

A Study on the Human Resource Conditions of Hotels in Region VIII, Philippines

Ghilson B. Amor

Institution: Northwest Samar State University

ABSTRACT: This study examined the human resource conditions and profiles of hotels in Region VIII, Philippines. The respondents included the hotel managers, middle managers, and rank-and-file employees of the Department of Tourism-accredited hotels in the Philippine Eastern Visayas Region VIII, which used stratified random sampling. The survey comprised a total of 58 accredited hotels with 920 staff. There were 412 responders in the sample, comprising 227 rank-and-file workers, 58 supervisors, and 127 middle managers. The findings show that the hotel management in Region 8 was a profession that struck a balance between stability and professionalism. Although more training and development efforts should be made, the personnel were largely dedicated. The constant working hours, moderate training attendance rates, and relatively low-income levels point to areas that could use improvement, especially in terms of pay and prospects for additional professional growth. The findings of the study also aimed to help improve the human resource management programs of the hotels in the region.

KEYWORDS: human resource conditions, accredited hotels, department of tourism, hotel operation, hotel employee status

INTRODUCTION

An essential component of contemporary organizational management is the Human Resource profile. It acts as a centralized, organized repository for data pertaining to employees, laying the groundwork for efficient HR planning, decision-making, and workforce management in general (Boon et al., 2019). The HR profile is also an essential tool for human resource management. It benefits the company and its workers by guaranteeing effectiveness, compliance, and strategic workforce development.

A human resource profile facilitates more intelligent workforce management and centralizes employee data, which benefits a business in a number of significant ways. Accessing, updating, and managing employee data requires less time and effort when HR profiles are used (Kambur et al., 2023). Organizations may plan and budget for their workforce, manage talent and succession planning, restructure, and allocate resources with the use of accurate and current employee data. To help the organization stay in compliance with labor laws and regulations, prevent legal conflicts or fines, and give evidence during audits or inspections, HR profiles keep legally required documents.

Hotels employ human resource profiles to effectively manage their dynamic and diversified personnel. Utilizing HR profiles effectively helps hotels guarantee high-quality service, optimize operations, and enhance staff retention and satisfaction because the hospitality sector is people-driven. In order to manage shift-based employment, hotels need precise information and are open around-the-clock. HR profiles contain the abilities and certifications of employees, their job type (full-time, part-time, or seasonal), and their availability and preferred shifts (Francis et al., 2020).

The seamless operation, high-quality service provision, and strategic workforce management that are critical to the hospitality sector are directly supported by a human resource profile for hotel staff. In hotel management, these are essential instruments (Khassawneh, 2018). They maintain the business compliant, effective, and flexible while assisting in making sure that every employee is prepared, inspired, and in a position to contribute to outstanding visitor experiences. Hotels utilize HR profiles to maintain service quality, improve the guest experience, and cultivate a talented, driven workforce in addition to using them for administrative convenience.

Furthermore, this study aims to determine the human resource conditions of the hotel employees in Eastern Visayas, Philippines. The result of the study also aims to help the programs of the local government unit related to hotel operations and employee conditions in the area.

A Study on the Human Resource Conditions of Hotels in Region VIII, Philippines

METHODOLOGY

This study utilized stratified random sampling among the three groups of respondents, namely the hotel managers, middle managers, and rank-and-file employees of the Department of Tourism-accredited hotels in Region VIII. The study used the descriptive assessment method of research to assess the variables of the study. The data that was gathered from the survey questionnaire was tabled, tabulated, analyzed, and interpreted using frequency counts to determine the human resource conditions of the respondents in terms of their age, sex, civil status, highest educational attainment, gross monthly income, number of trainings attended related to the job, and the number of working hours.

RESULTS AND DISCUSSION

The Human Resource Conditions of the Hotel Managers, Middle Managers and Rank and File Employees

The Hotel Managers

Table 1 presents the human resource status of the hotel managers in terms of age, sex, civil status, highest educational attainment, gross monthly income, number of trainings and seminars attended related to the job and number of working hours.

Age

Table 1 shows that majority (62.1%) of the hotel managers were 36-40 years old. This implies that majority of the hotel managers in Region VIII were in the middle adulthood age. The managers in this age range are considered as individuals with established career and professional experience. This is followed by the hotel managers who are 41-50 years old (19.0%), 30-35 years old (17.2%), and 51-55 years old (1.7%). This could imply that hotel management in region 8 is typically a career that individuals pursue after accumulating some experience, likely in their late 30s, and possibly following a decade or more of professional growth. There is a notable decline in managers in the older age groups (41-50 and 51-55), indicating that the field may have a younger overall demographic.

Sex

Table 1 shows that 45 or (77.6%) of the hotel managers in region 8 were females, while 13 or (22.4%) were males. This suggests that the group is predominantly female, with males representing a much smaller size. This could also mean that majority of the accredited hotels in the region preferred women in the top-level management of hotel operations.

Civil Status

The majority of hotel managers in region 8 were married, making up (84.5%) of the total group, while only a small portion (15.5%) were single. This could mean that the profession in this region may attract individuals with a preference for stability, responsibility, and long-term commitments, reflecting the nature of the hotel management role itself, which often requires a high degree of commitment and stability.

Highest Educational Attainment

Table 1 shows that (82.8%) of the hotel managers were college graduate, (13.8%) were master's level, (1.7%) was master's degree holder and (1.7%) was college level. This implies that a bachelor's degree is the most common educational attainment in the region.

This could also mean that continuing education at the master's level appears to be less common but still present for those seeking to advance further in their careers.

Table 1: Human Resource Condition of the Hotel Managers

Profile		Frequency	Percent
Age	51 - 55	1	1.7
	41 - 50	11	19.0
	36 - 40	36	62.1
	30 - 35	10	17.2
	Total	58	100.0
	Mean	38	-
	SD	4.0	-
Sex	Male	13	22.4
	Female	45	77.6
	Total	58	100.0
Civil Status	Single	9	15.5

A Study on the Human Resource Conditions of Hotels in Region VIII, Philippines

	Married	49	84.5
	Total	58	100.0
<i>Highest Educational Attainment</i>	College Level	1	1.7
	College Graduate	48	82.8
	Master's Level	8	13.8
	Master's Degree Holder	1	1.7
	Total	58	100.0
<i>Gross Monthly Income</i>	33000 - 37999	9	15.5
	28000 - 32999	14	24.1
	23000 - 27999	19	32.8
	18000 - 22999	13	22.4
	13000 - 17999	3	5.2
	Total	58	100.0
	Mean	26088.4	-
	SD	5759.3	-
<i>No. of Trainings</i>	2 trainings	5	8.6
	3 trainings	7	12.1
	4 trainings	9	15.5
	5 trainings	9	15.5
	6 trainings	13	22.4
	7 trainings	9	15.5
	8 trainings	6	10.3
	Total	58	100.0
	Mean	5	-
	SD	1.8	-
<i>No. of Working Hours</i>	8	47	81.0
	9	6	10.3
	10	4	6.9
	11	1	1.7
	Total	58	100.0
	Mean	8	-
	SD	0.7	-

Gross Monthly Income

The gross monthly income of the hotel managers shows that 19 or (32.8%) were earning between 23,000 – 27,000 pesos, 14 or (24.1%) were earning between 28,000 – 32,999 pesos, 13 or (22.4%) were earning 18,000 – 22,999 pesos, 9 or (15.5%) were earning 33,000 – 37,000 pesos, and 3 or (5.2%) were earning 13,000 – 17,999 pesos. This means that hotel managers in the region have a diverse range of incomes, but the majority are clustered around a moderate salary range (23,000 - 32,999). It suggests that hotel management in this area tends to offer a middle-income lifestyle.

Number of Trainings Attended Related to the Job

The table 1 shows that 13 or (22.4%) hotel managers attended 6 trainings, 9 or (15.5%) attended 7, 5 and 4 trainings, 7 or (12.1%) attended 7 trainings, 6 or (10.3%) attended 8 trainings and 5 or (8.6%) attended 2 trainings related to their job. The hotel managers attended an average of 5 trainings, with a good number attending either more or fewer trainings. This data implies that while there were a core group of managers who are highly engaged in training (attending 6 trainings) there is also a range of less involved or possibly less available managers, as evidenced by some attending as few as 2 trainings.

Number of Working Hours

The table revealed that majority of the hotel managers 47 or (81%) were working 8 hours per day which is typical for a standard full-time workday. While other managers 6 or (10.3%) were working 9 hours, 4 or (6.9%) were working 11 hours, and 1

A Study on the Human Resource Conditions of Hotels in Region VIII, Philippines

or (1.7%) were working 11 hours daily. This means that a smaller group indicated some level of overtime, but it's not the predominant working hour and the data revealed that long working hours are relatively rare.

The profile of hotel managers in Region VIII reveals a workforce that is primarily middle-aged, predominantly female, well-educated, and with diverse income levels. The profession attracts individuals who value stability and responsibility, as evidenced by the high number of married managers. While most managers receive some form of professional training, there is variability in the extent of their engagement with continuous development.

Furthermore, the majority of hotel managers worked standard hours, with only a few indicating the need for additional time commitment. This was supported by McGinley's (2017) study, which stated that most hotels operated on set schedules, with departments functioning during standard working hours. Many of these tasks aligned with regular business hours, especially in smaller hotels or those that did not operate 24/7. As a result, managers were able to maintain a standard workday. These findings suggested that hotel management in Region 8 was a career that balanced professionalism with stability. While there was room for further emphasis on training and development, the workforce was generally committed and experienced.

Human Resource Condition of the Middle Managers

Table 2 presents the human resource status of the middle managers in terms of age, sex, civil status, highest educational attainment, gross monthly income, number of trainings and seminars attended related to the job and number of working hours.

Age

Table 2 shows that majority of the middle managers 43 (33.9%) were in the age bracket of 29 to 32 years old, 38 (29.9%) were 33 to 36 years old, 32 (25.2%) were 25 to 28 years old, 12 (9.4%) were 37 to 40 years old, and 2 (1.6%) were older than 40 years old. The age profile of hotel middle managers in this region shows a clear predominance of younger individuals. The majority were in their **20s and early 30s**, indicating a relatively young workforce in middle management positions within the hotel industry. This could suggest that the industry is attracting and promoting younger talent, possibly reflecting trends in career progression and the dynamic nature of the hospitality sector.

Sex

It can be observed that most of the hotel middle managers 87 or (68.5%) were females, while 40 or (31.5%) were males. This suggests that the region has a higher representation of female middle managers in the hotel industry compared to male managers. This trend might reflect broader societal or industry-specific factors that support or encourage female leadership in this sector.

Civil Status

Table 2 indicates that 83 or (65.4%) of hotel middle managers were married, while 44 or (34.6%) were single. Based on the civil status data, it can be concluded that a significant proportion of hotel middle managers in the region are married. This demographic characteristic may offer insights into their work-life balance, responsibilities, or stability in their roles, which could be relevant for management strategies, employee engagement programs, or organizational planning.

Highest Educational Attainment

Table 2 presents that 116 or (91.3%) of the hotel middle managers were college graduate, 9 or (7.1%) were college level, 1 or (0.8%) was high school graduate, and 1 or (0.8%) was master's level. The majority of hotel middle managers in this region are **college graduates**, comprising **91.3%** of the total respondents. A small percentage, **7.1%**, are college level but have not completed their degree, and only a tiny fraction of the managers (0.8%) are high school graduates or have attained a master's level education. This suggests that formal higher education, particularly a completed college degree, is the predominant level of education for middle management roles in the hotel industry in this region. It indicates that hotel employers prioritize or prefer candidates with college education for middle management positions.

Gross Monthly Income

The gross monthly income revealed that 62 or (48.8%) of hotel middle managers were earning 14,000 to 15,999 pesos per month, 29 or (22.8%) were earning 16,000 to 17,999 pesos, 19 or (15.0%) were earning less than 14,000 pesos, 8 or (6.3%) were earning 20,000 to 21,999 pesos, 6 or 4.7% were earning 18,000 to 19,999 pesos, while 3 or (2.4%) were earning 22,000 to 23,999 pesos per month. The data indicates that most hotel middle managers in the region earn relatively low monthly incomes, with the largest group earning between **14,000 and 16,000 pesos**. This means that the hotel industry in this area may need to assess its compensation strategy to ensure competitive pay for managerial roles, which could help in improving retention and attracting talent.

A Study on the Human Resource Conditions of Hotels in Region VIII, Philippines

Table 2: Human Resource Status of the Middle Managers

Profile		Frequency	Percent
<i>Age (in years)</i>	older than 40 years old	2	1.6
	37 - 40	12	9.4
	33 - 36	38	29.9
	29 - 32	43	33.9
	25 - 28	32	25.2
	Total	127	100.0
	Mean	32	-
	SD	4.3	-
<i>Sex</i>	Male	40	31.5
	Female	87	68.5
	Total	127	100.0
<i>Civil Status</i>	Single	44	34.6
	Married	83	65.4
	Total	127	100.0
<i>Highest educational Attainment</i>	High School Graduate	1	.8
	College Level	9	7.1
	college Graduate	116	91.3
	Master's Level	1	.8
	Total	127	100.0
<i>Gross Monthly Income (Php)</i>	22000 - 23999	3	2.4
	20000 - 21999	8	6.3
	18000 - 19999	6	4.7
	16000 - 17,999	29	22.8
	14000 - 15,999	62	48.8
	Less 14000	19	15.0
	Total	127	100.0
	Mean	15,373.00	-
	SD	2,374.30	-
<i>No. of Trainings</i>	1 training	3	2.4
	2 trainings	27	21.3
	3 trainings	43	33.9
	4 trainings	26	20.5
	5 trainings	13	10.2
	6 trainings	10	7.9
	7 trainings	3	2.4
	8 trainings	2	1.6
	Total	127	100.0
	Mean	4	-
	SD	1.5	-
<i>No. of Working Hours</i>	8 hours	121	95.3
	9 hours	6	4.7
	Total	127	100.0
	Mean	8	-
	SD	0.2	-

Number of Trainings Attended Related to the Job

The number of trainings attended related to the job indicates that 43 or (33.9%) of the middle managers attended 3 trainings, 27 or (21.3%) attended 2 trainings, 26 or (20.5%) attended 4 trainings, 13 or (10.2%) attended 5 trainings, 10 or (7.9%)

A Study on the Human Resource Conditions of Hotels in Region VIII, Philippines

attended 6 trainings, 3 or (2.4%) attended 7 trainings, another 3 or (2.4%) attended 1 training, and 2 or (1.6%) attended 8 trainings related to their job.

The majority of hotel middle managers have attended between 2 and 4 trainings, with the highest concentration (33.9%) attending 3 trainings. The training profile of hotel middle managers in this region shows that professional development is valued, with the majority attending at least a few trainings. This means that most managers have attended between 2 to 4 trainings, which reflects a moderate commitment to enhancing skills.

Number of Working Hours

The number of working hours for the middle managers revealed that 121 or (95.3%) were working 8 hours daily, while 6 or (4.7%) were working 9 hours daily. The data shows that hotel middle managers in this region primarily work 8 hours per day, with only a small portion working 9 hours. This implies that minimal variation (indicated by the low SD of 0.2) suggests that the working hours are quite consistent and likely standardized within the industry or region.

The findings provide a clear profile of the hotel middle management workforce in this region, revealing a younger, predominantly female, and college-educated group. The relatively low-income levels, moderate number of training attendances, and consistent working hours suggest areas for potential improvement, particularly in terms of compensation and further professional development opportunities. Additionally, given the high proportion of married middle managers, workplace policies that support work-life balance and employee stability could be beneficial for both the managers and the organizations they serve.

As Ghani (2022) notes, that leading hotel chains that offer competitive pay packages and performance-based incentives often report lower turnover rates and higher employee satisfaction. Moreover, De Guia and Refuncion (2024) stated that, the government intervention is also essential to the progress of the people in in the locality by providing opportunities and development. Thus, in order to enhance retention and attract top talent, hotel organizations may need to reconsider their compensation strategies and increase investments in training programs. Offering competitive pay is not just about attracting talent, it's also about retaining employees who feel valued for their contributions.

Human Resource Condition of the Rank and File Employees

Table 3 presents the human resource status of the rank and file employees in terms of age, sex, civil status, highest educational attainment, gross monthly income, number of trainings and seminars attended related to the job and number of working hours.

Age

The data under table 3 indicates that the majority of participants fall within the 25 to 29 age range, comprising (53.3%) of the total sample. The 20 to 24 age group follows with (19.4%) of the participants. Other significant age groups include the 30 to 34 range with (19.8%) of participants and the 35 to 39 group, which represents (5.3%). The 40 to 44 age group and 45 to 49 age group have relatively low frequencies, accounting for (1.8% and 0.4%) of the sample, respectively.

Table 3: Human Resource Status of the Hotel Rank and File Employees

Profile		Frequency	Percent
age	45 - 49	1	.4
	40 - 44	4	1.8
	35 - 39	12	5.3
	30 - 34	45	19.8
	25 - 29	121	53.3
	20 - 24	44	19.4
	Total	227	100.0
	Mean	28	-
Sex	SD	4.2	-
	Male	82	36.1
	Female	145	63.9
	Total	227	100.0
civil Status	Single	176	77.5
	Married	51	22.5
	Total	227	100.0
	Master's Level	1	.4

A Study on the Human Resource Conditions of Hotels in Region VIII, Philippines

<i>Highest Educational Attainment</i>	college Graduate	149	65.6
	College Level	61	26.9
	High School Graduate	16	7.0
	Total	227	100.0
<i>Gross Monthly Income</i>	16,251 - 17,000	1	.4
	14,751 - 16,250	2	.9
	14,000 - 14,750	11	4.8
	less 14,000	213	93.8
	Total	227	100.0
	Mean	11,381.0	-
	SD	2,054.2	-
<i>No. of Trainings</i>	1 training	60	26.4
	2 trainings	80	35.2
	3 trainings	48	21.1
	4 trainings	22	9.7
	5 trainings	9	4.0
	6 trainings	7	3.1
	7 trainings	1	.4
	Total	227	100.0
	Mean	2	-
<i>No. of Working Hours</i>	8 hours	222	97.8
	9 hours	3	1.3
	10 hours	1	.4
	11 hours	1	.4
	Total	227	100.0
	Mean	8	-
	SD	0.3	-

The hotel in question has a **predominantly young workforce**, with the majority of employees aged between 20 and 34 years. The mean age of 28 years and the standard deviation of 4.2 suggest that most employees are clustered around this age range. This might reflect industry trends where younger workers are often more employed in entry-level or operational roles within the hospitality sector, possibly due to the physical nature of many hotel jobs, which tend to attract younger individuals.

Sex

The distribution of sex within the sample suggests a higher representation of females 145 or (63.9%) compared to males 82 or (36.1%). This could indicate a gender imbalance in the population or a specific characteristic of the study's sample group. The sex distribution could also be reflective of the industry's gender dynamics, where women may occupy more roles in hospitality services.

Civil Status

Table 3 shows that out of 227 individuals 176 (77.5%) identified as single, while 51 (22.5%) individuals were classified as married. This means that the majority of hotel rank-and-file employees in the region were **single**. This suggests that a larger portion of the workforce may be younger or in the earlier stages of their personal lives, which could be relevant for employers in terms of understanding employee needs, benefits, or potential shifts in workforce dynamics in the future.

Highest Educational Attainment

The highest educational attainment of the rank and file employees revealed that the majority of participants (65.6%) have completed college or higher education. A smaller portion (26.9%) have completed some college, while 7.0% of the participants have only graduated from high school. The data shows that a very small percentage (0.4%) of participants have achieved a Master's level education. The educational profile of hotel rank-and-file employees in the region suggests that the workforce is generally well-educated, with the majority of employees being college graduates. However, there remains a significant portion of employees (nearly 27%) who have completed some college education but have not finished their degrees.

A Study on the Human Resource Conditions of Hotels in Region VIII, Philippines

Overall, the data highlights a well-educated workforce in the region, with a good opportunity for further training and development for those who have not completed their college degrees.

Gross Monthly Income

The gross monthly income of the rank and file employees shows that 213 or (93.8%) were earning less than 14,000 pesos per month, 11 or (4.8%) were earning 14,000 to 14,740 pesos, 2 or (0.9%) were earning 14,751 to 16,250 pesos per month, while 1 or (0.4%) was earning 16,251 to 17,000 per month. This implies that the hotel sector in this region seems to have a significant disparity between the wages of rank and file employees and potentially higher-paid staff. It can also be an area of concern on improving wage conditions for hotel employees within the region.

Number of Trainings Attended Related to the Job

The data on the number of trainings attended for Table 3 shows that 80 or (35.2%) attended 2 trainings related to their job, 60 or (26.4%) attended 1 training, 48 or (21.1%) attended 3 trainings, 22 or (9.7%) attended 4 trainings, 9 or (4.0%) attended 5 trainings, 7 or (3.1%) attended 6 trainings, while 1 or (0.4%) attended 7 trainings. The data implies the tendency for hotel employees to attend a small number of trainings, with a clear concentration around the 1-2 training range, and fewer employees attending larger numbers of trainings. The training distribution could suggest that additional training opportunities or encouragement might be beneficial to increase participation in further training programs.

Number of Working Hours

The number of working hours for the rank and file employees revealed that 222 or (97.8%) were working 8 hours per day, 3 or (1.3%) were working 9 hours, 1 or (0.4%) was working 10 hours and 11 hours daily. The data implies that the hotel rank and file employees in the region generally adhere to the standard 8-hour workday. The few employees working 9, 10, or 11 hours per day are exceptions, and overall, the working hours across the group are consistent.

The profile of rank and file employees in the hotel sector highlights several key factors. The workforce is predominantly young, female, and well-educated, with a significant number of employees earning lower wages. Training participation appears to be concentrated around minimal engagement, suggesting opportunities for further development in this area. Additionally, while most employees adhere to the standard working hours, there are some outliers working longer hours.

According to the study of Sitzmann et al., (2018), by making training more relevant, engaging, and flexible, organizations such as hotels can foster a more active learning environment and encourage greater participation. Furthermore, to enhance employee satisfaction, retention, and performance, the hotel could consider addressing issues related to wage disparities, expanding training opportunities, and offering tailored support for the workforce's diverse needs.

CONCLUSIONS

The researcher arrived at the following conclusions based on the findings of the study.

1. The hotel workforce had been predominantly young, female, and well-educated, with highly qualified managers facing salary challenges and rank and file employees experiencing income disparities and limited career growth.
2. The hotel management in Region 8 was a career that balanced professionalism with stability. While there was room for further emphasis on training and development, the workforce was generally committed and experienced.
3. The relatively low-income levels, moderate number of training attendances, and consistent working hours suggest areas for potential improvement, particularly in terms of compensation and further professional development opportunities.
4. Given the high proportion of married middle managers, workplace policies that support work-life balance and employee stability could be beneficial for both the managers and the organizations they serve.
5. Additionally, while most employees adhere to the standard working hours, there are some outliers working longer hours.

RECOMMENDATIONS

1. The hotel management may create a competitive compensation packages for hotel managers, middle managers and rank and file employees. Implementing performance-based incentives could also motivate and retain talent.
2. The hotel may consider to improve their training and development programs for their workforce.
3. The hotel may create a career plan and qualification criteria to motivate and provide a clear direction for their employees.
4. The hotel may revisit and reassess the implementation of their policies and procedures.

REFERENCES

- 1) Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A systematic review of human resource management systems and their measurement. *Journal of Management*, 45(6), 2498–2537.
- 2) De Guia, A. O., Marlon Jr, J., & Refuncion, J. (2024). Community Challenges: Social Representation of Service Delivery Given by Barangay Officials in a 6th Class Municipality. *Ignatian International Journal for Multidisciplinary Research*, 2(5), 2182–2199.
- 3) Francois Koukpaki, A. S., Adams, K., & Oyedijo, A. (2020). The contribution of human resource development managers to organisational branding in the hotel industry in India and South East Asia (ISEA): a dynamic capabilities perspective. *Employee Relations: The International Journal*, 43(1), 131–153.
- 4) Kambur, E., & Yildirim, T. (2023). From traditional to smart human resources management. *International Journal of Manpower*, 44(3), 422–452.
- 5) Khassawneh, O. (2018). An evaluation of the relationship between human resource practices and service quality: An empirical investigation in the Canadian hotel industry (Doctoral dissertation, University of Gloucestershire).
- 6) McGinley, S. P., Hanks, L., & Line, N. D. (2017). Constraints to attracting new hotel workers: A study on industrial recruitment. *International Journal of Hospitality Management*, 60, 114–122.
- 7) Sitzmann, T., & Weinhardt, J. M. (2018). Training engagement theory: A multilevel perspective on the effectiveness of work-related training. *Journal of Management*, 44(2), 732–756.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.