

Research Article

**Festival Management Practices of Selected Municipalities in the Province of Leyte**

Leah S. Tinga<sup>a</sup>, Jeff Verlit D. Arcipe<sup>b</sup>

<sup>a,b</sup> Palompon Institute of Technology- Tabango  
Email: <sup>a</sup>tingaleah@gmail.com, <sup>b</sup>jeffverlit.arcipe@pit.edu.ph

**Abstract**

Festivals celebrated annually by municipalities. It is a way of celebrating glorious heritage, culture and traditions. It also plays an important role in boosting the local tourism of the place. It is said that when tourism thrives, employment opportunities were created. Thus, festival helps the local economy of the municipality. The study aims to improve the festival management practices of selected municipalities in the Province of Leyte in the areas of planning, organizing, leading and controlling. It also looked into the significant difference in the assessment of the respondents when grouped according to sectoral affiliation and geographical location and the significant relationship between the profile of the respondents and the extent of practice of festival management. The respondents of the study were coming from the LGU, Parish Pastoral Council, Technical Working Group and the businessmen. Based on the result of the study, it is found out that the management of festivals in the selected municipalities in the Province of Leyte needs to be modified. Results have shown that areas in planning, organizing and controlling got lower factor average which means that these areas needs improvement. It was also found out during the data gathering that not all sectors of the society were fully represented when festival management is concerned. Another concern that cropped up was that it appeared that the festival is not sustainable because there is no local ordinance instituting the present festival as the official festival of the municipality.

With those results, the researcher recommends that LGU officials will review the proposals outlined in this study to enhance further and strengthen the existing festival management practices of the area. It is also wise if all sectors of the society are well represented in order to get the best people that will manage the festival. Lastly, the SB Council should craft an ordinance to make the festival sustainable. It is the desire of the researcher to help the festival organizers enhance the festival in their places. If all of her recommendations will be considered, the festival will get the fame it deserves. Along the fame of the festival, comes the positive impacts it brings to the community.

**Keywords:** *Festival Management Practices, Province of Leyte, LGU Local Government Units*

## **Introduction**

Festival refers to an event ordinarily celebrated by a community and centering on some characteristic aspects of that community and its religion or cultures (McCartney, 2010). According to a book about Festivalisation of Urban Spaces (Belghazi, 2006), the main component of human culture includes religious group which E. Durkheim considered to be the most important element (Hunyadi, Inker and Szabo, 2006) in cultural events which are events almost exclusively of a religious and ritual in nature. Thus, festivals can be related to a cultural event which highlight human culture particularly the religious activities of the people.

The Philippines is recognized as one of the countries in the ASEAN region that celebrates various festivals throughout the year. To date, the Philippines have more than 1,000 festivals and its number is still growing. The celebration of festivals also known as fiesta in the Philippines can be traced back to the Spanish colonial period when many communities who were baptized as Christians had an assigned patron saint. At present, almost each town, city, and or village has a dedicated fiesta to honor their patron saint, resulting in hundreds held throughout the year; a few are national in character.

In the province of Leyte, each municipality celebrates festivals that highlights their culture, religion and the local product that the municipality is proud of. Government, religious sector, business owners and the local community join hands together in celebration of their festival. In Tabango, Leyte where the researcher resides, the town celebrates “Tambayayong Festival” which means “helping one another” which depicts the culture and traits of the town that is always ready to extend a helping hand for those who are in need. Also, the Lubi-lubi Dance Festival of Calubian, Leyte known of its abundance in coconuts extols the many uses of the coconut parts as costumes, props and accessories. The dance is also an homage to the town’s patron saints, Our Lady of Fatima and St. Roque. The Villa Alba Festival of Villaba, Leyte showcasing the origin and the historical roots of the town and its strong commitment of building a house of values which center in the solidarity of family as a foundation of spirituality anchored in the gospel values and Christian teaching. It is a dance offered to Sr. Sto Nino for the countless blessings endowed to Villabanons. The Piña Festival in Ormoc City is a celebration that shows gratitude to a sweet bountiful pineapple harvest by Ormocanons who turns to streets to dance and perform to acknowledge the grace God and patron saints Peter and Paul have provided them over the years.

With all the festivals that are taking place in the country, the researcher being an Instructor in Hospitality Management Program finds the topic very interesting. Aside from that, there are no current studies conducted which assessed the management of local festivals within the municipalities of the province. It is the desire of the researcher to contribute to the body of knowledge in this particular field. The findings of the study will be used as basis for developing programs to improve the management of local festival to ensure the sustainability of the event. Hence, is the study.

## **Literature Review**

The research is anchored on the theories and concepts of festival tourism development by Cudny, W. (2003). It looks at the impacts of festival on cultural tourism. Local events in the

government perspectives are activities that generate cultural benefits to the local people, boost the social relation of its constituents, and a long-term economic benefit to the local government. To make the festival sustainable and successful, festival management practices must be anchored on Henry Fayol's Functions of Management. These five functions focus on the relationship between personnel and its management and they provide points of reference so that problems can be solved in a creative manner. However, the study focuses only on the four key areas namely; planning, organizing, leading and controlling. All these areas must be linked cohesively to produce an event outcome that satisfies the goals of the event.

Glenn McCartney (2010) associated festival events to cultural events incorporating events into cultural rituals portraying a celebration of local and perhaps ancient cultures, traditions, identity and way of life in a community setting for tourists to also participate in. Planning a festival is a continuous and dynamic process. Crafting the vision, mission, goals and objectives of the festival should be the first thing to do when planning a festival because it plays a very crucial role since it sets the direction as to where the festival is going. With proper planning, organizers envision the future possibilities while at present monitors the external and internal forces of the event.

Festivals are the town's identity. It showcases not only the religion of the area but also its culture and local produce. It represents opportunities for celebration and commiseration, for rejoicing and for resting. However, in the Philippine context, festivals are political and politicized. Festival has been linked to whoever is in the position in the government. It serves as the politician's identity. When they are not re-elected in the office, another festival will be created by a new set of public officials making the event unsustainable.

In order to avoid such scenarios, a policy must be made and enacted. Dye (1992) states that policy can be studied for political purposes so as to ensure that a political unit, such as a nation, region or municipality, 'adopts the "right" policies to achieve the "right" goals'. Public policy is the focal point of government activity. The local legislative body must pass an ordinance institutionalizing the present festival as the official festival of the area.

Once the festival is sustainable, a lot of positive impacts will be introduced to the locality like construction of new facilities, improvement of local infrastructure and preservation of heritage. It also increases the visitor length of stay in the region/city, increases visitor expenditures, improves destination awareness and increases civic pride and community solidarity. It also creates employment, increase in labor supply and increase in standard of living. The event will also enhance the international recognition of region and values.

Li and Petrick (2006) defined event and festival tourism as activities, planning and management practices related with community occasions. Part of planning is to anticipate the emerging social trends, visitor behavior, tourist preferences, stakeholder involvement, changing technology, changes in government and systems of government, therefore it is imperative for the festival organizers to craft a sound Festival Strategic Plan that will cover particular strategies, initiatives and actions that will answer any posing issues and concerns from event set-up to event shutdown.

According to the Polish human geographer Cudny (2014b, p. 643), "a festival is an organized socio-spatial phenomenon, taking place at a specially designated time, outside the everyday routine, shaping the social capital and celebrating selected elements of human tangible and

intangible culture.” With so many event stakeholders gathered in one setting, a venue selection process should be central to planning.

In this light, the Local Government Unit must give importance to event site planning such as site size should be more than enough to accommodate the participants and its props, spectators, stalls and souvenir booths, etc. It should have enough emergency equipment that is positioned strategically and is regularly maintained. A sufficient space for car parking space must be considered that can accommodate the vehicles of the participants, exhibitors and the public. The site facilities like comfort rooms, clinic, signage’s among others must be available in the site.

Although Festival Strategic Plan and site planning are important in the success of the festival management, one must never forget that budget for the Festival is equally important. The success of a local festival is also dependent on the budget allocated for the said event. If the budget is enough, the festival is staged exemplarily, if it is insufficient, the event will eventually dies out in its natural death. In the study of Yeoman, I., Bull, A., and Breen, H. (2011) point out that financial trend of cultural-driven festival and event strategies are worldwide observable facts. Walo, M., Bull, A., and Breen, H(1996) found out that local events have indirect and long-term benefits and costs that are difficult to measure i.e. trainings, volunteerism, cooperation, fund raising and for its costs are injuries, property damage and the like. However, the local government may have not seen these as one of the top reasons why most of the festivals in the country are not gaining public recognition. Staging festival with limited budget will only leads to mediocre production and performances. They have to understand that the grander the festival, the bigger the budget is needed.

Marketing is the study and management of exchange relationships. It is a business process of creating relationships with and satisfying customers. Cudny (2016) in his book of Festivalisation of Urban Spaces (2016) expresses that many people searching for extraordinary experiences which might enrich their lives more and more often attend some festivals, even if they do not feel emotionally attached to them for historical or cultural reasons. These are new, unknown experiences for them, and thus, they are interesting and evoke a special kind of excitement.

Creating awareness and stirring excitement among the public is one of the best ways to capture the interests of the people to join and witness the festival. With the technology today, reaching people and letting them know about the event is quite easy, affordable and sometimes free. Utilizing the benefits of the social media is one of the best marketing tools. The power of social media networking like facebook, twitter and youtube to name a few has been proven repeatedly successful in promoting festivals such as Coachella. Getting famous celebrities involved into the event is another thing to consider. It is a bit costly but the return is promising. Once the news is out, people will be enticed to come not just to witness the event but to get acquainted with their favorite celebrities.

Organizing is a systematic process of structuring, integrating, coordinating task goals and activities to resources in order to attain objectives. According to Cudny (2014b, p. 643), “a festival is an organized socio-spatial phenomenon, taking place at a specially designated time, outside the everyday routine, shaping the social capital and celebrating selected elements of human tangible and intangible culture. To carry out the plans for the festival, the Local

Government Unit must align people, work and systems with the strategic directions of the local tourism department for the development and sustainability of the event. There must be coordination and work specialization among the committees to enable the members to predict and stabilize relationships (Aldag and Stearns, 1991).

The festival will not survive without the hands and minds of the people who are capable and is adept with the technical know-how regarding festival management. The LGU along with the religious sector must consider making a scheme of recruitment, selection and retention of talents as volunteers for the progress of the festival in the area.

Festival brings out economic advantages to the host community. It helps boost the economic activity of the area because caused by the influx of tourists and their expenditures. Businesses in the locality like food outlets, accommodation, transportation, souvenir shops and the like enhances the event image and visitor's experience. Likewise, with the tourist's spending in the area, it helps spread and perhaps create greater economic benefits to the community. For these reason, LGU and business owners must forge partnership in developing the festival as attraction in the area.

Arthur Jago defines leadership as both a process and a property. He said the process of leadership is the use of non-coercive influence to direct and coordinate the activities of the members of an organized group towards the accomplishment of the group objectives. As a property, leadership is the set of qualities or characteristics attributed to those who are perceived to successfully employ such influence. Most people would agree that "leaders influence followers".

In staging festival, the local chief executive must communicate effectively to all event stakeholders as to where and what is the direction of the festival in the years to come. Communication is very important as it helps the festival organizers make the event run smoothly. Giving out accurate information to everybody is at utmost priority. Important details like dates, time, venue, people, direction and instructions should be given accurately. For festival organizers, there shall never be barriers to communication. If conflict arises during the planning stage, it must be resolved by making both parties communicate to each other to patch up differences immediately.

The LGU key officials must develop and maintain professional working relations with the festival stakeholders. They are the ones who have the authority to lead specific groups and committees with thoughtful attention to the needs of the people for satisfying relationship which leads to a comfortable, friendly atmosphere and work tempo. Teamwork and cooperation is also needed in the staging of the event. There must be a combined action of a group of people who can effectively and efficiently deliver desired results to the stakeholders. Control is the process that tries to ensure that the actual activities performed match the desired activities and goals that have been set. Control ensures that deviations from the goals are corrected. It provides feedback that can aid in setting future goals and standards. The control process involves setting standards, measuring actual performance to the standards and taking corrective action when necessary. Control is effective when the desired outcome of activities is achieved.

Part of control is monitoring. It should be carried out and properly implemented so that all the plans and goals of the festival will be achieved. People who are volunteers and those who were paid during the event must be closely monitored against desired performance criterion.

After the event, evaluation should take place to determine the degree between actual performance and the desired performance. If found out that there are deviations, it should be immediately corrected and feedback should be relied to the festival managers to assess future goals.

Budgeting more than anything else, needs control. It is the process by which the firm divides up its resources and allocates them to the various business units. The process involves the development of budgets, comparisons between organizational units, adjustments to the initial budgets and approval (Aldag and Stearns, 1991). Cultural events concentrated in a few days and can go as far as weeks have been known throughout the entire history of humankind. At the beginning, these events were almost exclusively of a religious, ritual nature. Somberness and solemnity characterized them (if passion-plays are considered, for example), just as they characterize today's festivals Hunyadi, et.al (2006). If the festival lasts for more than a week, proper spending and utilization of budget should be followed so as not to spend more than what is allocated in each of the activities.

Klein and Blake (2002) define Festivalisation as a development of festivals and their influence on people and the surrounding space which is not a new phenomenon. They further said that it is closely connected with the development of human culture, which dates back to the historical roots of the human kind. Festival are frequently treated as events thus, the term event should also be explained in order to describe the concept of festivals. The full definitions of events those provided by Hall (1989), Goldblatt (2000) and Getz (1991). Hall (1989) states that hallmark tourist events are major fairs, expositions and cultural and sporting events of international status which are held on either a regular or a one-off basis while according to Golblatt (1990a, b cited in Tara Lunga 2012, p. 763), an event is a unique moment in time celebrated with ceremony and ritual to satisfy specific needs.

Getz (2005) divides events according to their size and importance for the society and economy into the following types: (1) Local where events are in low demand, of little economic and social importance, satisfying mainly the needs of small, local communities; (2) Regional where events are in medium demand and of medium importance for tourism development; (3) Periodic hallmark events where events are repeated over time, in great demand, of considerable importance for the socio-economic growth and tourism development; and (4) Occasional mega events or a one-off events which are in great demand and of huge importance for the socio-economic growth and tourism development.

Cudny (2014b, p. 641) with reference to the work by Arcodia and Robb (2000) has his own categorization according to theme and scale: events are those mega events, major events, hallmark events, signature events, special events, festivals areas those community celebrations, community entertainment, historical commemorations, multicultural celebrations, seasonal events, religious celebrations and a variety of events connected with Meetings, Incentives, Conventions and Exhibitions.

Cudny (2014b, p. 642) cited the definition from Encyclopedia Britannica, where a festival is a day or period of time set aside to commemorate, ritually celebrate or re-enact, or anticipate events or seasons e.g. agricultural, religious, or socio-cultural that give meaning and cohesiveness to an individual and to the religious, political, or socio-economic community. Getz (2005, p. 21) defined the festival as a themed public celebration where it deals with a definition describing the festival as any event which is public and concerns any issue

interesting to a given group of people. Falassi (1987, p. 2) explains that Festival commonly means a periodically recurrent social occasion in which, through a multiplicity of forms and a series of coordinated events, participate directly or indirectly and to various degrees all members of the whole community, united by ethnic, linguistic religious, historical bonds, and sharing a worldview.

Another definition suggested by a Belgian anthropologist working in France, Piette (1992, cited in Cudny 2014b, p. 642), defines festival as reinforcing established society. The antithetic behavior of the festival is said to destroy social convention in order to reinforce it. Thus, the festival is displaced from its proper logic, that of ritual, rules and regulations, play and ambivalence.

In New Zealand it is acknowledged that all sorts of events may bear the name festival, however, from a cultural policy point of view only events that may be classified as a festival are those that have their primary focus on the development, presentation and/or participation in the arts; have a programme conceived, produced, curated, marketed and presented as an integrated package; and which occur within a defined area/region and within a defined period of time.

Hunyadi, Inkei, Szabo (2006) states that Festivals might be categorized by other standards as well, by characteristics that may exist side by side with both the cultural, economic and the social functions. One such characteristic is the festive nature of festivals (hence the name). The main feature of festivals in historic times was that it elevated events and added a festive character to them. There will still be concerts and there will be audiences a week after the festival, but they will lack the splendor and the social, communal experience of the festival. Further, they explained that the other such trait is the promotional aspect, which is also a result of the concentrated nature of the festival, and one that makes festivals appropriate for fulfilling significant cultural, economic and social aims. As festival tourism modifies the physical, social and economic aspect of space, festivals are also the object of study in tourism geography. Currently, in the countries of Central and Eastern Europe, festivals are visibly developing and the significance of festival tourism is rising. At the same time, researchers, even those who represent tourism geography, are not showing any particular interest in these issues (Cudny, 2013).

Many authors have published books about events management and a number of researchers conducted and published particularly on festival events. Some of the researchers studied on festival and special event tourism, promotional strategies of special events, case study in festival management, festival and event management, analyzing the role of festival events in the regional development, and the like. There were studies conducted which focus on the economic benefits at local events but concentrated on local sports event.

Nevertheless, there was no study conducted which assessed the management practices in local festivals within the city and municipalities of the province. Many communities celebrated local festival faced difficulty in implementing the event regularly due to managerial issues. This study basically concentrates on assessing the management practices of the local government unit, religious sector and business owners in carrying out local festival events that highlights the fiesta celebration to honor the patron saint of the municipality.

While the studies as mentioned earlier may have some similarities with this paper, it is not a duplication of them in the sense that the time, respondents and environment are distinct and different.

### Flow of the Research Process

The flow of the research process is composed of three stages: the input, process and output. The INPUTS of the study primarily focused on the assessment of local government units, the religious sector and the business owners on the extent to which the practice of managing local events is meaningful in terms of planning, organizing, leading, and controlling.

The PROCESS utilized the descriptive survey method using the researcher made questionnaire to gather the necessary data for the analysis. After the formulation, dry-run were employed to test its validity and reliability for the finalization of the questionnaire. Lastly, it was administered by the researcher to the respondents followed by the retrieval of data.

Interviews was conducted during the survey to answer clarifications and to solicit comments, suggestions, and new information that might have been overlooked by the researcher in the questionnaire. The data are tabulated and presented followed with the analysis and interpretation using the appropriate statistics.

The OUTPUT are the proposals for further improvement of the festival management practices of selected municipalities in the province of Leyte.

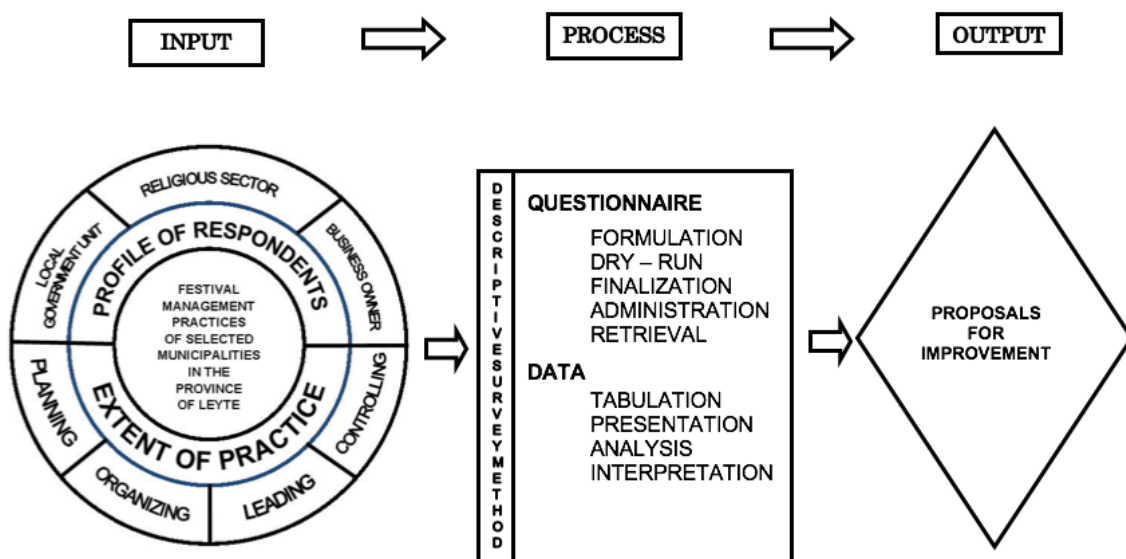


Figure 1. Research Flow Chart

### The Problem

#### Statement of the Problem

This paper aimed to study the festival management practices of selected municipalities in the province of Leyte. Specifically, it intended to answer the following questions:



1. What is the profile of the respondents in terms of the following:
  - 1.1 age;
  - 1.2 gender;
  - 1.3 educational qualification, and;
  - 1.4 sectoral affiliation?
2. What is the extent to which the practice of festival management is manifested in the areas of:
  - 2.1 Planning;
  - 2.2 Organizing;
  - 2.3 Leading, and;
  - 2.4 Controlling?
3. Is there a significant difference in the assessment of the respondents when grouped according to:
  - 3.1 sectoral affiliation, and;
  - 3.2 geographical location?
4. Is there a significant relationship between the profile of the respondents and the extent of practice of festival management?
5. Based on the results of the study, what proposals for improvement can be forwarded?

#### **Statement of the Null Hypotheses**

1. There is no significant difference in the assessment of the respondents when grouped according to their sectoral affiliation.
2. There is no significant difference in the assessment of respondents when grouped according to geographical location.
3. There is no significant relationship between the profile of the respondents and the extent of practice of festival management.

#### **Methodology**

This study utilized the descriptive survey method. A researcher-made questionnaire was used as the main instrument for data collection. The responses of the survey participants were validated during the interviews. The purpose of interviews was to collect information from the target survey participants who have first-hand knowledge about the event.

#### **Research Environment**

This research was conducted in the Province of Leyte. The province is the largest and oldest province in the Eastern Visayas Region. It is bounded on the north by the Province of Biliran, in the east by the San Juanico Strait and the island of Samar, the Visayan Sea and Ormoc Seas in the west and Southern Leyte to its south.

With a total landmass of 5,712.8 square kilometers, it features many low mountains and volcanoes and its terrain is very rugged from the northwest to the southeast. In the east, there is a very pronounced rainfall from November to January, while in the west the rainfall is more or less distributed throughout the year.

It includes 2 cities, 41 municipalities and 1,641 barangays, with its capital named Tacloban. The province boasts a total population of 1.73 million (data of 2016). The major languages are Waray and Cebuano, with such minor ones as English, Chinese and Tagalog.

Thus, this study was conducted in the province of Leyte, in particular, Tabango with their Tambayayong Festival, Villaba with their Villa Alba Festival, Calubian, Leyte in their Lubi-lubi Dance Festival and Piña Festival in Ormoc City.

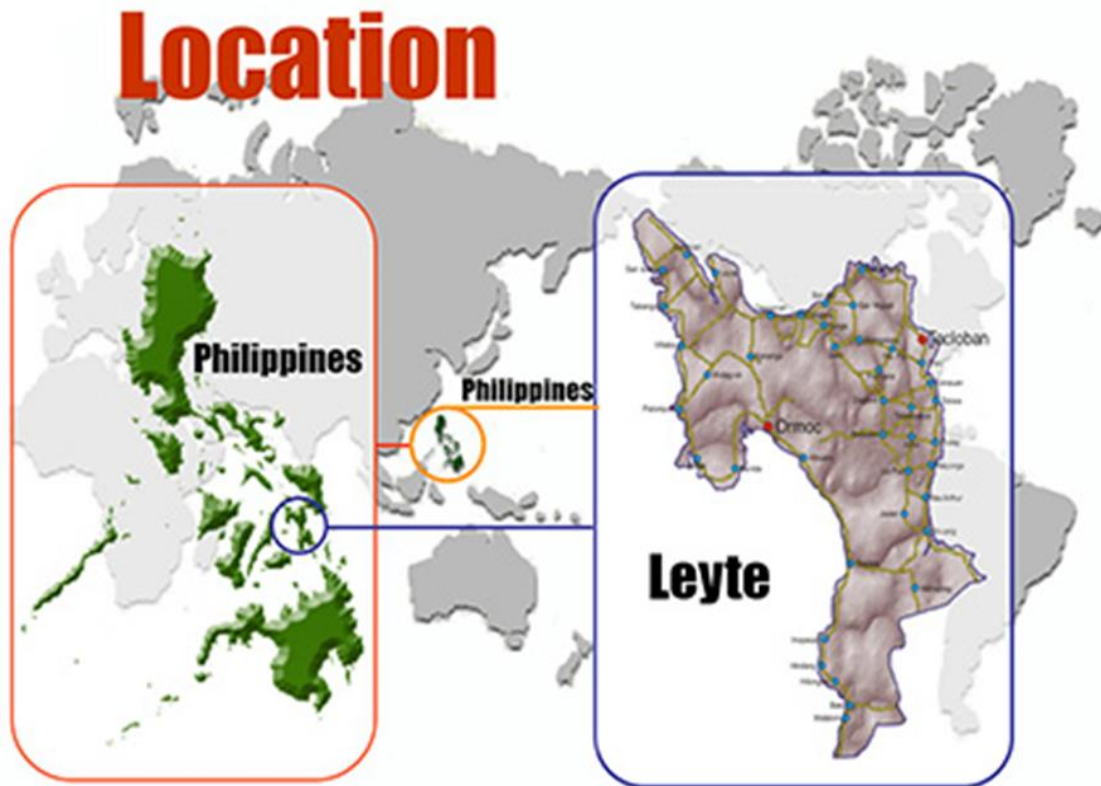


Figure 2: Location Map of Leyte



Figure 3: Political Map of Leyte

### Research Respondents

The respondents of this study were only those who were directly and actively involved in the festival management of the place. During the proposal hearing, the approved total number of respondents was eighty-eight (88) with twenty-two (22) respondents for each of the research environment due to the composition of the following: 2 respondents from the Local Government Unit duly represented by the Tourism Officer and the Chairman of the Committee on Tourism, 15 respondents from the Religious Sector with 2 parish Priests, 10 members of the Technical Working Group, 3 from the Executive Committee and 5 respondents from the Business Owners.

The survey was conducted from March to May 2019 in Tabango, Villaba, Calubian and Ormoc City. However, during the retrieval of the survey questionnaire, thirty-eight (38) survey questionnaires or 43% was recovered only. The reasons were that, some of the businessmen said that they can't relate to the questions since they were not directly involved in the management of festival in the place. They only donated money and acted as sponsors since they were not engaged during the planning and implementation of the festival. In other municipalities, they said that their parish is not directly involved in the management of festival. In another municipality also said, that the management of festival is just limited to the committee of the festival.

The Table 1 depicts the number of respondents of the three locations under study. The Parish Pastoral Council (PPC)/ Fiesta Executive Committee (FEC) constituted the biggest chunk of the respondents of 20 or 53% of the population and the least number was found in Local Government Unit of 8 or 15%. This implies that majority of them belonged to PPC/FEC.

**Table 1: Research Respondents**

n = 38

Respondents	Job Position/ Designation held	Tabango "Tambayayong Festival"	Villaba "Villa Alba Festival"	Calubian "Lubi-lubi Dance Festival"	Ormoc City "Piña Festival"	Total	Percentage
Local Government Unit	Tourism Officer SB Member, Chairman Committee on Tourism	2 respondents	1 respondents	1 respondents	2 respondents	6	15 %
Parish Pastoral Council/ Fiesta Executive Committee	Parish Priests  Technical Working Group  Lay Ministers	10 respondents	5 respondents	4 respondents	1 respondents	20	53 %
Business Sector	Sponsors  Local entrepreneurs	3 respondents	2 respondents	2 respondents	5 respondents	12	32 %
Total		15	8	7	8	38	100 %

## Research Instrument

A researcher-made questionnaire served as the main tool for data collection to measure the festival management practices of the province of Leyte. The researcher subjected the questionnaire to Cronbach Alpha Test to ensure the reliability of the instrument. The questionnaire was divided into two parts. First part was the profile of the respondents. This aimed to elicit the age, gender and highest educational attainment of the respondents.

The second part inquired on the festival management practices of selected municipalities in the province of Leyte. The questionnaire was categorized into four: (1) planning; (2) organizing; (3) leading; and (4) controlling. All categories deal with the managerial skills of the Local Government Unit, religious sector and business owners.

Each item in the questionnaire has a corresponding numerical and qualitative scale as follows:

### Scale Description Interpretation

4	Strongly Agree	means that the item described is practiced <u>all the time</u>
3	Agree	means that the item described is practiced <u>most of the time</u>
2	Slightly Agree	means that the items described is <u>sometimes practiced</u>
1	Disagree	means that the item described is <u>not practiced</u>

### Data Collection Techniques

To test its reliability, a dry-run was made to ten people and a Cronbach alpha test was employed to test to ten people who were not part of the official list of respondents.

Prior to the study proper, the researcher asked permission from the Regional Director of the Department of Tourism to distribute questionnaires to the LGU Officials specifically to the Tourism Officer.

When the approval was granted, distribution of the instruments followed. Aside from the written answers, interviews were also conducted. After the questionnaires were distributed, retrievals of the instrument were done after three weeks to give ample time for the respondents to answer the survey questionnaire.

The data were then consolidated, presented analyzed and interpreted.

### Data Analysis

The data gathered from the questionnaire was tallied, tabulated and presented in tables. The data was recorded according to the frequencies and corresponding percentages.

The paper will used percentage, ANOVA and Spearman Correlation Coefficient for its statistical analysis.

## Results And Discussion

This paper intended to study the festival management practices of selected municipalities in the province of Leyte. Specifically, it sought to answer the following questions:

1. What is the profile of the respondents in terms of the following:
  - 1.1 age;
  - 1.2 gender;
  - 1.3 educational qualification, and;
  - 1.4 sectoral affiliation?

2. What is the extent to which the practice of festival management is manifested in the areas of:
  - 2.1 Planning;
  - 2.2 Organizing;
  - 2.3 Leading, and;
  - 2.4 Controlling?
3. Is there a significant difference in the assessment of the respondents when grouped according to:
  - 3.1 sectoral affiliation, and;
  - 3.2 geographical location?
4. Is there a significant relationship between the profile of the respondents and the extent of practice of festival management?
5. Based on the results of the study, what proposals for improvement can be forwarded?

#### **Statement of the Null Hypotheses**

To test for any significant differences in the assessments of the areas, the following statements are forwarded.

- 1 There is no significant difference in the assessment of the respondents when grouped according to their sectoral affiliation.
- 2 There is no significant difference in the assessment of respondents when grouped according to location.
- 3 There is no significant relationship between the profile of the respondents and the extent of practice of festival management.

The researcher utilized the descriptive survey method of research to gather data and information. This was done by distributing questionnaires to the person who were active in the event management in the selected city and municipalities in the province of Leyte namely: LGU, Parish Pastoral Council and businessmen. The study determined the demographic profile and the extent of festival management in the areas of planning, organizing, leading and controlling.

#### **Findings**

After processing all the data and inputs, the following findings were gathered:

1. Profile of the respondents:
  - 1.1 In terms of the age distribution of the respondents, majority of them were from 36-45 age range.
  - 1.2 In terms of gender of the respondents, majority of them were female.
  - 1.3 In terms of educational qualification of the respondents, majority of them were baccalaureate degree holders.
2. Extent of practice of festival management in the areas of:
  - 2.1 Planning was rated to a moderate extent
  - 2.2 Organizing was rated to a moderate extent.
  - 2.3 Leading was rated to a moderate extent
  - 2.4 Controlling was rated to a moderate extent.

3. There is significant difference in the assessments in the assessment of the respondents in all factors of the festival management practices when grouped according to sectoral affiliation.
4. However, when the respondents were grouped according to their geographical locations, planning, organizing and controlling attained significant difference while in leading, there is no significant difference.
5. Test of significant relationship between the profile of the respondents and the practice of festival management:
  - 5.1 There is no significant relationship with regards to age.
  - 5.2 There is no significant relationship with regards to gender.
  - 5.3 There is no significant relationship with regards to educational qualification.

### **Conclusions**

Based on the findings of this study, it can be concluded that as a whole, many of the festival management practices mentioned in the research are done and practiced by the respondents. However, since the festivals were still in its early stage of development, there is a need for the city and municipalities to improve their knowledge and skills in managing the festival. The results of the study concur with the theories and concepts of festival tourism development by Cudny, W. It was used to determine how the festival organizers plan and implement its goals for the festival. Based on the result, from a consolidated perspective, planning and controlling were the factors which needs improvement. It is noteworthy that each of the city and municipalities has its own strategies on how they manage their festival. Although Tabango, Villaba, Calubi-and Ormoc City have different management strategies applied, apparently the business sector where not 100 percent involved in the planning of the festival. The role was just limited to being sponsors of the event. Moreover, the profile of the respondents was found to have no influence in the festival management practices.

### **Recommendations**

The researcher highly recommends the following:

#### Primary Recommendation

1. To implement the proposals outlined in Chapter IV of this study to enhance further and strengthen the existing festival management practices.
2. Since festival are part of the fiesta celebration, every sectors of the community must be well represented when it comes to festival management.
3. The local officials must make initiatives and plan out intervention plans in order to make the festival sustainable.

#### Secondary Recommendations:

1. Festivals should be celebrated regularly to preserve the culture and values of the locality.
2. Encourage the young individuals in the community to be engaged in festival-related activities so that they will help preserve the tradition of the city or of the town.
3. The future researchers are encouraged to conduct similar studies by utilizing other variables like comparing Tambayayong, Villa Ala, Lubi-lubi Dance Festival and Pina Festival to other festivals in the region with more festivals and more respondents.

## References

- [1] Aldag and Stearns. "Management Second Edition. South-Western Publishing Company. Cincinnati, Ohio. (1991)
- [2] McCartney, G. "Event Management an Asian Perspective". McGraw-Hill. ISBN-13:978-0-07-107891-7, (2010)
- [3] Arcodia, C., & Robb, A. (2000). A Future FOR EVENT MANAGEMENT: ATAXONOMY OF EVENT MANAGEMENT TERMS. *Events Beyond 2000: Setting the Agenda*, 154.
- [4] Belghazi, T. (2006). Festivalization of urban space in Morocco. *Critique: critical middle eastern studies*, 15(1), 97-107.
- [5] Cudny, W. (2016). *Festivalisation of Urban Spaces: Factors, Processes and Effects*. Springer.
- [6] Cudny, W. "Festival Tourism-The Concept, Key Functions and Dysfunctions in the Context of Tourism Geography Studies". *Geographical Journal*, p. 105-118, (2013)
- [7] "Festivals as a Subject for Geographical Research". *Danish Journal of Geography*, p. 132-142
- [8] Falassi, A. (1987). *Festival: Definition and morphology*. *Time out of Time: Essays on the Festival*, 1-10.
- [9] Fayol, H. (1917). *General and Industrial Management*. Dunod et E. Pinat.
- [10] Getz, D. "Assessing the Economic Impacts of Festivals and Events: Research Issues". *Journal of Applied Recreation Research*, 16(1), p 61-77, (1991)
- [11] "Event Management and Event Tourism" (2d ed.). New York: Cognizant, (2005)
- [12] Gibson, C., and Stewart, A. "Reinventing Rural Places. The Extent and Impact of Festivals in Rural and Regional Australia". *Faculty of Social Sciences*, p 2356, (2009)
- [13] Goldblatt, J. (2000). A Future FOR EVENT MANAGEMENT: THE ANALYSIS OF MAJOR TRENDS IMPACTING THE EMERGING PROFESSION. *Events beyond 2000: Setting the agenda*, 2.
- [14] Hall, M. "The Definition and Analysis of Hallmark Tourist Events". *GeoJournal*, 19(3), p 263-268, (1989)
- [15] Hunyadi, Z., Inkei, P., Szabo, J. "National Survey in Hungary including Deliberations on Public Funding Evaluation, and Monitoring". *Ministry of Education and Culture*, ISBN 978-963-06-0974-6, (2006)
- [16] Klein RG, Blake E (2002) *The dawn of human culture*. Wiley, New York
- [17] Li, R. and Petrick, J. (2006) 'A review of festival and event motivation studies,' *Event Management*, 9(4): 239-245.
- [18] Quinn, B. "Finding Culture in Talk: A Collection of Methods". Published by Palgrave MacMillanTM, ISBN 978-1-4039-6915-6
- [19] "Festivals, Events, and Tourism". *School of Hospitality Management and Tourism, Dublin Institute of Technology*, (2009)
- [20] Raj, R. (2003, December). The impact of festivals on cultural tourism. In *The 2nd DeHaan Tourism Management Conference "Developing Cultural Tourism"*, Nottingham, UK.

- [21] Walo, M., Bull, A., & Breen, H. (1996). Achieving economic benefits at local events: A case study of a local sports event. *Festival Management and Event Tourism*, 4(3-4), 95-106.
- [22] Yeoman, I., Robertson, M., Ali-Knight, J., Drummond, S., & McMahon-Beattie, U. (Eds.). (2012). *Festival and events management*. Routledge..