

Compliance with Occupational Safety and Health Hazard Control among Hotels in Relation to Customer Satisfaction and Safety

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ABSTRACT

This study examined the level of Occupational Safety and Health (OSH) hazard control compliance among hotels and its relationship with customer satisfaction and customer safety. A total of 14 hotel managers and 28 hotel guests from selected Host Training Establishments in Iloilo City and Boracay Island, Malay, Aklan participated in the study. The study utilized a standardized OSH questionnaire adopted from Focbit (2025) and a service quality checklist to assess OSH compliance and customer perceptions. Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to describe the data, while inferential statistics such as the independent samples t-test, one-way analysis of variance (ANOVA), and Pearson Product-Moment Correlation Coefficient were applied at a 0.05 level of significance. To ensure consistency in the level of analysis, guest responses were aggregated per hotel to obtain mean scores for customer satisfaction and customer safety, allowing all variables used in the correlational analysis to be examined at the hotel level. Findings revealed that hotels consistently demonstrated a high level of Occupational Safety and Health (OSH) hazard control compliance across hotel classification, years of operation, and number of employees. Similarly, customer satisfaction and customer safety were rated highly by guests, with only slight variations observed across sex and length of stay. However, inferential analysis showed no significant differences in OSH compliance among hotel groupings, nor in customer satisfaction and safety across demographic variables. Furthermore, no significant relationship was found between OSH hazard control compliance and customer satisfaction or customer safety. The results suggest that while OSH compliance is strongly implemented across the participating hotels, it does not directly influence customer satisfaction and perceived safety. This implies that guest experiences are more likely shaped by visible service quality factors rather than internal compliance systems. The study underscores the importance of sustaining strong OSH practices while simultaneously enhancing service quality dimensions to improve overall guest experience and satisfaction.

Keywords: Occupational Safety and Health, Hazard Control, Hotel Compliance, Customer Satisfaction, Safety

INTRODUCTION

Occupational Safety and Health (OSH) is widely recognized as a critical pillar of operational excellence and organizational sustainability, particularly within the service-intensive hospitality industry. Hotel employees are routinely exposed to a complex array of workplace hazards, ranging from physical risks associated with slips, trips, and heavy lifting, to chemical exposure from cleaning agents, and ergonomic strain from strenuous and repetitive housekeeping routines (Chan et al., 2021; Meliá et al., 2020). The dynamic and service-driven nature of hotel work necessitates systematic and rigorous safety protocols to mitigate risks, which are compounded by potential biological, physical, and environmental hazards (Han et al., 2021). The pervasive risk profile underscores the International Labour Organization's (ILO, 2023) warning that inadequate OSH practices lead directly to injuries, illnesses, productivity losses, and escalated operational costs.

In the Philippine context, the implementation and verification of OSH standards are paramount, given the country's reliance on tourism as a major economic driver. Iloilo City and Boracay Island represent key tourism hubs, hosting numerous establishments that function as Host Training Environments (HTEs) for students, making the safety culture of these establishments an important matter for public health and educational continuity. While Occupational Safety and Health primarily protects employees from workplace hazards, its

implementation likewise contributes to the overall service environment experienced by hotel guests. Safe facilities, proper housekeeping procedures, emergency preparedness, and sanitation practices enhance customers' perception of safety, confidence, and service quality. Consequently, effective OSH compliance may indirectly influence customer satisfaction through improved operational efficiency and service delivery. This conceptual relationship provides the basis for examining whether compliance with OSH hazard control is associated with customer satisfaction and customer safety. However, the mechanisms linking technical safety adherence to a guest's subjective experience remain nuanced. This study, therefore, was designed to investigate the adherence levels of Philippine hotels—varying in star rating, size, and age—to OSH hazard control measures, and to empirically test the hypothesized relationship between this objective compliance and customers' perceived satisfaction and safety. The findings specifically explore the extent to which technical safety standards, often non-visible to the guest, truly impact customer perceptions, addressing a significant gap in service quality research.

In light of these gaps, this study aims to determine the level of OSH hazard control compliance among selected hotels and examine its relationship with customer satisfaction and perceived safety. By focusing on establishments that function both as commercial tourism enterprises and as HTE partners for academic institutions, the study situates OSH compliance within a dual operational and educational context. The significance of this study lies in its contribution to understanding how safety practices are implemented in Philippine hotels and how these practices relate to guest perceptions in two of the country's key tourism destinations. More broadly, the findings aim to support ongoing efforts to enhance hotel safety culture in the Philippines, strengthen service delivery, and contribute to the sustainability of the hospitality sector amid increasing local and global expectations for safe, dependable, and high-quality accommodations.

Research Objectives

This study will be conducted to find out the compliance with occupational safety and health hazard control among hotels as related to customer satisfaction and safety.

Specifically, it seeks to answer the following questions:

1. What is the level of Occupational Safety and Health (OSH) hazard control compliance among the participating hotels as assessed by hotel managers when they are classified according to:
 - a. classification of hotel
 - b. years in operation
 - c. number of employees?
2. What is the level of customer satisfaction among the participating hotels as assessed by hotel guests?
3. What is the level of customer safety among the participating hotels as assessed by hotel guests?
4. Are there significant differences in the level of OSH hazard control compliance among hotels as assessed by managers when they are classified according to:
 - a. classification of hotel
 - b. years in operation
 - c. number of employees?
5. Are there significant differences in the level of customer satisfaction and customer safety as assessed by hotel guests when they are grouped according to:
 - a. sex

b. length of stay?

6. Is there a significant relationship between the level of Occupational Safety and Health (OSH) hazard control compliance and:

a. customer satisfaction?

b. customer safety?

LITERATURE REVIEW

Occupational Safety and Health in the Hotel Industry

The hospitality sector, particularly hotels, presents a unique and diverse set of occupational hazards due to the variety of tasks and job roles, ranging from housekeeping and food service to maintenance and front desk operations (Samir, 2021; Kılıç & Selvi, 2009). The hotel workforce is exposed to a significant number of hazards, fundamentally categorized as physical, chemical, ergonomic, and psychological risks (Samir, 2021). Physical hazards are frequent, encompassing common issues like slips, trips, and falls—especially prevalent in high-traffic areas like kitchens and bathrooms—along with the risk of burns and scalds from hot equipment, fire hazards, and electrical risks (SafetyCulture, n.d.). Chemical exposure is also a major concern, particularly in housekeeping and laundry departments where staff frequently handle cleaning agents and disinfectants (Kılıç & Selvi, 2009; Samir, 2021). Furthermore, ergonomic hazards, such as musculoskeletal disorders, arise from repetitive actions and manual handling activities, including lifting luggage, pushing carts, and the physical demands of bed-making (Samir, 2021). Beyond these immediate physical risks, workers also face psychological and security hazards, including the stress of shift work, potential workplace violence, and conflict with the public, often compounded by low pay and job insecurity (Samir, 2021). Injuries are not distributed evenly; a significant portion, particularly among housekeepers, occurs within the first two years of employment, with falls, slips, and trips being the main preventable causes (Samir, 2021). Moreover, studies indicate that frontline service workers (FLSWs) in high-risk jobs are often members of vulnerable groups, such as immigrant and low-wage workers, leading to documented disparities in OSH outcomes (Rosemberg et al., as cited in Phetvaroon et al., 2024).

Hazard Control and OSH Compliance Standards

Effective management of OSH risks is crucial for mitigating injuries and illnesses, and this is systematically achieved through established standards and robust management systems. A fundamental requirement for risk reduction is carrying out a risk assessment to systematically identify, evaluate, and control hazards. Successful control measures integrate both engineering and organizational solutions (Samir, 2021). Engineering controls focus on modifying the physical environment, such as installing proper lighting and non-slip flooring, while organizational controls involve establishing a safe work culture through clear policies, regular training, safe work procedures, and providing appropriate Personal Protective Equipment (PPE) (Samir, 2021; Amenitiz, n.d.; SafetyCulture, n.d.). Hotels must adhere to national and international regulations, such as OSHA's general industry regulations (ADA Cosmetics, n.d.). The implementation of a formal Occupational Safety and Health Management System (OSHMS), such as the internationally recognized ISO 45001:2018 standard, provides a comprehensive and efficient framework for continual OSH performance improvement (Vesna et al., 2022). Key practices for demonstrating OSH commitment include establishing a written policy and program, providing regular staff training on emergency procedures and ergonomic lifting techniques, and conducting routine audits and performance checks to ensure consistent compliance (ADA Cosmetics, n.d.; Amenitiz, n.d.).

Customer Satisfaction in Hospitality

Customer satisfaction is a primary and strategic metric for success in the service industry, and it is intrinsically influenced by the perceived quality of service and the hotel environment (Al-Dhaafri & Al-Swidi, 2023; Padma & Ramachandran, as cited in Phetvaroon et al., 2021). Factors strongly influencing customer perception and satisfaction include the hotel's service quality, value proposition, and, significantly, the overall cleanliness and

physical environment (Padma & Ramachandran, as cited in Phetvaroon et al., 2021). Delivering consistently high-quality service is crucial for maintaining a competitive edge. Research confirms that dimensions of service quality, such as staff responsiveness, have a direct and positive correlation with customer satisfaction (Al-Dhaafri & Al-Swidi, 2023). Therefore, maintaining high operational standards is inseparable from achieving positive guest outcomes.

Safety Perceptions and Guest Experiences

Hotel safety and security protocols are not merely operational necessities; they directly and profoundly influence the guests' perceived quality and overall experience. Health and safety are considered cornerstones of successful hotel operations, forming an "invisible framework" that fundamentally supports guest satisfaction and the hotel's reputation (ADA Cosmetics, n.d.). When guests observe or perceive that a hotel prioritizes sanitation, fire safety, and well-maintained facilities, it conveys a deep respect for their health and comfort. Research suggests that safety and hospitality are conceptually linked (Cabrera et al., 2022). Security can be viewed not only as "negative" (protection from harm) but also as "positive," which involves creating a "safe-haven" of care and connectedness (Cabrera et al., 2022). These positive security measures, such as providing clear safety signage, well-trained staff, and accessible accommodations, directly contribute to a positive and frictionless guest experience (ADA Cosmetics, n.d.). Empirical studies have found a significant correlation among core hotel attributes, safety and security measures, and customer satisfaction, indicating that a higher perceived assessment of safety and security translates to higher overall customer satisfaction (Phetvaroon et al., 2021).

Relationship Between OSH Compliance and Customer Satisfaction

A strong, interdependent relationship exists between robust internal OSH compliance and external customer satisfaction, though this link is often indirect and mediated by employee outcomes. A safe and healthy working environment contributes significantly to the well-being, morale, and productivity of employees (Kılıç & Selvi, 2009; Phetvaroon et al., 2024). Consequently, an employee suffering from low job satisfaction, often a result of poor OSH conditions, is unlikely to provide the satisfactory service demanded by customers in the hospitality sector (Kılıç & Selvi, 2009). Therefore, effective OSH practices are crucial for fostering positive employee performance and satisfaction, which ultimately contributes to a higher-quality service experience for the guest (Nindita et al., 2024). This relationship is conceptually supported by the principle of "No Safety, No Quality," suggesting that high quality, and by extension, high customer satisfaction, cannot be sustained without first achieving fundamental safety (Al-Dhaafri & Al-Swidi, 2023). From an organizational perspective, neglecting OSH generates direct and indirect costs, while creating a safe work environment reduces these costs, leading to a competitive advantage that can be reinvested into enhancing guest services (Phetvaroon et al., 2024). Applying a systems perspective to OSH emphasizes that decisions made across all management levels influence OSH outcomes, ensuring prevention and protection for workers, which ultimately results in a more stable and high-quality service system for the customer (Goh & Ling, 2024).

Synthesis of the Reviewed Literature

The reviewed literature consistently demonstrates that the hotel industry is characterized by diverse occupational hazards that expose employees to physical, chemical, ergonomic, and psychosocial risks. Studies by Samir (2021), Kılıç and Selvi (2009), and Phetvaroon et al. (2024) collectively emphasize that these hazards are inherent in hotel operations due to the nature of hospitality work, particularly among housekeeping, food service, maintenance, and other frontline personnel. These findings establish occupational safety and health (OSH) as a fundamental organizational concern that requires systematic management rather than isolated safety initiatives.

The literature further indicates that effective hazard control depends on the implementation of comprehensive OSH management practices. Across the reviewed studies, there is consensus that risk assessment, engineering controls, administrative controls, employee training, provision of personal protective equipment, and compliance with recognized standards such as ISO 45001 contribute significantly to reducing workplace accidents and promoting a culture of safety. Collectively, these studies suggest that successful OSH implementation requires organizational commitment, continuous monitoring, and adherence to established safety policies and regulations.

Similarly, the reviewed literature consistently identifies customer satisfaction as a key indicator of organizational performance in the hospitality industry. The studies agree that customer satisfaction is influenced not only by service quality but also by the hotel's physical environment, cleanliness, responsiveness of employees, and overall operational standards. Moreover, guests' perceptions of safety and security emerge as important determinants of their overall experience. Hotels that visibly implement effective safety and security measures foster greater trust, comfort, and confidence among guests, thereby enhancing customer satisfaction and strengthening organizational reputation.

More importantly, the reviewed studies collectively establish a strong relationship between OSH compliance and customer satisfaction. While this relationship is often indirect, the literature consistently demonstrates that effective OSH practices improve employee well-being, job satisfaction, motivation, and productivity. These positive employee outcomes contribute to improved service quality, which subsequently enhances guests' experiences and overall satisfaction. In this regard, employees serve as the critical link through which workplace safety influences customer perceptions and organizational performance.

Despite the substantial body of literature supporting the importance of OSH and customer satisfaction, the review also reveals an important research gap. Most existing studies examine occupational safety and health compliance or customer satisfaction as separate constructs, while relatively few directly investigate the extent to which OSH compliance influences customer satisfaction within hotel establishments. Furthermore, limited empirical studies have quantitatively examined this relationship in local hospitality settings. This gap provides the rationale for the present study, which seeks to determine the relationship between occupational safety and health compliance and customer satisfaction among accredited hotels in Iloilo Province. By addressing this gap, the study aims to contribute empirical evidence that can support hotel managers and policymakers in integrating workplace safety initiatives with service quality improvement strategies.

METHODOLOGY

Research Design

This study employed a descriptive-correlational research design to determine the level of Occupational Safety and Health (OSH) hazard control compliance among selected hotels and examine its relationship with customer satisfaction and customer safety. The descriptive component was used to assess the existing levels of OSH compliance, customer satisfaction, and customer safety, while the correlational component determined the relationships among these variables without manipulation of conditions. This design is appropriate for describing existing phenomena and examining relationships among naturally occurring variables (Creswell & Creswell, 2020).

Respondents of the Study

The study involved respondents from 14 accredited Host Training Establishments (HTEs) of the university. One hotel manager from each participating hotel evaluated the level of Occupational Safety and Health (OSH) hazard control compliance. In addition, hotel guests who had actual experience with hotel services assessed customer satisfaction and customer safety.

Guest responses were aggregated per hotel to obtain mean scores for customer satisfaction and customer safety, ensuring that all variables used in the correlational analysis were at the hotel level.

Sampling Technique and Sample Size Determination

Purposive sampling was employed in selecting both hotels and respondents based on their relevance to the objectives of the study. All accredited HTEs of the university that met the inclusion criteria during the data collection period were included in the study.

To qualify, hotels must be accredited training partners of the university, actively accepting student interns, and willing to participate in the study. Hotel managers were selected based on their direct responsibility for hotel operations and OSH implementation, while guests were selected based on their actual experience with hotel

services during their stay.

Instrumentation

Data were gathered using a standardized Occupational Safety and Health (OSH) questionnaire adopted from Focbit (2025) and a service quality checklist designed to measure customer satisfaction and customer safety. The OSH questionnaire was used to assess the level of Occupational Safety and Health hazard control compliance in hotels, while the service quality checklist captured guests' perceptions of satisfaction and safety based on their actual hotel experience.

The instrument consisted of structured indicators covering key dimensions of OSH hazard control compliance, customer satisfaction, and customer safety aligned with the study's conceptual framework. Each item was rated using a Likert scale to quantify respondents' assessments.

Content validity of the instrument was ensured through expert review by specialists in hospitality management, occupational safety and health, and research methodology. Their suggestions on clarity, relevance, and alignment with the study objectives were incorporated into the final version of the instrument.

Prior to the actual data collection, the instrument was pilot-tested among respondents with similar characteristics to the target participants but who were not included in the final sample. Reliability testing using Cronbach's Alpha yielded a coefficient of 0.995, indicating excellent internal consistency.

Ethical Considerations

Ethical approval was secured prior to data collection. Permission was obtained from the university and participating hotel establishments.

All respondents were informed of the study's purpose, procedures, and significance. Participation was voluntary, and informed consent was obtained. Respondents were assured of their right to withdraw at any time without penalty.

Confidentiality and anonymity were strictly maintained. No identifying information was included in the dataset, and all collected data were used solely for academic purposes and securely stored.

Data Analysis

The collected data were coded, tabulated, and analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency and percentage were used to describe the profile of hotels and respondents. The mean and standard deviation were employed to determine the level of Occupational Safety and Health (OSH) hazard control compliance, customer satisfaction, and customer safety.

To determine significant differences in customer satisfaction and customer safety when respondents were grouped according to sex (male and female), the Independent Samples t-test was used. One-Way Analysis of Variance (ANOVA) was utilized to determine significant differences in OSH hazard control compliance when hotels were classified according to hotel classification, years in operation, and number of employees. The same test was applied to determine significant differences in customer satisfaction and customer safety when respondents were grouped according to length of stay, particularly when the grouping consisted of three or more categories. When only two categories were present, the Independent Samples t-test was used as an alternative.

The Pearson Product-Moment Correlation Coefficient (r) was used to determine the relationship between Occupational Safety and Health (OSH) hazard control compliance and customer satisfaction, as well as between OSH compliance and customer safety. Prior to correlation analysis, guest responses were aggregated per hotel to obtain mean scores for customer satisfaction and customer safety, ensuring consistency at the hotel level of analysis. Assumptions of normality, linearity, and homoscedasticity were assessed; when these assumptions were violated, the Spearman Rank Correlation Coefficient (ρ) was used as the non-parametric alternative.

All statistical tests were conducted at the 0.05 level of significance.

Table 1 The response was interpreted using the following scale:

Scale	Range	Interpretation
5	4.21–5.00	Excellent
4	3.41–4.20	Very Satisfactory
3	2.61–3.40	Satisfactory
2	1.81–2.60	Unsatisfactory
1	1.00–1.80	Poor

RESULTS AND DISCUSSIONS

Level of Occupational Safety and Health (OSH) Hazard Control Compliance Among Hotels as Assessed by Managers When Classified According to Hotel Characteristics

The level of Occupational Safety and Health (OSH) hazard control compliance among the participating hotels was consistently rated as **excellent across all classifications**. As presented in Table 2, 5-star hotels obtained a mean score of 5.00, while 3–4-star hotels obtained a slightly lower but still excellent rating ($M = 4.99$, $SD = 0.19$). In terms of number of employees, hotels with 50 employees and below achieved a perfect mean score of 5.00, while those with more than 50 employees obtained a mean of 4.99 ($SD = 0.26$), both interpreted as excellent. Similarly, when grouped according to years in operation, hotels operating for 10 years and below ($M = 4.99$, $SD = 0.17$) and those operating for more than 10 years ($M = 4.99$, $SD = 0.16$) both demonstrated excellent OSH compliance.

Overall, the results indicate that OSH hazard control practices are highly institutionalized across hotels regardless of classification, size, or operational age, suggesting standardized compliance with occupational safety requirements.

Table 2. Level of OSH Hazard Control Compliance Among Hotels

Category	M	SD	Interpretation
A. Hotel Classification			
5 Stars	5.00	0.00	Excellent
3–4 Stars	4.99	0.19	Excellent
B. Number of Employees			
50 and below	5.00	0.00	Excellent
More than 50	4.99	0.26	Excellent
C. Years in Operation			
10 years and below	4.99	0.17	Excellent
More than 10 years	4.99	0.16	Excellent

Legend: 4.21–5.00 (Excellent); 3.41–4.20 (Very Satisfactory); 2.61–3.40 (Satisfactory); 1.81–2.60 (Unsatisfactory); 1.00–1.80 (Poor)

Level of Customer Satisfaction and Customer Safety Among Hotels as Assessed by Guests

Table 3 presents the level of customer satisfaction and customer safety among hotels as assessed by guests. Overall, results indicate that guests reported **excellent levels of satisfaction and perceived safety** across all categories.

When grouped according to sex, female respondents reported slightly higher ratings ($M = 4.58$, $SD = 0.29$) compared to male respondents ($M = 4.44$, $SD = 0.65$), although both were interpreted as excellent. In terms of length of stay, guests who stayed for 1 week reported the highest ratings ($M = 4.93$, $SD = 0.09$), followed by those who stayed for 2 days ($M = 4.56$, $SD = 0.27$) and 3 days ($M = 4.54$, $SD = 0.39$). Guests staying for more than one week reported comparatively lower satisfaction and safety ($M = 3.89$, $SD = 1.25$), interpreted as very satisfactory.

These findings suggest that while overall customer experience remains positive, extended stays may slightly reduce perceived satisfaction and safety, possibly due to increased exposure to service inconsistencies over time.

Table 3. Level of Customer Satisfaction and Safety Among Hotels

Category	M	SD	Interpretation
A. Sex			
Female	4.58	0.29	Excellent
Male	4.44	0.65	Excellent
B. Length of Stay			
2 days	4.56	0.27	Excellent
3 days	4.54	0.39	Excellent
1 week	4.93	0.09	Excellent
More than 1 week	3.89	1.25	Very Satisfactory

Legend: 4.21–5.00 (Excellent); 3.41–4.20 (Very Satisfactory); 2.61–3.40 (Satisfactory); 1.81–2.60 (Unsatisfactory); 1.00–1.80 (Poor)

Differences in OSH Hazard Control Compliance Among Hotels

Table 4 shows that there were **no significant differences** in OSH hazard control compliance when hotels were classified according to hotel classification ($t = 0.919$, $p = 0.376$), years in operation ($t = 0.045$, $p = 0.965$), and number of employees ($t = 0.581$, $p = 0.572$). Since all p-values were greater than 0.05, the null hypothesis was accepted.

This indicates that OSH compliance is consistently implemented across hotels regardless of their classification, operational duration, or workforce size, suggesting standardized adherence to occupational safety policies.

Table 4. Differences in OSH Compliance Among Hotels

Variable	Category	N	M	t	p-value	Interpretation
Hotel Classification	5 stars	4	5.00	0.919	0.376	Not significant

	3–4 stars	10	4.99			
Years in Operation	≤10 years	8	4.99	0.045	0.965	Not significant
	>10 years	6	4.99			
Employees	≤50	2	5.00	0.581	0.572	Not significant
	>50	12	4.99			

Differences in Customer Satisfaction and Customer Safety

Sex

An independent samples t-test revealed no significant difference in customer satisfaction and safety between female and male respondents ($t = 0.78$, $p = 0.442$). Both groups reported high and comparable levels of satisfaction and perceived safety.

Length of Stay

One-way ANOVA results showed no significant difference in customer satisfaction and safety across length of stay categories ($F = 2.645$, $p = 0.072$). Although slight variations were observed, these were not statistically significant.

Table 5. Differences in Customer Satisfaction and Safety by Sex

Sex	N	M	t	p-value	Interpretation
Female	20	4.58	0.78	0.442	Not significant
Male	8	4.44			

Table 6. Differences in Customer Satisfaction and Safety by Length of Stay

Source of Variation	SS	df	MS	F	p-value	Interpretation
Between Groups	1.166	3	0.389	2.645	0.072	Not significant
Within Groups	3.526	24	0.147			
Total	4.691	27				

Relationship Between OSH Hazard Control Compliance and Customer Satisfaction and Safety

Pearson correlation analysis revealed no significant relationship between Occupational Safety and Health (OSH) hazard control compliance and customer satisfaction ($r = 0.027$, $p = 0.927$), as well as between OSH compliance and customer safety ($r = 0.041$, $p = 0.884$). This indicates that higher levels of OSH compliance do not necessarily translate to higher customer satisfaction or perceived safety.

The findings suggest that customer perceptions may be more strongly influenced by visible service quality indicators, such as cleanliness, staff interaction, and service delivery, rather than internal compliance mechanisms.

Table 7. Relationship Between OSH Compliance and Customer Outcomes

Variables	r	p-value	Interpretation
OSH Compliance vs Customer Satisfaction	0.027	0.927	Not significant (negligible correlation)
OSH Compliance vs Customer Safety	0.041	0.884	Not significant (negligible correlation)

CONCLUSIONS

Based on the findings of the study, it can be concluded that the participating hotels demonstrate a consistently high level of Occupational Safety and Health (OSH) hazard control compliance across all classifications, sizes, and years of operation. This indicates that OSH standards are well implemented and institutionalized within the hotel establishments. In addition, customers reported high levels of satisfaction and perceived safety across the participating hotels, suggesting that service delivery and operational practices are effectively maintained.

The study further concludes that customer satisfaction and safety perceptions do not significantly differ when respondents are grouped according to sex and length of stay, indicating a generally uniform service experience among guests regardless of their demographic characteristics or duration of stay. Moreover, there is no significant relationship between OSH hazard control compliance and customer satisfaction or customer safety. This implies that internal OSH compliance, while essential for ensuring workplace safety and operational effectiveness, does not directly influence customer perceptions within the context of this study. Overall, OSH compliance and customer satisfaction function as separate but equally important components of hotel management, with OSH primarily supporting internal safety systems and customer satisfaction being more strongly associated with visible service quality factors.

RECOMMENDATIONS

Based on the conclusions of the study, it is recommended that hotel establishments continue to strengthen and sustain their Occupational Safety and Health (OSH) hazard control systems in accordance with RA 11058 and DOLE Department Order No. 198-18. Regular safety audits, continuous employee training, and proactive hazard reporting should be maintained to ensure a strong and sustainable safety culture within hotel operations.

Although OSH compliance was found not to directly influence customer satisfaction and safety, hotels are encouraged to make their safety practices more visible to guests. This may be achieved by displaying safety certifications, providing clear and accessible emergency instructions, and ensuring that staff consistently demonstrate awareness and competence in safety-related procedures during guest interactions. In addition, hotels should further enhance key service quality dimensions such as responsiveness, courtesy, communication, and efficiency, as these factors more directly influence customer satisfaction and perceived safety. Continuous staff development and customer service training are therefore strongly recommended.

As Host Training Establishments, participating hotels should also strengthen collaboration with academic institutions by providing structured OSH orientation and training for student interns to ensure proper understanding and compliance with safety protocols during their training deployment. Furthermore, future researchers are encouraged to expand the scope of the study by including a larger number of hotels or conducting comparative studies across different hotel categories or geographical locations to improve generalizability and deepen understanding of OSH and customer experience relationships. Finally, qualitative approaches such as interviews or focus group discussions with hotel managers, employees, and guests are recommended to gain richer insights into how safety practices and service quality interact in shaping operational performance and customer experience.

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