents one of the earliest resilience models proposed by Holling, an ecologist. Innovative concepts keep a society flexible, agile, and able to learn, which is why social innovation is very important. With this, resilience theory provides a compelling lens for a deeper understanding

of the conditions that allow innovation to emerge and thrive (Westley et al., 2006). In a strength-focused approach, resilience theory is a paradigm for understanding how a specific individual, group, or establishment may bounce back after experiencing an unfortunate situation.

Figure 2. The Resilience Cycle or “Holling Loop”



Note: Copyright 2010 by Cochrane

The proposed theory of resilience emphasizes the interdependence of systems of society, economies, and the environment (Cochrane, 2010). Cochrane's (2010) resilience cycle contains four phases where resilience starts from 're-organization' when there is rapid change after a destabilizing event, with regeneration and renewal of societal structures.

2.3. Conceptual Framework

The prior resilience model and theory provided an overview of tourism resilience as a concept for the study. Ideas and practices are changing, growing, and expanding in the same way as the pandemic, a new and developing phenomenon that has given the researchers negative impacts globally. Investigating and analyzing the impacts of the said crisis and pointing out the tourism practices and coping mechanisms of the tourism-related sectors at the same time will determine the resiliency of these establishments.

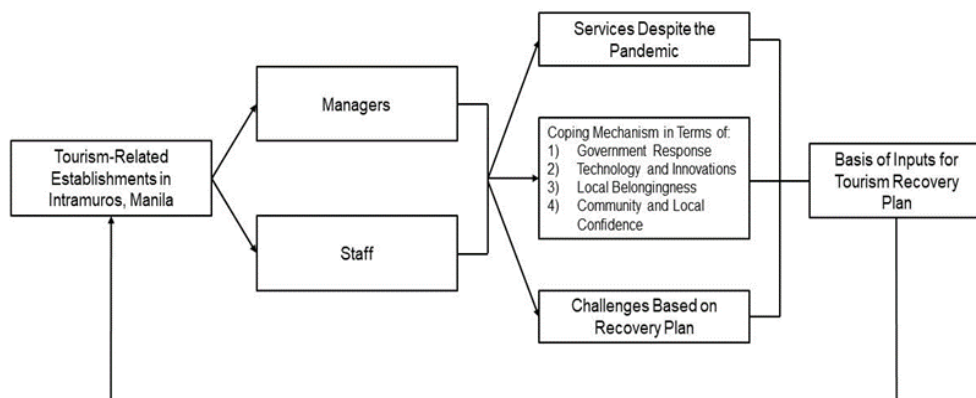


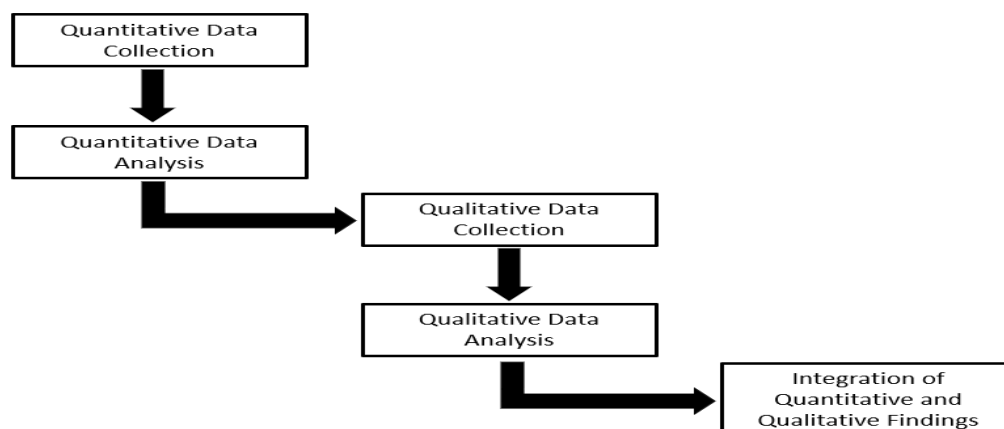
Figure 3. Researchers' Conceptual Framework

Figure 3 illustrates the paradigm in determining the assessment of respondents on the resiliency of Tourism-Related Establishment around Intramuros Manila during the year 2020-2021, which could serve as a basis for the Tourism Recovery Plan in Intramuros, Manila.

3. Methodology

Research Design. To gain an in-depth understanding of the topic, the study was carried out using the mixed-method approach. A mixed-methods study is one in which a researchers used a variety of approaches to conducting research. For the wide aims of breadth and depth of understanding and corroboration, a team of researchers integrated components of qualitative and quantitative research procedures (e.g., utilization of qualitative and quantitative viewpoints; data collecting, analysis, and inference techniques). As described by Crestwell (2012), a mixed methods research design is a way of combining quantitative and qualitative research and methods in a single study to better understand a research problem. In an investigation of complex phenomena. Mixed method design, or a combination of Quantitative and Qualitative research, is usually used (Ohlen, 2011). To draw out or deepen the results of the first method, the second method was utilized; in addition, the Mixed method enables exploring complex relations that create stronger research outcomes (Malina et al., 2011). Sequential explanatory design is the usage of qualitative research that emphasizes the quantitative research results or findings. The purpose of this design was to explain through qualitative research the outliers that are not entirely consistent with the collected data or the findings from qualitative research (Toyon, 2021). This research design was used to make the most of or to intensify the validity and reliability of our collected data and findings. The figure below presents the diagram of the explanatory sequential research design.

Figure 4. Explanatory Sequential Research Design ProcessThe study utilized both quantitative and qualitative approaches in gathering, analyzing, and interpreting the results. Quantitative data were collected after conducting surveys among the selected target respondents and analyzed using statistical tools. Further, to validate the survey results, Qualitative data collection through an interview was conducted and analyzed. Consequently, quantitative and qualitative findings were integrated and interpreted.



4. Findings

Population and Sample

Table 1

Number of tourism-related establishments in Intramuros, Manila

Type of Tourism Establishment	No. of Establishment
Arts and Culture	14
Food and Beverages	71
Function Areas	9
Hotel/Accommodation	8
Souvenir Shop	9
Sports, Recreation, and Wellness	5
Tour Services	6
TOTAL	122

Note: Copyright 2021 by Intramuros Administration

Table 1 shows the breakdown of the tourism-related establishments in Intramuros, Manila. According to the Intramuros Administration, the population of tourism-related establishments is composed of 122 tourism-related establishments that are found in Intramuros, Manila. These tourism-related establishments consist of different sectors, namely: accommodations, attractions, food and beverages, recreation and entertainment, retail stores, transportation, and tour services with employees of every tourism-related establishment. Note that the table above is the overall tourism-related establishments found in Intramuros, Manila.

Table 2 below presents the distribution of respondents per group in Intramuros, Manila. This also includes the type of tourism-related establishments inside the walled city of Intramuros.

Table 2

Distribution of Respondents Per Group

Type of tourism Establishment	Number of respondents (Managers)	Number of respondents (Staff)
Arts and Culture		
Food and Beverages		
Function Areas		
Hotel/Accommodation	35	35
Souvenir Shop		
Sports, Recreation, and Wellness		
Tour Services		

Note: Purposive Sampling was utilized For Qualitative Approach **Statistical Treatment**

To provide answers to the problems, the following statistical tools were used by the researchers:

To determine the profile of the managers and staff-respondents of Tourism-Related Establishments around Intramuros Manila in terms of age, gender, and type of establishment, a **percentage** was used.

Table 4 presents the summary of the Research Methodology.

Table 4

Summary of Research Methodology

Statement of the Problem	Research Design	Sampling	Data Gathering	Data Analysis
1. What is the profile of the managers and staff respondents of Tourism-Related Establishments around Intramuros Manila in terms of the following variables: A. Age B. Gender C. Type of Establishment	Quantitative	Purposive Sampling	Survey	Descriptive Analysis
2. What is the assessment of the two groups of respondents on their service despite the pandemic?	Quantitative, Qualitative	Purposive Sampling	Survey, Interview	Descriptive Analysis, Thematic Analysis
3. What is the assessment of the two groups of respondents on their coping mechanisms among local tourism establishments in terms of the following factors? A. Government Response B. Technology and Innovations C. Local Belongingness D. Community and Local Confidence	Quantitative, Qualitative	Purposive Sampling	Survey, Interview	Descriptive Analysis, Thematic Analysis
4. What is the assessment of the two groups of respondents on the challenges they faced based on their recovery plan?	Quantitative, Qualitative	Purposive Sampling	Survey, Interview	Descriptive Analysis, Thematic Analysis
5. Are there significant differences in the assessment of the two groups of respondents in terms of the above-mentioned variables?	Quantitative			Statistical Analysis (T-Test)

Quantitative Analysis

Profile of the Respondents. The researchers was able to gather 70 respondents consisting of managers and staff from the target population of 122 tourism-related establishments in Intramuros, Manila. The limited number of respondents was mainly due to the limited number of establishments that are still operating during the process of gathering data. The profile of respondents in the quantitative component of the study is shown in Table 5. In addition to that, Table 5 presents the frequency and percentage of the profile of the managers and staff-respondents of Tourism Establishments around Intramuros Manila during the years 2021 - 2022 in terms of age, gender, and type of establishment.

Table 5.1 Profile Of Respondents in Terms of Age

A. Age Bracket	Managers		Staff	
	F	%	F	%
20 Years Old - 30 Years Old	18	51.43	19	54.29
31 Years Old - 65 Years Old	16	45.71	15	42.86
66 years old and above	1	2.86	1	2.86
Total	35	100.00	35	100.00

Note: 20- 30 y/o (Early Adulthood); 31- 65 y/o (Mature Adulthood);66 y/o & above (Old Age)As shown in Table 5.1, managers have a total of 35 respondents consisting of 18 or equivalent to 51.43% of respondents under 20 Years Old - 30 Years Old age bracket, 16 or 45.71% of respondents under 31 Years Old - 65 Years Old, and 1 or 2.86% respondent from 66 Years Old & above. On the other hand, the staff has a total of 35 respondents as well, consisting of 19 or equivalent to 54.29% of respondents under 20 Years Old - 30 Years Old, 15 or 42.86% of respondents under 31 Years Old - 65 Years Old, and 1 or 2.86% of the respondent under 66 Years Old & above. The table shows that the majority of the two groups of respondents were between the ages of 20 Years Old and 30 Years Old, as indicated by the frequency of 18 out of 35 and 19 out of 35, or 51.43% and 54.29%, respectively. More than half of the population was made up of these groups of respondents. It meant that employees in their early adulthood dominated the managers and staff respondents of tourism establishments in Intramuros, Manila.

Table 5.2 Profile of Respondents in Terms of Gender

B. Gender	Managers		Staff	
	F	%	F	%
Male	15	42.86	19	54.29
Female	16	45.71	13	37.14
LGBT	4	11.43	3	8.57
Total	35	100.00	35	100.00

As shown in Table 5.2, the 35 respondents from the group of managers consisting of 15 or equivalent to 42.86% were male respondents; 16 or 42.86% were female respondents, and 4 or 11.43% of respondents were under the gender of LGBTQ. While the 35 respondents from the group of staff consist of 19 or equivalent to 54.29% of respondents from the gender male, 13 or 37.14% of female respondents, and 3 or 8.57% of respondents were under the gender LGBT. It implied that the majority of managers were female, with 16 out of 35 or 45.71% being female. At least half the population was composed of this group of respondents. The majority of the employees, on the other hand, were male, as evidenced by the frequency of 54.29% or 19 out of 35 respondents. More than half of the

population was made up of this group of respondents. It also implied that female employees dominated the managers of tourism establishments around Intramuros, Manila, while male respondents dominated the staff.

Table 5.3 Profile Of Respondents in Terms of Type of Establishment

C. Type of Establishment	Managers		Staff	
	F	%	F	%
Accommodation	1	2.86	1	2.86
Food & Beverages	21	60.00	17	48.57
Transportation	1	2.86	4	11.43
Entertainment	3	8.57	2	5.71
Travel Agency	1	2.86	1	2.86
Others	8	22.86	10	28.57
Total	35	100.00	35	100.00

It implies that according to the table, the majority of the two groups of respondents were 21 out of 35 and 17 out of 35, or 60.00% and 48.57 %, respectively, working in the food and beverage industry. Three-fourths to half of the respondents were made up of these populations.

Table 6.1 presents the mean and standard deviation on the assessment of two groups of respondents from Tourism-Related Establishments around Intramuros Manila during the years 2021 - 2022 on their service despite the pandemic. Assessment of Service Despite the Pandemic

Service Despite the Pandemic	Managers			Staff		
	M	SD	VI	M	SD	VI
1. The establishment continues to be in service amid the COVID-19 Pandemic.	3.54	0.66	SA	3.37	0.73	A
2. The establishment has provided a contingency plan since the pandemic began.	3.46	0.70	A	3.46	0.56	A
3. Staff are given shorter work hours or a skeletal schedule by the establishments.	3.34	0.76	A	3.23	0.88	A
4. Obeys health protocols provided by the IATF.	3.80	0.53	SA	3.74	0.51	SA
5. Encountered minor problems in adjusting to new protocols.	3.34	0.76	A	3.23	0.77	A
Over-all Mean	3.50		SA	3.41		A

Note: 1.00-1.49 (SD); 1.50-2.49 (D); 2.50-3.49 (A); 3.50-4.00 (SA)

Table 6.1 shows the assessment of two groups of respondents in terms of service despite the pandemic. In item no.1, the assessment of managers with the mean of 3.54 and the standard deviation is 0.66, and verbal interpretation of "Strongly Agree" (SA). Meanwhile, the staff's assessment with a mean of 3.37 and a standard deviation is 0.72, and verbal interpretation of "Agree" (A).

Table 6.2. Significant Difference in the Assessment of Their Service Despite the Pandemic

Group	Number	Mean	SD	Computed t Value	Tabular t Value (0.05)	Decision	Interpretation
Managers	35	3.50	0.48	0.91	2.03	Accept H_0	Not Significant
Staff	35	3.41	0.44				

Note: Computed t Value \geq Tabular t Value (Reject H_0 / Significant); Computed t Value \leq Tabular t Value (Accept H_0 / Not Significant) As seen in Table 6.2, the mean of 35 managers was 3.50 and the standard deviation was 0.48. Meanwhile, the mean of 35 staff is slightly lower with the mean of 3.42 and the standard deviation is 0.44. It can be gleaned from the table that the computed t -value of 0.91 is less than the tabular t -value of 2.03, which led to the acceptance of the null hypothesis. Therefore, at a 0.05 level of significance and 34 degrees of

freedom, it can be concluded that there is no significant difference in the assessment of the two groups of respondents.

Table 7. Assessment of Coping Mechanism Among Local Tourism Establishments in Terms of Government Response

A. Government Response	Managers			Staff		
	M	SD	VI	M	SD	VI
1. Community guidelines and protocols are strictly implemented in the establishment.	3.83	0.38	SA	3.49	0.70	A
2. The Enhanced Community Quarantine (ECQ), Modified Enhance Community Quarantine (MECQ), and other community quarantine protocols affect the number of customers.	3.80	0.47	SA	3.46	0.78	A
3. The establishment completed the needed requirements to obtain financial assistance from the government for local establishments.	3.60	0.65	SA	3.37	0.77	A
4. The establishment completed the needed requirement to obtain financial assistance from the local government for employees and staff.	3.60	0.60	SA	3.51	0.70	SA
5. The establishment completed the needed permits to operate during the pandemic.	3.80	0.47	SA	3.57	0.65	SA
Over-all Mean	3.73		SA	3.48		A

Note: 1.00-1.49 (SD); 1.50-2.49 (D); 2.50-3.49 (A); 3.50-4.00 (SA) Furthermore, in item no.4, the manager's assessment with the mean of 3.60 and the standard deviation is 0.60, verbal interpretation of "Strongly Agree" (SA). Thus, the staff's assessment with a mean of 3.51 and a standard deviation is 0.70, verbal interpretation of "Agree" (A). This data shows that the establishment completed the needed requirements in being able to provide financial assistance from the local government for the staff or employees. It implied that the managers and staff assessment on their coping mechanisms among

Table 7.2 Assessment Of Coping Mechanism Among Local Tourism Establishments in Terms of Technology and Innovations

B. Technology and Innovations	Managers			Staff		
	M	SD	VI	M	SD	VI
1. The establishment has social media platforms to provide updates to their customers amid COVID-19.	3.46	0.70	A	3.20	0.87	A
2. The establishment has gadgets enabled to record or trace the customers that enter the establishment.	3.43	0.61	A	3.11	0.76	A
3. The establishment provides online payment to lessen human contact.	3.46	0.74	A	3.31	0.80	A
4. The establishment gives vouchers or discounts to customers who installed their application.	2.94	0.91	A	2.74	0.70	A
5. The establishment has an online application that provides products or services that are accessible to everyone and easy to download.	3.31	0.90	A	3.03	0.89	A

Over-all Mean **3.32** **A** **3.08** **A**

Note: 1.00-1.49 (SD); 1.50-2.49 (D); 2.50-3.49 (A); 3.50-4.00 (SA) Table 7.2 shows the assessment of two groups of respondents in terms of technology and innovation as a coping mechanism for tourism-related establishments. Item no.1, managers assessment with the mean is 3.46 and the standard deviation rate of 0.70, and verbal interpretation of "Agree" (A). With the staff's assessment with the mean of 3.20 and standard deviation rate of 0.87 and verbal interpretation of "Agree" (A), it is shown that local tourism establishments have online platforms that can provide services despite COVID-19. To conclude, both groups assessed their coping methods among local tourism establishments in terms of technology and innovations as high, as evidenced by the overall means of 3.32 and 3.08, respectively, and with the verbal interpretation of "Agree" (A).

Table 7.3 Assessment Of Coping Mechanism Among Local Tourism Establishment In Terms of Local Belongingness

C. Local Belongingness	Managers			Staff		
	M	SD	VI	M	SD	VI
1. The domestic tourists adapt and follow the changes that the establishments implemented due to the pandemic.	3.71	0.46	SA	3.54	0.56	SA
2. The local tourists help the tourism-related establishments in coping up in the pandemic times.	3.46	0.61	A	3.29	0.62	A
3. Domestic tourist dominated their sales and incomes during the pandemic.	3.43	0.65	A	3.14	0.60	A
4. Local tourists still visit and come by even with newly implemented protocols.	3.49	0.61	A	3.34	0.48	A
5. Tourists follow the health protocols that the establishments have implemented.	3.71	0.46	SA	3.63	0.49	SA
Over-all Mean	3.56		SA	3.39		A

Note: 1.00-1.49 (SD); 1.50-2.49 (D); 2.50-3.49 (A); 3.50-4.00 (SA) **With these data, the overall mean of the two groups of respondents on the coping mechanism of local tourism establishment in terms of local belongingness around Intramuros, Manila has an assessment where managers have a very high level as seen on the overall mean of 3.56 with the verbal interpretation of "Strongly Agree" (SA), on the other hand, the staff at a high level only as shown on the over-mean of 3.39 with the verbal interpretation of "Agree" (A)**

This implied that managers and staff at local tourism establishments around Intramuros, Manila assessed their coping mechanisms in terms of local belongingness at a high level. This means that the factors for tourism revival are imposed by local belongingness, according to Sharma, Thomas, and Paul (2021).

Table 8

Summary of the Assessment of Coping Mechanism Among Local Tourism Establishments

Coping Mechanism Among Local Tourism Establishments	Managers		Staff	
	Over-all Mean	VI	Over-all Mean	VI
A. Government Response	3.73	SA	3.48	A
B. Technology Innovations	3.32	A	3.08	A
C. Local Belongingness	3.56	SA	3.39	A
D. Community and Local Confidence	3.53	SA	3.39	A
Grand Mean	3.54	SA	3.34	A

Note: 1.00-1.49 (SD); 1.50-2.49 (D); 2.50-3.49 (A); 3.50-4.00 (SA)

As shown in Table 8, with regards to the summary of the assessment of the two groups of respondents on the coping mechanism among local tourism establishments, managers assessed their coping mechanisms in terms of government response with an overall mean of 3.73 and the verbal interpretation of "Strongly Agree" (SA), staff with over-all mean of 3.48 and with the verbal interpretation of "Agree" (A).

With this data, the managers strongly agreed that the coping mechanisms among local tourism establishments were at a very high level in terms of government response. On the other hand, staff agrees on the same variable at a high level only.

Table 9.1 Significant Difference in the Assessment of Coping Mechanisms Terms of Government Response

Group	Number	Mean	SD	Computed t Value	Tabular t Value (0.05)	Decision	Interpretation
Managers	35	3.73	0.39	2.27	2.03	Reject H_0	Significant
Staff	35	3.48	0.58				

Note: Computed t Value \geq Tabular t Value (Reject H_0 / Significant);
 Computed t Value \leq Tabular t Value (Accept H_0 / Not Significant)

The table showed that the computed t -value of 2.27 was greater than the tabular t -value of 2.03, which led to the rejection of the null hypothesis. Therefore, at a 0.05 level of significance and 34 degrees of freedom, it can be concluded that there is a significant difference in the assessment of the two groups of respondents. It implied that the managers assessed the government response at a very high level, while the staff's assessment of the same variable was at a high level only.

Nevertheless, although both groups have different perceptions it still strengthens the claim that both the managers and staff from Tourism-Related Establishments around Intramuros Manila assessed their coping mechanisms among local tourism establishments in terms of government response at a high level.

Table 9.2

Significant Difference in the Assessment of Coping in Terms of Technology and Innovations

Group	Number	Mean	SD	Computed t Value	Tabular's t Value (0.05)	Decision	Interpretation
Managers	35	3.32	0.61	1.73	2.03	Accept H_0	Not Significant
Staff	35	3.08	0.64				

Note: Computed t Value \geq Tabular t Value (Reject H_0 / Significant);
 Computed t Value \leq Tabular t Value (Accept H_0 / Not Significant)

Table 9.2 revealed that the computed t -value of 1.73 was less than the tabular t -value of 2.03, which led to the acceptance of the null hypothesis. Therefore, at a 0.05 level of significance and 34 degrees of freedom, it can be concluded that there is no significant difference in the assessment of the two groups of respondents.

Hence, it strengthens the claim that both the managers and staff from Tourism-Related Establishments around Intramuros Manila have the same assessment that their coping mechanisms among local tourism establishments in terms of technology and innovations were at a high level.

Table 9.3

Significant Difference in the Assessment of Coping Mechanisms in Terms of Local Belongingness

Group	Number	Mean	SD	Computed t Value	Tabular t Value (0.05)	Decision	Interpretation
Managers	35	3.56	0.46	1.67	2.03	Accept H_0	Not Significant
Staff	35	3.39	0.42				

Note: Computed t Value \geq Tabular t Value (Reject H_0 / Significant);
 Computed t Value \leq Tabular t Value (Accept H_0 / Not Significant)

It was revealed in the table that the computed t -value of 1.67 was less than the tabular t -value of 2.03, which led to the acceptance of the null hypothesis. Therefore, at a 0.05 level of significance and 34 degrees of freedom, it can be concluded that there is no significant difference in the assessment of the two groups of respondents. Hence, it strengthens the claim that both the managers and staff from Tourism-Related Establishments around Intramuros Manila have the same assessment that their coping mechanisms among local tourism establishments in terms of local belongingness were at a high level.

Table 9.4

Significant Difference in the Assessment of Coping Mechanisms in Terms of Community and Local Confidence

Group	Number	Mean	SD	Computed t Value	Tabular t Value (0.05)	Decision	Interpretation
Managers	35	3.53	0.44	1.54	2.03	Accept H_0	Not Significant
Staff	35	3.39	0.47				

Note: Computed t Value \geq Tabular t Value (Reject H_0 / Significant);

Computed t Value \leq Tabular t Value (Accept H_0 / Not Significant)

It can be gleaned from the table that the computed t -value of 1.54 is less than the tabular t -value of 2.03, which led to the acceptance of the null hypothesis. Therefore, at a 0.05 level of significance and 34 degrees of freedom, it can be concluded that there is no significant difference in the assessment of the two groups of respondents. Hence, it strengthens the claim that both the managers and staff from Tourism-Related Establishments around Intramuros Manila have the same assessment that their coping mechanisms among local tourism establishments in terms of community and local confidence were at a high level.

4. Conclusions

Based on the findings of the study, the following conclusions were deduced. The majority of managers and staff of Tourism Establishments around Intramuros Manila were dominated by employees in early adulthood and were from food and beverage establishments. On the other hand, the majority of managers were females while the majority of the staff were males. The researchers found that managers and staff respondents were dominated by young adults. During this time of the pandemic, young employees can easily cope with changes and adjustments in these establishments. Further young employees are more engaged and knowledgeable about technology, which was their prior coping mechanism strategy. Furthermore, technology and innovations are a very important part of their coping mechanism. As the Intramuros Administration said, *"one good thing that the pandemic taught us is how we engage in technology."* The Intramuros and other related establishments continue to improve and strengthen their online engagement. Social media platforms are a very effective way of promoting Intramuros. Moreover, its accessibility allows these owners and employees to communicate especially during this time of pandemic where in-person interaction is limited. Managers' and staff's assessment of the challenges they faced based on their recovery plan was at a high level. Although Intramuros provides effective programs and actions to deal with the pandemic, these tourism-related establishments face difficulty with this recovery plan.

Financial instability is their major challenge. With the decreased number of customers and increased cost of additional expenses on these protocols, tourism establishments suffer financial losses that may lead to sales and revenue losses. According to the results of the study, there is no significant difference in the assessment of both managers and staff respondents in the assessment of challenges they faced based on the recovery plan. This means, that both managers and staff face this difficulty in their establishments. Financial instability has resulted in three types of events in Manila's Intramuros neighborhood. Starting with the number of tourists who decreased as a result of various lockdowns, and the majority of students who took online programs, which resulted in lower revenue for all businesses. In addition, due to fluctuating revenue, the establishment either struggles or declines. Unfortunately, due to decreased income and sales, some businesses are forced to close. Some establishments came back after warning levels were dropped and some permanently closed. Because of the IATF regulations, the rigorous IATF regulation in Intramuros prevented access to tourism-related establishments and travelers. Intramuros entry is restricted, particularly for people who work in the area. Determining the challenges faced by these tourism-related establishments will allow them to reorganize; to be able to bounce back and set up new strategies, and plans to continue.

The implication of the Study

The findings on the service of the tourism-related establishments in Intramuros, Manila, despite the pandemic, signified that the tourism-related establishments were temporarily shut down during the community lockdown and quarantines. However, these establishments reopened following the IATF guidelines, and the local authorities of Intramuros continue to monitor the establishments. With the foregoing results of the study, tourism-related

establishments in Intramuros, Manila are considered as resilient as adaptation according to the resiliency theory adopted in the research. The tourism-related establishments in Intramuros adjusted and adapted to the new normal and provided coping mechanisms to be able to cope with the crisis.

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Biographies



Mr. Hegesipo H. Abad Jr. is a fourth-year BS Tourism Management student. His research interests include environmental management of tourism, cultural and heritage tourism development, marine tourism, and sustainable tourism and resilience. He is very interested in learning about different cultures around the world and wants to contribute to mitigate the impacts of climate change. He completed his Junior High school in a Science High school and graduated with honors during his Senior High school years. He is a consistent Academic scholar at the university. He wants to be successful in his chosen profession someday.



Prof. Evelyn Velasco. She's a Certified Tourism Professional awarded by Institute of Tourism and Hospitality in United Kingdom year 2018. A certified Guest Service Professional for Tourism 2021, and Certified Hotel Industry Data Analytics awarded by STR-AHLEI year 2022. She obtained her Master Degree in Business Administration in National College of Business and Arts-QC Campus year 2016, and now taking up her Doctorate Degree Doctor in Hospitality Management in Philippine Women's University. Possesing solid years of experience both Tourism Industry and academe. A guest lecturer and training and workshop resource speaker in various universities and colleges, She presented Researches locally and internationally, an Author, entrepreneur and a Tourism Private Enterprises consultant at the same time the Tourism Management Department Chair of Jose Rizal University