

## **Resort Management Practices and Tourism Impacts of an Island Resort in Negros Occidental**

**Rose Ann A.Villarias**

Master in Business Administration Major in Hospitality and Tourism Management of Recoletos De Bacolod Graduate School, University of Negros Occidental Recoletos, Bacolod City, Philippines

[villariasroseann88@gmail.com](mailto:villariasroseann88@gmail.com)

**Kristin Iris G Estores, Ph.D**

Professor of Recoletos De Bacolod Graduate School, University of Negros Occidental Recoletos, Bacolod City, Philippines

[kristinirisgestores@gmail.com](mailto:kristinirisgestores@gmail.com)

**Abstract.** This descriptive study assessed the extent of the resort's management practices based on sustainable development principles in terms of corporate governance, decision-making, environmental safety and risk management, stakeholder's engagement, culture and human rights, community development, continuous improvement, biodiversity and land use planning, and waste management. Likewise, it also examined the extent of island resort's tourism impacts in terms of economic, social, and environmental dimensions. The overall findings revealed that the extent of the resort management practices in all areas was "moderate extent," which means the resort management practices are sometimes practiced. In terms of the extent of tourism impacts of resort management practices, findings revealed that it is also to a "moderate extent," which means the resort management practices have an average impact. It indicates that the island resort incorporates good management practices by incorporating sustainable initiatives that can positively influence its business operations and external environment. However, the study results can also validate that there is a need for improvement in the area of community development. Moreover, the resort's environmental management must be prevalent and considered in the overall business operation to contribute to environmental footprints.

**Keywords.** Resort Management Practices, Tourism Impacts, Island Resort, Descriptive, Negros Occidental

### **A. Introduction**

In today's global environment, sustainable management has become standard practice (Igbinakhase, 2017). As the undertaking of sustainable development and environmental issues transforms into a textbook reality, destinations are gearing toward creating new policies to

synchronize tourism and the environment through sustainable methods, which has also become a global mantra. Nowadays, most businesses and companies considered sustainability and green practices in their plans and operations. There is no exemption for the tourism sector (Alipour et al., 2019).

Sustainable management is the intersection of business management and sustainability practices with the fusion of economic, environmental, and social factors for business resolutions (Buvanewari et al., 2015). The tourism industry can contribute to sustainable development by creating jobs for women and marginalized groups. The idea of sustainable tourism is to balance protecting the environment, preserve cultural integrity, develop social justice, promote economic benefits, and meet the needs of the host population through improvement in living standards (Zolfani et al., 2014).

Sustainable management is a must that is an integral part of Southeast Asian society's development (Pramudianto, 2018). Moreover, the rapid growth of tourism in Southeast Asia, attributed to its attractive nature and beach resorts, has been on the receiving end of attention and focus by the tourists. Previous studies, however, have claimed that these resorts have not been adequately managed, and more measures need to be taken to ensure their sustainability (Mustapha & Awang, 2018).

Tourism is a key component of the Philippines' development strategy, and it has been steadily increasing. Between 2016 and 2018, the number of tourists increased by more than 10%. The Philippines has a lot to offer in terms of ecotourism destinations. These destinations, however, can lose what makes them so distinctive and impressive if they do not adopt sustainable tourism practices. Each destination is distinctive; each has its own set of sustainability issues to overcome (Yu, 2020).

Western Visayas Department of Tourism is continually reminding resorts in Negros Occidental to elevate sustainable tourism to counter the same environmental conservation woes hounding Boracay Island in Aklan. As stressed by Helen Catalbas, Director, Department of Tourism Region 6, Western Visayas, Boracay will consistently be the example for the Philippines, not just the Western Visayas, including Negros Occidental. The office will not enable similar chaos to happen once more (Nicavera, 2018).

As evidenced by the number of publications, tourism policy and development are a well-researched area of the tourism sector (Dredge & Jamal, 2015). Many of these relevant tourism policy studies concentrate on the economic aspect. In a developing country like the Philippines, tourism is tapped and developed mainly due to economic reasons, with the long-term aim of creating a sustainable tourism industry. However, it is confined to providing economic and environmental information. Other aspects of tourism, such as the cultural and social aspects, should be included (Capistrano & Notorio, 2020). The socio-cultural element contributes an intangible element that enhances the visitor experiences (Tresidder & Deakin, 2019).

Thus, the researcher argues that there must be concentrated efforts to conduct local, sustainable tourism research studies covering economic and environmental aspects and the socio-cultural element. Sustainable tourism is not limited to the proper utilization of the environment but is also linked to cultural, social, and economic sustainability (Qian et al., 2017).

In addition, although various studies have investigated the hotel employees' environmental behaviours, none has focused on hotel employees' perception of their hotels' sustainability practices (Alipour et al., 2019). Though there is a growing realization and adoption of sustainability practices amongst hospitality sectors, empirical data

comprehensively describe and organize these practices are lacking in the tourism and hospitality literature (Weaver et al., 2013).

To fill in the literature gap, this study analyzed the extent of the island resort's management practices based on the sustainable development principles and the extent of tourism impacts based on sustainable tourism dimensions, namely economic, socio-cultural, and environmental. The results of the study helped identify possible management and sustainability issues in the island resort. The output is a three-year sustainability action plan that outlines how the island resort plans to attain the goals that create economic, social, and environmental sustainability.

### **B. Research Method**

A researcher utilized the quantitative descriptive method to analyze or quantify social phenomena. This method is frequently used in tourism research through surveys and questionnaires (Cheia, 2010). Hence, this study utilized the quantitative descriptive method to assess the extent of the resort's management practices based on sustainable development principles in terms of corporate governance, decision-making, environmental safety and risk management, stakeholder's engagement, culture, and human rights, community development, continuous improvement, biodiversity, and land use planning, and waste management of an Island Resort in Negros Occidental. Likewise, it investigated the extent of sustainability practices of the island resort in terms of tourism sustainability indicators such as economic, social, and environmental dimensions through a validated researcher-made questionnaire.

The researcher-made questionnaire was based on the sustainable development principles and sustainability dimension (Gomes et al., 2015; Global Reporting Initiative, 2019). The first part is composed of the extent of resort management practices of the island resort with nine dimensions such as corporate governance, decision-making, environmental, safety and risk management, stakeholders' engagement, culture, and human rights, community development, continuous improvement, biodiversity, and land use planning and waste management. Each dimension is composed of sub-areas or variables. The second part of the research instrument examined the extent of the tourism impacts of the island resort in terms of economic, environmental, and socio-cultural dimensions. Each dimension also has sub-areas or variables. The respondents indicated their choice by placing a checkmark (✓). A five-point Likert Scale format was utilized for the respondents to answer with anchors ranging from 1 as the lowest and 5 as the highest rating.

The researcher subjected the research instruments to validity test using Goods and Scates (1953) with the help of five jurors who are MBA and PhD degree holders in Business Management and with a field specialization in Business Hospitality and Tourism Management. The validity coefficient was 4.60, which was interpreted as excellent in terms of the consistency of items. To improve the research paper's quality and efficiency, pilot testing was conducted on thirty respondents to a similar island resort in Negros Occidental. Using Cronbach's Alpha Method, the reliability test result for the first part of the survey instrument was 0.905. At the same time, the second part of the survey instrument obtained 0.941. Overall, the reliability result was .903, and the results indicated that the instrument was reliable.

**C. Results and Discussion**

**1. Extent of Resort Management Practices based on Sustainable Development Principles as a whole**

As shown in Table 1, the findings revealed the extent of the resort management practices based on sustainable development principles in all areas, when taken as a whole, is interpreted as moderate extent (M=3.30 SD=0.51), which means the resort management practices are sometimes practiced. Concerning the particular areas, the culture and human rights have the highest mean (M=3.97, SD=0.66), which is interpreted to a great extent, which means that the resort management practices are often practiced. In comparison, community development obtained the lowest mean (M=2.84, SD=0.58), which is interpreted as a moderate extent, which means that resort management practices are sometimes practiced.

The result indicated that in terms of culture and human rights dimension, the island resort duly observed the guidelines stipulated by DOLE in terms of employees’ salary, recruitment, and workplace conditions. Whereas, in terms of community development, the results of the study imply that the island resort needs to strengthen its partnerships with the community. There must be established stakeholder management systems or processes for ongoing interaction with the community as their stakeholders. Hence, coordinated action between the stakeholders contributes to the long-term sustainability of the island resort. Thus, it demands that greater dialogue, cooperation, and collaborations between them.

Table 1  
*Extent of Resort Management Practices based on Sustainable Development Principles as a whole*

<b>Management Practices</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Corporate Governance	3.33	0.70	ME
Decision-making	3.11	0.64	ME
Environmental Safety and Risk Management	3.06	0.66	ME
Stakeholders' Engagement	3.08	0.65	ME
Culture and Human Rights	3.97	0.66	GE
Community Development	2.84	0.58	ME
Continuous Improvement	3.56	0.75	GE
Biodiversity and Land Use Planning	3.49	0.63	GE
Waste Management	3.14	0.80	ME
<b>As a whole</b>	<b>3.30</b>	<b>0.51</b>	<b>ME</b>

Note: ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent

In conjunction with Roundtable Human Rights in Tourism (2016), clear employee incentives to motivate employees, fair business dealings, and regard for the local community, are essential components to aid the development of quality tourism products. The Tourism Concern and Department for International Development (2014), a human rights approach implies recognizing and resolving the various impacts and concerns of tourism on human rights. This also encompasses risk management, strategic advantage, social sustainability, and leadership and ethics in business. In addition, Choi and Murray (2010) stressed that tourism development in the community could bring impacts on the economic, socio-cultural, environmental, and managerial systems. While Xie (2015) also suggested that employee engagement is a core strategy to attain successful results for the resort.

In addition, Sharpley (2014) stated that tourism encourages a significant culture-based conversation between tourists and residents. This guarantees stability in the host and guest relationship. Vogt and Jordan (2016) also advised that planning and policy development are one approach to encourage community tourism improvement. Community stakeholder groups such as governmental agencies, destination marketing organizations, residents, cultural and heritage organizations, environmental organizations, social and health organizations, tourism industry sectors, and educational organizations should be part of tourism policymaking and planning development.

### *1.1. Extent of Resort Management Practices based on Sustainable Development Principles in terms of Corporate Governance*

As shown in Table 1.1, the findings revealed the extent of resort management practices in corporate governance when taken as a whole is interpreted as moderate extent (M=3.33, SD=0.70), which means the resort management practices are sometimes practiced. Concerning the sub-areas, implementation of business practices to prevent bribery and corruption has the highest mean (M=4.07, SD=0.75), which is interpreted to a great extent, which means that the resort management practices are often practiced. In contrast, engagement with stakeholders, which is interpreted to a moderate extent, means the resort management practices are sometimes practiced.

Corporate governance and business ethics refer to the ethical policies, corporate practices, stakeholder engagement, and upright corporate governance systems put into practice by the island resort. The results of the research highlight the need for stakeholder communication and collaboration. Furthermore, the island resort must have a well-established stakeholder engagement policy and process for the host community stakeholders and other relevant organizations aside from their engagement in the Local Government Unit.

Table 1.1  
*Extent of Resort Management Practices based on Sustainable Development Principles in terms of Corporate Governance*

<b>Corporate Governance</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Ethical policies	3.19	0.91	ME
Implement business practices to prevent bribery and corruption	4.07	0.75	GE
Engagement with stakeholders	2.74	1.21	ME
Comply with the requirements of host-country laws and regulations	3.31	0.98	ME
<b>As a whole</b>	<b>3.33</b>	<b>0.70</b>	<b>ME</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent

The results imply that there may be mistrust and misperceptions amongst stakeholders due to insufficient communication (Marzuki et al., 2012). Hence, there must be effective supervision of the relationships among the stakeholders involved. It requires that ethical standards be established, observed, and continued. The rights of all the business members and the community must be protected and ensured with ethical actions. It is important to empower and instruct individuals up and down the corporate hierarchy to participate. Nabiha and Saad (2015) also recommended a definite need to recognize the parties' roles, enhance coordination, strengthen stakeholder collaboration through enhanced and effective

communication channels, and implement a participatory approach to early and ongoing involvement in tourism planning and development. Kim (2013) also believes that the involvement of stakeholders is important in the discussion of sustainable tourism development. There are several potential benefits if the community is involved in tourism planning. Sustainable tourism development cannot last without support from the host community.

*1.2 Extent of Resort Management Practices based on Sustainable Development Principles in terms of Decision-Making*

As shown in Table 1.2, the findings revealed the extent of resort management practices in decision-making when taken as a whole is interpreted as moderate extent (M=3.11, SD=0.64), which means the resort management practices are sometimes practiced. Concerning the sub-areas, support public policies and practices that foster open and competitive markets has the highest mean (M=3.66, SD=0.95), which is interpreted to a great extent, which means that the resort management practices are often practiced. While the two lowest areas are the integration of the principles of sustainable development into resort policies and practices (M=2.67, SD=0.71) which is interpreted as moderate extent, which means the resort management practices are sometimes practiced. Incentives to stakeholders for adopting practices and principles based on sustainability have the lowest mean (M=1.84, SD=0.97), which is interpreted as poor extent, which means the resort management practices are seldom practiced.

Table 1.2

*Extent of Resort Management Practices based on Sustainable Development Principles in terms of Decision-Making*

<b>Decision-Making</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Integration of the principles of sustainable development into resort policies and practices	2.67	0.71	ME
Sustainable development as a priority in the resort operations	2.69	0.92	ME
Innovations to improve the social performance of the resort	3.34	0.91	ME
Innovations to improve the environmental performance of the resort	3.38	0.85	ME
Innovations to improve the economic performance of the resort	4.43	1.06	VGE
Incentives to stakeholders for the adoption of practices and principles based on sustainability	1.84	0.97	PE
Training of employees for sustainable development	2.88	1.20	ME
Support public policies and practices that foster open and competitive markets	3.66	0.95	GE
<b>As a whole</b>	<b>3.11</b>	<b>0.64</b>	<b>ME</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

The study results indicated that employees of the island resort might not be fully aware of principles of sustainable development integrated into the resort policies and practices, or it may not be fully highlighted and encourage to be fully practiced on their end. Furthermore,

most seminars or training are only focused on food handling as part of the requirement of the local government unit. Similarly, there is a need for clear regulatory-based incentives that must be adequately documented and prevalent in the concerned stakeholders, including the community. The incentive-based approaches for adopting sustainable tourism practices must have a holistic style of engagement of all stakeholders.

Only a change in decision-making processes would allow the successful promotion of sustainable tourism development effectively by establishing a mechanism in which a range of opinions can be heard and where brief, medium to long term considerations can be taken into account. This supports the study of Kiper (2013) that an ecotourism destination is supposed to involve the host community and other stakeholders in a discourse about the conservation of the environment and biodiversity of the area, where biodiversity provides them with economic benefits in return. Ejimabo (2015) also argued that leaders must be aware of what decisions to perform, considering the interest of all stakeholders is affected.

### *1.3 Extent of Resort Management Practices based on Sustainable Development Principles in terms of Environmental Safety and Risk Management*

As shown in Table 1.3, the findings revealed the extent of resort management practices in terms of environmental safety and risk management when taken as a whole, is (M=3.06, SD=0.66), which is interpreted as moderate extent, which means the resort management practices are sometimes practiced. Concerning the sub-areas, effective response procedures in emergencies in collaboration with the stakeholders has the highest mean (M=3.53, SD=0.96), which is interpreted to a great extent, which means that the resort management practices are often practiced. In contrast, the lowest mean (M=2.55, SD=0.98) is a regular review and update of risk-management systems, which is interpreted as poor extent, which means the resort management practices are seldom practiced.

The study results imply that the island report had conducted occupational health and safety training for its employees, which is mandated by the local government unit. They have emergency signages situated within the vicinity of the island resort's environment, for instance, the presence of adequate lifeguards, security personnel in response to emergencies, and boatmen have SOLAS (Safety of Life at Sea) training. However, in collaboration with the City Tourism Office, the local government unit has no existing standard monitoring scheme for the risk management frameworks in other areas, for example, an emergency plan for tourism businesses in response to natural calamities, workplace hazards, or accidents, among others.

Table 1.3  
*Extent of Resort Management Practices based on Sustainable Development Principles in terms of Environmental Safety and Risk Management*

<b>Environmental Safety and Risk Management</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Engage stakeholders for management of social impacts	2.98	0.89	ME
Engage with stakeholders for management of environmental impacts	3.19	0.93	ME
Regularly review and update risk-management systems	2.55	0.98	PE
Effective response procedures in emergencies in collaboration with the stakeholders	3.53	0.96	GE
<b>As a whole</b>	<b>3.06</b>	<b>0.66</b>	<b>ME</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

According to Amirudin et al. (2017), the most critical risks that could affect the sustainability of the resort's operations are environmental risk, business risk, and human resource risk. The right blend of risk management strategies will mitigate these risks.

While the resort's management appears to be influenced by inadequate monitoring programs, weak operating procedures, and a lackluster attitude of the workforce, quick and reasonable awareness would win the situation and anticipate the worst possible consequences. Thus, the tourism calamity hazard and risk assessment model, including appropriate disaster risk management systems, must be identified and determined urgently. The growing acceptance of risk reduction in post-disaster recovery, including hazard scenarios to predict long-term recovery issues, should be considered in tourism destinations. The desired outcome is a tourism destination that provides businesses, residents, and tourists an assurance of consistent and managed safety to safeguard against the effects of natural hazards (Ural, 2016).

*1.4 Extent of Resort Management Practices based on Sustainable Development Principles in terms of Stakeholders' Engagement*

As shown in Table 1.4, the findings revealed the extent of the resort management practices based on sustainable development principles in terms of stakeholders engagement, when taken as a whole, is (M=3.08 SD=0.65), which is interpreted as moderate extent, which means the resort management practices are sometimes practiced. Concerning the sub-areas, the report on the economic performance of the resort has the highest mean (M=3.59, SD=0.62), which is interpreted to a great extent, which means that the resort management practices are often practiced. While timely and accurate information and disclosure of performance to stakeholders obtained the lowest mean (M=2.71, SD=0.94), which is interpreted as a poor extent, resort management practices are seldom practiced.

The study results regarding the island resort's timely and accurate information and disclosure of performance to stakeholders are aligned with the limitations of the study where the Island Resort is unable to provide any financial information due to stringent rules and confidentiality during a formal discussion with their Human Resource Department. A private company is not obliged to expose financial information to the public. As private companies do not have to appeal to shareholders, there is no need or obligation to disclose their financial reports (Tarver, 2020).

Table 1.4  
*Extent of Resort Management Practices based on Sustainable Development Principles in terms of Stakeholders' Engagement*

<b>Stakeholders' Engagement</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Report on the economic performance of the resort	3.59	0.62	GE
Report on the social performance of the resort	3.10	1.09	ME
Report on the environmental performance of the resort	3.52	0.98	GE
Report on resort contribution to sustainable development	2.88	0.92	ME
Provide timely and accurate information	2.71	0.90	ME
Disclosure of performance to stakeholders	2.71	0.94	ME
<b>As a whole</b>	<b>3.08</b>	<b>0.65</b>	<b>ME</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

Though the tourism business does not disclose their economic performance to the host community, it is also their responsibility for the declaration of their financials to the concerned local government units such as the Bureau on Internal Revenue in terms of income and tax declaration (Bureau on International Revenue, 2021) and City Tourism Office in terms of tourist arrivals, tourism receipts, and occupancy rate (Department of Tourism, 2021).

According to Siti-Nabiha and Saad (2015), tourism developments are born successfully from cautious planning, including the government, industry, and community stakeholders. Waligo et al. (2013) identified the main factors for stakeholder involvement. These are information accessibility, leadership effectiveness, and the priorities for implementation. However, Marzuki et al. (2012) argued that public participation and engagement of stakeholders are challenging and that organizational and operational challenges are often encountered. Moreover, many barriers lead to the inadequate participation of stakeholders. These are mistrust among stakeholders and misconceptions. This is usually due to poor communication.

Hence, the roles of all parties concerned must be delineated, coordination is also important, and collaboration with stakeholders must be strengthened through improved and efficient communication channels. A participatory approach to early and ongoing partnerships in tourism planning and development must be adopted (Siti-Nabiha & Saad, 2015).

### *1.5 Extent of Resort Management Practices based on Sustainable Development Principles in terms of Culture and Human Rights*

As shown in Table 1.5, the findings revealed the extent of resort management practices in terms of culture and human rights when taken as a whole, is ( $M=3.97$ ,  $SD=0.66$ ), which is interpreted as great extent, which means the resort management practices are often practiced. Concerning the sub-areas, no use of forced, compulsory, or child labor has the highest mean ( $M=4.81$ ,  $SD=0.48$ ) followed by the remuneration of all employees fairly and adequate working conditions ( $M=4.31$ ,  $SD=0.80$ ), which are interpreted to a great extent, which means that the resort management practices are often practiced. While the lowest mean is constructive engagement with employees on matters of mutual concern ( $M=2.91$ ,  $SD=1.00$ ), which is interpreted as moderate extent, which means the resort management practices are sometimes practiced.

Table 1.5

*Extent of Resort Management Practices based on Sustainable Development Principles in terms of Culture and Human Rights*

<b>Culture and Human Rights</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
No use of forced, compulsory, or child labor	4.81	0.48	VGE
Remuneration of all employees fairly and adequate working conditions	4.31	0.80	VGE
Engage constructively with employees on matters of mutual concern	2.91	1.00	ME
Implement policies and practices designed to eliminate harassment and unfair discrimination	4.17	0.92	GE
Appropriate training and guidance of employees on cultural issues and human rights	3.66	1.05	GE
Fair compensation to the host community for resettlement	3.71	1.09	GE
Respect the culture of the host community	4.19	1.28	GE
<b>As a whole</b>	<b>3.97</b>	<b>0.66</b>	<b>GE</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

The results of the study imply that the island resort duly observed the guidelines stipulated by DOLE in terms of employees' salary, recruitment, and workplace conditions. However, it can be argued that the island resort may not have an adequate proper platform to raise their employees' concerns, for example, an "open door policy" at the workplace. Xie (2015) suggested a strategic approach to collaborating with various key stakeholders to enhance successful results for the resort, stressing employee engagement as a core strategy. Hence, in conjunction with Roundtable Human Rights in Tourism (2016), clear incentives, such as motivated employees, fair business dealings, and regard for the local community, are essential to creating quality tourism products.

### *1.6 Extent of Resort Management Practices based on Sustainable Development Principles in terms of Community Development*

As shown in Table 1.6, the findings revealed the extent of resort management practices in terms of community development when taken as a whole, is (M=2.84, SD=0.58), which is interpreted as moderate extent, which means the resort management practices are sometimes practiced. Concerning the sub-areas, the development of the surrounding community has the highest mean (M=3.67, SD=1.00), which is interpreted to a great extent, which means that the resort management practices are often practiced. While the lowest mean is encourage partnerships with governments and non-governmental organizations (M=2.14, SD=0.89) and systems for ongoing interaction with stakeholders and other parties affected (M=2.41, SD=0.94), which were interpreted as poor extent, which means the resort management practices are seldom practiced.

The results of the study imply that as the tourist arrivals increases in the island resort, the destination's attractiveness, infrastructure, tourism facilities, tourist products, and services are also improved. With the improvements in the island resort, the benefits of enhanced local access and infrastructure and community social facilities and services can also be created. Also, the island resort has established a partnership with the local government unit in compliance with their business operations. However, the community development programs are mainly initiated by the public sector.

Table 1.6  
*Extent of Resort Management Practices based on Sustainable Development Principles in terms of Community Development*

<b>Community Development</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Systems for ongoing interaction with stakeholders and other parties affected	2.41	0.94	PE
Development of the surrounding community	3.67	1.00	GE
Encourage partnerships with governments and non-governmental organizations	2.14	0.89	PE
Opportunities for the community to address poverty	3.14	1.00	ME
<b>As a whole</b>	<b>2.84</b>	<b>0.58</b>	<b>ME</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

The results of the study imply that as the tourist arrivals increases in the island resort, the destination's attractiveness, infrastructure, tourism facilities, tourist products, and services are also improved. With the improvements in the island resort, the benefits of enhanced local access and infrastructure and community social facilities and services can also be created. Also, the island resort has established a partnership with the local government unit in compliance with their business operations. However, the community development programs are mainly initiated by the public sector.

The results of the study are in conjunction with Choi and Murray (2010) that the tourism development in the community can bring impacts on the economic, socio-cultural, environmental, and managerial systems. This includes developing public amenities or facilities and spaces that satisfy visitors and provide their residents with the enhanced value of living. Services are also developed and funded by the government.

It is also important to note that the island resort needs to strengthen its partnerships with governments and non-governmental organizations. There must be established stakeholder management systems or processes for ongoing interaction with stakeholders and other parties affected. This is in conjunction with the study of Vogt and Jordan (2016) that planning and policies are one approach to encourage community tourism improvement. Community stakeholder groups such as governmental agencies, destination marketing organizations, residents, cultural and heritage organizations, environmental organizations, social and health organizations, tourism industry sectors, and educational organizations should be part of tourism policymaking and planning development.

Hence, coordinated action between various sectors also depends on the long-term sustainability of the travel and tourism industry. Thus, it demands that greater dialogue, cooperation, and collaborations between the public and private sectors should further grow.

*1.7 Extent of Resort Management Practices based on Sustainable Development Principles in terms of Continuous Improvement*

As shown in Table 1.7, the findings revealed the extent of resort management practices in terms of continuous improvement when taken as a whole, is (M=3.56, SD=0.75), which is interpreted as great extent, which means the resort management practices are often practiced. Concerning the sub-areas, the presence of environmental certifications (M=4.02, SD=0.96),

followed by providing health and safety training to all employees (M=4.00, SD=1.18), are interpreted to a great extent, which means that the resort management practices are often practiced. While the lowest mean is continuous improvement of aspects that may cause a significant impact on the health and safety of communities (M=2.84, SD=1.01) and which is interpreted as moderate extent, which means the resort management practices are sometimes practiced.

The results of the study imply that the management of the island resort has organized seminars and training related to health and safety for its employees. In addition, it can also be asserted that the island resort complies with and secure environmental certification from DENR. However, it can be argued that the environmental management systems of the island resort are more concentrated on its operations and that there is a need for environmental management systems to be in place for the community, especially on health and safety (Official Gazette of the Republic of the Philippines, 2013).

Table 1.7  
*Extent of Resort Management Practices based on Sustainable Development Principles in terms of Continuous Improvement*

<b>Continuous Improvement</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Continuous improvement of aspects that may cause a significant impact on the health and safety of employees	3.40	1.15	ME
Continuous improvement of aspects that may cause a significant impact on the health and safety of communities	2.84	1.01	ME
With reasonable measures to eliminate workplace injuries and diseases among employees	3.78	1.11	GE
Provide health and safety training to all employees	4.00	1.18	GE
Environmental management system to manage environmental impacts	3.36	0.95	ME
Periodic assessment of environmental impacts	3.55	1.13	GE
Presence of environmental certifications	4.02	0.96	GE
<b>As a whole</b>	<b>3.56</b>	<b>0.75</b>	<b>GE</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

The results of the study are in concurred with Kapiki (2012) that managers should recognize, track and evaluate the cost-profit factors and be able to prioritize a process of quality improvement by seeking accreditation of excellence such as eco-labels and ISO, among others. Congruent with Mariouryad et al. (2015), organizations seek to improve their services and follow management systems and standards, which have become core components. In recent years, one of the management systems noted is the Integrated Management System, a combination of quality, health, safety, and environmental management systems.

*1.8 Extent of Resort Management Practices based on Sustainable Development Principles in terms of Biodiversity and Land Use Planning*

As shown in Table 1.8, the findings revealed the extent of resort management practices in terms of biodiversity and land use planning when taken as a whole, is (M=3.50, SD=0.60),

which is interpreted as great extent, which means the resort management practices are often practiced. Concerning the sub-areas, respect for protected areas (M=4.24, SD=0.90) is interpreted to a great extent, which means that resort management practices are often practiced. While the lowest mean is the development and implementation of practices for land use planning (M=2.22, SD=0.97) and interpreted as poor extent, the resort management practices are sometimes practiced.

The island resort has implemented biodiversity guidelines regarding the evident practice of culture fishery of "dagatan" or "manlot" in designated areas or known as aquaculture zoning. However, in land use planning practices, there is a need for clear and well-established policies for the use of the plan to avoid further risk of land destruction or soil erosion due to developments in the island resort (e.g., tourist infrastructure, tourist facilities, or amenities).

Table 1.8

*Extent of Resort Management Practices based on Sustainable Development Principles in terms of Biodiversity and Land Use Planning*

<b>Continuous Improvement</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Respect the protected areas	4.24	0.90	VGE
Development and implementation of practices for biodiversity conservation	3.45	0.88	GE
Development and implementation of practices for land use planning	2.22	0.97	PE
<b>As a whole</b>	<b>3.50</b>	<b>0.60</b>	<b>GE</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

The study results are in conjunction with Bunruamkaew and Murayama (2012), revealing that development plans and the protection of natural resources need to be carried out in a way that guarantees environmental and conservation value. Local communities and shareholders should discuss concerns about ecosystem management and conservation efforts about ecosystem protection and biodiversity. Also, the government and international agencies play a crucial role in promoting and demoting every legislation, aside from local communities. Hence, there is a need for the formation of community and stakeholder engagement for the assessment of other types of land use and socio-environmental impact assessments, as residents can play an important role. If such initiatives can be implemented, subsequent forest degradation can be avoided, and the proper use of land in the protected area can be enhanced (Bunruamkaew & Murayama, 2012).

Thus, the results of the study imply that dynamic collaboration and close coordination between tourism managers and biodiversity managers would include adaptation and mitigation related to tourism and biodiversity. All management professionals on any given site, including local government departments, indigenous people and local communities, the private sector, non-governmental organizations, and other institutions, may be involved.

### *1.9 Extent of Resort Management Practices based on Sustainable Development Principles in terms of Waste Management*

As shown in Table 1.9, the findings revealed the extent of resort management practices in terms of waste management, when taken as a whole, is (M=3.30, SD=0.51) is interpreted as moderate extent, which means the resort management practices are sometimes practiced. Concerning the sub-areas, integrated management of materials throughout the resort

operations (M=3.83, SD=0.94), followed by the development of products and materials responsibly (M=4.00, SD=1.18), is interpreted to a great extent, which means that the resort management practices are often practiced. While the lowest mean is the recycling of products and materials responsibly (M=2.52, SD=1.17) and is interpreted as poor extent, which means the resort management practices are seldom practiced.

Tourism infrastructures are an important determinant for tourism development. It is physically evident that the island resort utilizes needed materials to develop tourist infrastructures and facilities. However, there is a need for responsible management processes of construction waste materials such as recycling and disposal. According to Kulkajonplun et al. (2016), building resorts and hotels in local areas will influence the environment, resulting in extreme climate change and a huge loss of biodiversity.

Table 1.9  
*Extent of Resort Management Practices based on Sustainable Development Principles in terms Waste Management*

<b>Waste Management</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Integrated management of materials throughout the resort operations	3.83	0.94	GE
Development of products and materials responsibly	3.52	0.82	GE
Use of products and materials responsibly	3.40	0.88	ME
Reuse of products and materials responsibly	2.90	1.07	ME
Recycling of products and materials responsibly	2.52	1.17	LE
Disposal of products and materials responsibly	2.67	0.96	ME
<b>As a whole</b>	<b>3.14</b>	<b>0.80</b>	<b>ME</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

The results of the study are also in conjunction with Mcdowall (2016), that destinations that are more rural or have a low number of waste management systems. According to Kimeu (2015), waste management is an overall strategy to counter waste. It mixes a range of collection and treatment methods to manage all materials in the waste stream in an environmentally practical, economically affordable, and socially acceptable way. Also, existing waste management practices positively impacted operational performance, and hotels should embrace them to improve the public image of hotels and save the environment.

Solid waste is a critical response in the industry of hospitality. Many hotel operators have a very limited concern in reducing, minimizing, and recycling waste, believing that such activities are too costly and time-consuming (Zorpas et al., 2017).

It is also recommended that the island resort be able to quantify the substantial waste reduction. They need to find ways to reduce the total volume of waste generated. Tourists need to be familiar with different waste systems to avoid inappropriate waste disposal and mitigate environmental problems such as soil pollution, GHG emissions, and groundwater pollutions (Styles et al., 2013).

**2. Extent of Tourism Impacts of Resort Management Practices as a whole**

As shown in Table 2, the findings revealed the extent of tourism impacts of resort management practices based on economic, environmental, and socio-cultural dimensions, when taken as a whole, is interpreted as moderate extent (M=3.27 SD=0.84), which means the resort management practices have an average impact. Concerning the particular areas,

economic has the highest mean (M=3.55, SD=0.73), which is interpreted to a great extent, which means the resort management practices have a high impact. While environmental obtained the lowest mean (M=3.14, SD=1.06), which is interpreted as a moderate extent, and which means the resort management practices have an average impact.

The results indicate the high impact of the island resort's total tax contribution as economic value creation to the host community. These are evident in the existence of infrastructures, such as road developments, for the benefit of the public. In return, such infrastructure development is a parameter to make the island resort accessible to tourists. Whereas, in terms of environmental impact, the results of the study imply that the development of the island resort in terms of increased tourist arrivals can lead to environmental degradation.

Table 2  
*Extent of Tourism Impacts of Resort Management Practices as a whole*

<b>Tourism Impacts</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Economic	3.55	0.73	GE
Environmental	3.14	1.06	ME
Socio-cultural	3.22	0.86	ME
<b>As a whole</b>	<b>3.27</b>	<b>0.84</b>	<b>ME</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent

Generally, the implication of the results supports the concept coined by Stahel and Ready (1976) as the "Circular Economy," which refers to the economy's vision in loops and its effect on employment creation, economic competitiveness, resource savings, and prevention of waste (The Ellen MacArthur Foundation, 2017). Based on the study of Rio-Vasquez et al. (2019), the term "Circular Economy" was devised to promote the planet's long-term sustainability. This stimulates economic development that is mindful of environmental constraints. It achieves greater productivity by converting waste into new resources while still benefiting the local economy. This corroborates with the study of Akash and Aram (2018) that the tourism industry's development should match its sustainability with the environment, population, culture, and economy.

Furthermore, Rio-Vasquez et al. (2019) contend that the economic impacts of tourism can be increased if there is the collaborative involvement of the local community. Diedrich and Aswani's (2016) research findings also stressed the need for locally appropriate planning to ensure that tourism and other types of economic growth are expected to positively impact. This is reinforced by the study of Marzo-Navarro et al. (2015) that one way to measure residents' perceptions is to use other economic indicators such as community employment, benefits for the businesses involved and the whole community, and improvements to existing infrastructure and standard of living.

In addition to the environmental impacts, tourism can contribute to developing the economy and sharing of wealth. However, tourism can also produce opposing influences in the long-term on the environment, such as destination degradation, pollution, damages on biodiversity, etc., as well as impacting on the resident communities. Thus, if there is a disparity between firm economic growth and finite natural resources, it can compromise the additional development of tourist regions. In addition, it will accordingly intimidate the sustainability of tourism (Niñerola et al., 2019). Jamaludin and Yusof (2013) also stressed that

the hospitality industry must also integrate environmental management practices into its operations to reduce its carbon footprint on the environment. Rio-Vasquez et al. (2019) mentioned in their study that the World Tourism Organization recommends assessing the environmental impact through the use of objective indicators such as engagement of tourism enterprises in mitigating climate change programs, waste and wastewater, energy and water consumption, among others. Subjective metrics, such as residents' perceptions of ecological damage, including the use of natural resources needed by residents, are also included.

### *2.1 Extent of Tourism Impacts in terms of Economic Dimension*

As shown in Table 2.1, the findings revealed the extent of tourism impacts of the island resort in terms of economic when taken as a whole, is ( $M=3.55$ ,  $SD=0.73$ ), which is interpreted as great extent, which means the resort management practices have a high impact. Concerning the sub-areas, investments in infrastructure offered especially for public benefit ( $M=3.79$ ,  $SD=0.80$ ); and proportion of expenses with local suppliers ( $M=3.79$ ,  $SD=0.97$ ) are interpreted as great extent, which means that the resort management practices have a high impact. While the lowest mean is investments in services offered, especially for public benefit ( $M=2.86$ ,  $SD=1.35$ ) and interpreted as a moderate extent, the resort management practices have an average impact.

The results of the study imply that there is a high impact on the economic value in the host community in general due to the island resort's total tax contribution. There are evident physical infrastructures that were developed for public benefit, for example, road constructions. The tourism infrastructure forms the basis of tourism development and makes a tourist destination accessible to tourists. The study results are in conjunction with Kulkajonplun et al. (2016), emphasizing that hotel operators place the utmost importance on existing expenditures, assets, revenues, value creation, and distribution of income, as it adds to the Gross Provincial Product (GPP).

However, in terms of investments in services for public benefit, the island resort is concentrated on offering their resort services for their guests only. For example, it may be recommended that the island resort provide different economic benefits incentives for the host community. For example, when host residents visit the tourism destination, they can be given different pricing policies than tourists.

Table 2.1

*Extent of Tourism Impacts in terms of Economic Dimension*

<b>Economic Dimension</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Increase of the generated economic value in the community	3.93	0.83	GE
Increase of the distributed direct economic value in the community	3.50	1.09	GE
The increased presence of policies and practices	3.36	1.28	ME
The proportion of expenses with local suppliers	3.79	0.97	GE
A higher proportion of employees hired from the local community	3.64	0.93	GE
Investments in infrastructure offered especially for public benefit	3.79	0.80	GE
Investments in services offered especially for public benefit	2.86	1.35	ME
<b>As a whole</b>	<b>3.55</b>	<b>0.73</b>	<b>GE</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

According to World Tourism Organization, sustainable island tourism policies are becoming increasingly conditional on the very widespread involvement of all stakeholders. The economic impacts of tourism cannot be increased without the local community being collaboratively involved (Rio-Vasquez et al., 2019). This is in conjunction with the study of Marzo-Navarro et al. (2015) that one way to measure residents' perceptions is to use other specific economic indicators such as community employment, benefits for the businesses involved and for the whole community, and improvements to existing infrastructure and standard of living. Hence, Diedrich and Aswani (2016) stressed the need for locally appropriate planning to ensure that tourism and other types of economic growth are expected to have a positive impact.

*2.2 Extent of Tourism Impacts in terms of Environmental Dimension*

As shown in Table 3.2, the findings reveal the extent of tourism impacts of the island resort in terms of environmental when taken as a whole, is (M=3.14, SD=1.06), which is interpreted as moderate extent, which means the resort management practices have an average impact. Concerning the sub-areas, the water conservation program for reducing water consumption (M=3.71, SD=1.33) is interpreted to a great extent, which means that the resort management practices have a high impact. While the lowest mean is increased use of recyclable products (M=2.79, SD=1.25) and which is interpreted as moderate extent, which means the resort management practices have an average impact.

Table 2.2  
*Extent of Tourism Impacts in terms of Environmental Dimension*

<b>Environmental Dimension</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Increased use of natural products	3.21	1.25	ME
Increased use of biodegradable	2.93	1.27	ME
Increased use of recyclable products	2.79	1.25	ME
Has an energy conservation program for the reduction of direct energy consumption	3.07	1.27	ME
Has an energy conservation program for the reduction of indirect energy consumption	3.14	1.29	ME
Has a water conservation program for the reduction of water consumption	3.71	1.33	GE
Increase in the percentage of land rehabilitation	3.43	1.16	GE
Implements conservation measures	2.93	1.49	ME
Implements natural risk reduction measures	3.07	1.14	ME
<b>As a whole</b>	<b>3.14</b>	<b>1.06</b>	<b>ME</b>

*Note:* ME=Moderate Extent, GE=Great Extent, VGE=Very Great Extent, PE=Poor Extent

The exponential growth of the tourism industry has led to the degradation of nature. In most cases, only economic viability is the priority of the tourism industry. The tourism industry's development should match its sustainability with the environment, population, culture, and economy (Akash & Aram, 2018). The results of the study imply that the island resort's water conservation program creates a high impact for the community in terms of awareness of water consumption, i.e., safe and clean drinking water and the existence of water sanitation facilities.

However, it can be recognized that the host community needs to gain further awareness about the use of recyclable products through recycling education. According to Jamaludin and Yusof (2013), the hospitality industry must also incorporate environmental management into its operations to lessen its ecological footprint on the environment.

*2.3 Extent of Tourism Impacts in terms of Socio-cultural Dimension*

As shown in Table 3.3, the findings reveal the extent of tourism impacts of the island resort in terms of socio-cultural when taken as a whole is (M=3.22, SD=0.86) interpreted as moderate extent, which means the resort management practices have an average impact. Concerning the sub-areas, the promotion of typical/authentic food (M=3.79, SD=1.12) is interpreted to a great extent, which means that the resort management practices have a high impact. While the lowest mean was on providing support in the community (M=2.43, SD=1.65) and interpreted as poor extent, the resort management practices have a low impact.

Table 2.3  
*Extent of Tourism Impacts in terms of Socio-cultural Dimension*

<b>Socio-cultural Dimension</b>	<b>M</b>	<b>SD</b>	<b>Interpretation</b>
Presence of occupational health and safety programs	2.93	1.00	ME
It employs and trains locals' communities where it operates	3.21	1.58	ME
Development of measures aimed at reducing cases of discrimination within the locality	3.21	1.19	ME
Has existing programs and practices to reduce the impact of resort operations on communities	3.00	1.18	ME
Reduction of conflicts related to land use	3.50	0.85	GE
Complies with norms, laws, and regulations that the tourist establishment must uphold in terms:			
• Environment	3.57	1.02	GE
• Wildlife of the country	3.50	1.02	GE
• Heritage and social guarantees of the country	3.07	1.00	ME
Has existing programs relating to the management of resort products aiming at sustainability in terms of:			
• Promotion of traditions and customs	2.71	1.33	ME
• Promotion of typical/authentic food	3.79	1.12	GE
• Promotion of handicrafts	3.07	1.14	ME
Increase of resort involvement in activities with:			
• Public sector	3.71	0.99	GE
• Private sector	3.57	1.16	GE
• Local community	3.00	1.57	ME
Provides support in the community	2.43	1.65	PE
<b>As a whole</b>	<b>3.22</b>	<b>0.86</b>	<b>ME</b>

In support of the highest mean result, the island resorts promote local seafood as part of the tourist product. This is asserted that local food products, either new, traditional, or based on a particular concept of food heritage, play a part in developing tourism destination. However, the findings of the study also indicate that the island resort needs to strengthen the promote tradition and customs of the community, aside from the promotion of typical/authentic food. The island resort provides modern amenities, facilities, and tourist activities. However, it must have a touch of traditional Filipino style in some of its areas of operation. Also, based on the results of the study, it can be argued that the community does not fully feel/perceived the extent of support of the island resort to them.

The study results are in conjunction with Ismail (2015). It is important to understand the social impacts of tourism development on the local community. It is crucial as a precondition for sustainable tourism. The perceived positive social impacts of the respondents are job opportunities, household income rise, infrastructure and public facilities improvement, and foreign language creation. Hence, it is suggested that community members be allowed to be actively engaged in the planning and management of the tourism project by providing them with the necessary information and training to make rational decisions (Eshun & Tichaawa, 2019). Also, this is in conjunction with Albu (2019) that tourism destinations must also

contribute to the development of infrastructure and the upgrading of types of services offered to the local community.

The overall findings of the study signify that sustainable management practices based on sustainable development principles are sometimes applied in the island resort. It is indicative that the island resort incorporates good management practices by incorporating sustainable initiatives that can positively influence its business operations and its external environment. However, the results of the study can also validate that there is a need for improvement in the area of community development. The results suggest that residents can play a role in the decision-making process for the development of tourism. They also want to be involved in the sharing of benefits from tourism. Thus, a tourism business must create a benefit-sharing scheme that encourages residents to experience the benefits of tourism. This conformed with the study of Vogt and Jordan (2016) that community development is also focused on encouraging the locals and offer them the expertise to advance in the tourism industry.

Moreover, the result of the study indicates that the resort management practices have an average impact in terms of economic, socio-cultural, and environmental dimensions. The overall findings infer that the environmental sustainability initiatives of the island resort need to be improved. The building of resorts and hotels in local areas can gain environmental influences that may lead to a huge loss of biodiversity and severe climate change if there are no well-established environmental management programs. The resort's environmental management must be prevalent and considered in the overall operation, leaving a large environmental footprint on the environment. Therefore, in their operations, they must promote environmental management or the principle of sustainability.

#### **D. Conclusion**

The overall findings imply that the island resort has applied good management practices by incorporating sustainable development initiatives that can positively impact its internal business operations and its external environment. Nonetheless, there is still room for improvement. Though the island resort management gave an indirect benefit by means of employment to the residents, however, the results of the study can validate that it is not to a greater extent in the area of community development. This indicates that there may be a need to develop community development programs. The results suggest that residents or the community have a vital role in the decision-making process for the development of tourism in the island resort. Furthermore, the findings infer that the environmental sustainability initiative of the island resort needs to be improved, for instance, conservation measures, energy conservation programs, recycling, and waste reduction of the island resort. The development of the island resort within the local area can have an environmental impact that may lead to biodiversity loss and contribute to climate change. Thus, this entails a need for a well-established environmental management program that must be prevalent and considered in the overall operation.

#### **References**

- [1] Akash, J. H., & Aram, I. A. (2018). Sustainability Issues of Aqua Tourism in Kerala. *Journal of Tourism Studies*, 13(2), 57–78. Atna. <https://doi.org/10.12727/ajts.20.5>
- [2] Albu, R. G. (2020). Study on the Effects of Tourism Development on the Local Community of Brasov. *Economic Sciences*, 12(61)(2), 37–42. <https://doi.org/10.31926/but.es.2019.12.61.2.5>
- [3] Alipour, H., Safaeimanesh, F., & Soosan, A. (2019). Investigating Sustainable Practices in Hotel

- Industry-from Employees' Perspective: Evidence from a Mediterranean Island. *Sustainability*, 11(23), 6556. MDPI. <https://doi.org/10.3390/su11236556>
- [4] Amirudin, N. R., Nawawi, A., & Salin, A. S. A. P. (2017). Risk Management Practices in Tourism Industry – A Case Study of Resort Management. *Management and Accounting Review*, 16(1). <https://ir.uitm.edu.my/id/eprint/30253/1/30253.pdf>
- [5] Bureau of Internal Revenue. (2021). *Income Tax*. Bir.gov.ph. <https://www.bir.gov.ph/index.php/tax-information/income-tax.html>
- [6] Bunruamkaew, K., & Murayama, Y. (2012). Land Use and Natural Resources Planning for Sustainable Ecotourism Using GIS in Surat Thani, Thailand. *Sustainability*, 4(3), 412–429. MDPI. <https://doi.org/10.3390/su4030412>
- [7] Buvaneswari, P. S., Shanthi, R., Desti, K., & Ragavan, N. (2015). Sustainable Management Practices: Trends, Issues, and Challenges. In *researchonline.jcu.edu.au* (2015th ed.). Glow Plus Publishers. <https://researchonline.jcu.edu.au/44258/>
- [8] Capistrano, R. C., & Notorio, P. A. (2020). A content analysis of the future of tourism through the presidential state of the nation address in the Philippines (1987-2019). *Journal of Tourism Futures*, (). Emerald Insight. <https://doi.org/10.1108/jtf-05-2020-0075>
- [9] Cheia, G. (2010). Research Methods in Tourism. *GEOREVIEW: Scientific Annals of Stefan Cel Mare University of Suceava. Geography Series*, 19(2), 81–94. <https://doi.org/10.4316/GEOREVIEW.2010.19.2.98>
- [10] Choi, H. C., & Murray, I. (2010). Resident attitudes toward sustainable community tourism. *Journal of Sustainable Tourism*, 18(4), 575–594. Taylor & Francis. <https://doi.org/10.1080/09669580903524852>
- [11] Department of Tourism. (2021). *DOT Corporate Site*. Beta.tourism.gov.ph. <https://beta.tourism.gov.ph/>
- [12] Diedrich, A., & Aswani, S. (2016). Exploring the potential impacts of tourism development on social and ecological change in the Solomon Islands. *Ambio*, 45(7), 808–818. <https://doi.org/10.1007/s13280-016-0781-x>
- [13] Dredge, D., & Jamal, T. (2015). Progress in tourism planning and policy: A post-structural perspective on knowledge production. *Tourism Management*, 51, 285–297. Elsevier. <https://doi.org/10.1016/j.tourman.2015.06.002>
- [14] Ejimabo, N. O. (2015). The Influence of Decision Making in Organizational Leadership and Management Activities. *Journal of Entrepreneurship & Organization Management*, 04(02). <https://doi.org/10.4172/2169-026x.1000138>
- [15] Ellen MacArthur Foundation. (2017). *The Circular Economy in Detail*. [www.ellenmacarthurfoundation.org](http://www.ellenmacarthurfoundation.org). <https://www.ellenmacarthurfoundation.org/explore/the-circular-economy-in-detail#:~:text=A%20circular%20economy%20is%20a>
- [16] Eshun, G. & Kumasi, A & Ghana, & Tichaawa, Tembi & Appiah, Divine & Dgrd, Appiah & Knust, Ghana. (2019). Towards a sustainable coastal tourism development in Ghana. *African Journal of Hospitality, Tourism and Leisure*, 8(4). <http://surl.li/tdqc>
- [17] Global Reporting Initiative. (2019). *GRI Standards*. Global Reporting Organization. <https://www.globalreporting.org/standards>
- [18] Igbinkhase, I. (2017). Responsible and Sustainable Management Practices in Developing and Developed Business Environments. *Collective Creativity for Responsible and Sustainable Business Practice*, 180–207. IGI Global. <https://doi.org/10.4018/978-1-5225-1823-5.ch010>
- [19] Ismail, S. (2015). *Social Impacts of Tourism Development on Local Community in Mukim Kedawang, Langkawi Island*. ASEAN Research Repository; Universiti Sains Malaysia, Malaysia. <http://eprints.usm.my/31552/>
- [20] Jamaludin, M., & Yusof, Z. B. (2013). Best Practice of Green Island Resorts. *Procedia - Social and Behavioral Sciences*, 105, 20–29. Elsevier. <https://doi.org/10.1016/j.sbspro.2013.11.003>
- [21] Kapiki, S. (2012). Quality Management in Tourism and Hospitality: An Exploratory Study among Tourism Stakeholders. *International Journal of Economic Practices and Theories*, 2(2).

- SSRN. <https://ssrn.com/abstract=2150570>
- [22] Kim, K. B. (2013). The perceived role of key stakeholders' involvement in sustainable tourism development. *The University of Nottingham*. <http://eprints.nottingham.ac.uk/14389/1/601806.pdf>
- [23] Kimeu, D. M. (2015). Effect of waste management practices on the operational performance of hotels in Mombasa county, Kenya. *University of Nairobi*. <http://surl.li/tdps>
- [24] Kiper, T. (2013). Role of Ecotourism in Sustainable Development. *Advances in Landscape Architecture*. IntechOpen. <https://doi.org/10.5772/55749>
- [25] Kulkajonplun, K., Angkasith, V., & Rithmanee, D. (2016). The Development of a Sustainable Resort and Indicators. *Procedia CIRP*, 40, 191–196. Science Direct. <https://doi.org/10.1016/j.procir.2016.01.099>
- [26] Mariouryad, P. (2015). Study of the Continuous Improvement Trend for Health, Safety, and Environmental Indicators, after Establishment of Integrated Management System (IMS) in a Pharmaceutical Industry in Iran. *Journal of Clinical and Diagnostic Research*, 9(10). <https://doi.org/10.7860/jcdr/2015/16160.6700>
- [27] Marzo-Navarro, M., Pedraja-Iglesias, M., & Vinzón, L. (2015). Sustainability indicators of rural tourism from the perspective of the residents. *Tourism Geographies*, 17(4), 586–602. Taylor & Francis. <https://doi.org/10.1080/14616688.2015.1062909>
- [28] Marzuki, A., Hay, I., & James, J. (2012). Public participation shortcomings in tourism planning: the case of the Langkawi Islands, Malaysia. *Journal of Sustainable Tourism*, 20(4), 585–602. Taylor & Francis. <https://doi.org/10.1080/09669582.2011.638384>
- [29] Mcdowall, J. (2016, August 22). *Managing waste in tourist cities*. Resource Magazine. <https://resource.co/article/managing-waste-tourist-cities-11319>
- [30] Mustapha, M., & Wahidin Awang, K. (2018). Sustainability of a beach resort: A case study. *International Journal of Engineering & Technology*, 7(2.29), 210. Science Publishing Corporation Publisher of International Academic Journals. <https://doi.org/10.14419/ijet.v7i2.29.13319>
- [31] Nicavera, E. P. (2018, April 11). *DOT to Negros Occidental Resorts: Promote sustainable Tourism*. Sunstar. <https://www.sunstar.com.ph/article/1504693>
- [32] Niñerola, A., Sánchez-Rebull, M.-V., & Hernández-Lara, A.-B. (2019). Tourism Research on Sustainability: A Bibliometric Analysis. *Sustainability*, 11(5), 1377. MDPI. <https://doi.org/10.3390/su11051377>
- [33] Official Gazette of the Republic of the Philippines. (2013, February 4). *DENR, DOT team up for sustainable tourism | GOVPH*. Official Gazette of the Republic of the Philippines. <https://www.officialgazette.gov.ph/2013/02/04/denr-dot-team-up-for-sustainable-tourism/>
- [34] Pramudianto, A. (2018). ASEAN Commitment to Sustainable Development in the Regional International Environmental Law Perspective. *International Relations and Diplomacy*, 6(3). David Publishing Company. <https://doi.org/10.17265/2328-2134/2018.03.003>
- [35] Qian, J., Shen, H., & Law, R. (2018). Research in Sustainable Tourism: A Longitudinal Study of Articles between 2008 and 2017. *Sustainability*, 10(3), 590. MDPI. <https://doi.org/10.3390/su10030590>
- [36] Río-Vázquez, M.-E. S. del, Rodríguez-Rad, C., & Revilla-Camacho, M.-Á. (2019). Relevance of Social, Economic, and Environmental Impacts on Residents' Satisfaction with the Public Administration of Tourism. *Sustainability*, 11(22), 6380. MDPI. <https://doi.org/10.3390/su11226380>
- [37] Roundtable Human Rights in Tourism. (2016). *Implementation Guidelines*. www.humanrights-in-tourism.net. <https://www.humanrights-in-tourism.net/implementation-guidelines>
- [38] Sharpley, R. (2014). Host perceptions of tourism: A review of the research. *Tourism Management*, 42, 37–49. Elsevier. <https://doi.org/10.1016/j.tourman.2013.10.007>
- [39] Siti-Nabiha, A. K., & Saad, N. (2017). Tourism planning and stakeholders' engagements: the case of Penang Island. *Problems and Perspectives in Management*, 269–276. Research Gate.

- <http://surl.li/tdpx>
- [40] Styles, D., Schönberger, H., & Galvez Martos, J. (2017). *Best Environmental Management Practice in the Tourism Sector*. European Union.  
<https://ec.europa.eu/environment/emas/takeagreenstep/pdf/BEMP-6-FINAL.pdf>
- [41] Tarver, E. (2020). *Is a Private Company Required to Disclose Financial Information to the Public?* Investopedia. <http://surl.li/tdpz>
- [42] Tourism Concern, & Department for International Development. (2014). *Why the tourism industry needs to take a human rights approach: The business case*. Tourism Concern.  
<http://surl.li/tdqb>
- [43] Tresidder, R., & Deakin, E. L. (2019). Historic buildings and the creation of experience scrapes: looking to the past for future success. *Journal of Tourism Futures*, (). Emerald.  
<https://doi.org/10.1108/jtf-04-2019-0034>
- [44] Ural, M. (2016). Risk management for sustainable tourism. *European Journal of Tourism, Hospitality, and Recreation*, 7(1), 63–71. Sciendo. <https://doi.org/10.1515/ejthr-2016-0007>
- [45] Vogt, C. A., & Jordan, E. J. (2014). Community development, tourism. *Encyclopedia of Tourism*, 1–4. Research Gate. [https://doi.org/10.1007/978-3-319-01669-6\\_498-1](https://doi.org/10.1007/978-3-319-01669-6_498-1)
- [46] Waligo, V. M., Clarke, J., & Hawkins, R. (2013). Implementing sustainable tourism: A multi-stakeholder involvement management framework. *Tourism Management*, 36, 342–353. Elsevier. <https://doi.org/10.1016/j.tourman.2012.10.008>
- [47] Weaver, D., Davidson, M. C. G., Lawton, L., Patiar, A., Reid, S., & Johnston, N. (2013). Awarding Sustainable Asia-Pacific Hotel Practices: Rewarding Innovative Practices or Open Rhetoric? *Tourism Recreation Research*, 38(1), 15–28. Taylor & Francis.  
<https://doi.org/10.1080/02508281.2013.11081726>
- [48] Xie, G. (2015). Developing a Sustainable Resort: A Case Study of a Family Resort in Central Ontario, Canada. *Digital Collections - Trent University*.  
<http://digitalcollections.trentu.ca/islandora/object/etd:524/datastream/PDF/view>
- [49] Yu, S. B. (2020). *Paraisong Nawala: Exploring Sustainable Ecotourism in the Philippines*. Environmental Studies Commons.  
[https://scholarship.claremont.edu/cgi/viewcontent.cgi?article=2524&context=scripps\\_theses](https://scholarship.claremont.edu/cgi/viewcontent.cgi?article=2524&context=scripps_theses)
- [50] Zolfani, S. H., Sedaghat, M., Maknoon, R., & Zavadskas, E. K. (2015). Sustainable tourism: a comprehensive literature review on frameworks and applications. *Economic Research-Ekonomska Istraživanja*, 28(1), 1–30. Taylor and Francis.  
<https://doi.org/10.1080/1331677x.2014.995895>
- [51] Zorpas, A. A., Voukkali, I., & Loizia, P. (2014). The impact of the tourist sector on waste management plans. *Desalination and Water Treatment*, 56(5), 1141–1149. Taylor & Francis.  
<https://doi.org/10.1080/19443994.2014.934721>