

Operational efficiency, service quality, and customer satisfaction in the hotel industry in San Jose, Occidental Mindoro

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Abstract

This study examined the effect of operational efficiency and service quality on customer satisfaction in the hotel business in San Jose, Occidental Mindoro. Data were collected from 78 respondents who availed of or attended activities at five selected hotels in the area, using a researcher-made survey questionnaire with a four-point Likert scale, within a descriptive-correlational research design. The findings showed that hotels had very high levels of operational efficiency, service quality, and customer happiness. The very high level of operational efficiency indicates that the hotels under local management in the SAMARICA area have acquired operational competencies that largely match client expectations during events. Moreover, the overall high rating further confirms that service quality is a comparative advantage of the local hotel business, particularly in event-venue services, where clients have much higher expectations. Customer satisfaction was also rated very highly, with respondents indicating a strong desire to promote the hotels and satisfaction with staff's event handling. However, several concerns remained regarding the facility's suitability and its ability to meet consumer expectations. Among the variables included, the quality of information was the strongest correlate of customer happiness, highlighting the importance of accurate, clear, and timely communication in shaping visitor experiences. The most important factors for both service quality and customer happiness were staff performance and the desire to help. In contrast, facility adequacy and expectation fulfillment were the most immediate opportunities for improvement. Based on the findings, the study recommends that hotel management invest in structured staff training programs, establish clearer, more consistent information communication systems, conduct regular facility assessments and upgrades, and implement a

systematic customer feedback mechanism. Local government units and tourism agencies are also encouraged to promote locally owned hotels through hospitality development projects that would enhance service standards and competitiveness in the hotel industry.

Keywords: operational efficiency, service quality, functional quality, information quality, customer satisfaction

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1. Introduction

The hotel and hospitality industry in the Philippines has the potential to grow, but it continues to face persistent challenges in delivering excellent service and maintaining consistent operations, particularly in rural and provincial areas. Studies demonstrate that in Philippine hospitality situations, the quality of physical facilities is the weakest characteristic of service quality with the tangibility being the weakest feature. This suggests that many local businesses are finding it difficult to fulfill the infrastructural requirements of modern guests (Genove & Tayco, 2024). These are especially crucial gaps in booming tourism areas like Occidental Mindoro where hotels have to reconcile their limited resources against growing demand for organized, quality services for event locations. Moreover, the tourism industry has boosted the economic prosperity of Occidental Mindoro. However, a growing need for event spaces is being felt in the southern towns of San Jose, Magsaysay, Rizal, and Calintaan, collectively known as SAMARICA. As client expectations become more refined, the requirement for well-organized venues for occasions such as birthdays, marriages, anniversaries, reunions, conferences, seminars, and community events is growing. The right venues and services to host such events have become more complex than ever before. The costs and problems are in fulfilling and exceeding the expectations of different persons or groups, whose demands are often diverse and contradicting. Therefore, it is important to conduct factual investigations and research to improve the effectiveness of services and facilities, with the support of well-trained people. Such discoveries will ultimately contribute to the growth and sustainability of the sector.

Enhancing the operational efficiency of local hotel event management involves optimizing staffing, resource allocation, and service delivery. Inefficiencies such as delayed services, poor coordination, and a lack of operational facilities negatively affect customers and limit venues' future performance. Staff training and technology are operational methods that can enhance customer satisfaction and provide hotels a competitive edge (Wilson, 2025). The research demonstrates that service quality, the extent to which the delivered service meets customers' expectations, is a crucial factor in shaping customer perception. The elements of service quality, such as reliability, responsiveness, assurance, empathy, and physical amenities, are extolled as the backbone of customer satisfaction, customer loyalty, and repeat business in hotels (Baluyot & Pampolina, 2020). Research has shown that service quality influences satisfaction and the intention to recommend a service, especially in the hotel sector. Recent research in hospitality management reveals that service quality and interaction, particularly responsiveness, affect customer satisfaction (Crossman, 2022).

Customer satisfaction is the sum of a customer's experience after using the services and facilities provided. Satisfaction is a multidimensional outcome. Satisfaction originates from service quality and operational efficiency. It is closely related to customers' behavioral patterns, such as the likelihood to book more. Based on research on hotel satisfaction, when there are drastic changes in operational effectiveness and service delivery, guests' satisfaction with operations and service delivery is significantly improved (Shrivastava & Saxena, 2021).

Most event venues in San Jose are locally owned and operated, and they want to offer appropriate facilities, helpful staff, and simple policies that govern client relations. However, the competitive landscape is getting tougher as clients are becoming more discriminating in their choice of quality service and venue appropriateness. Research in other settings, such as the Pesonna Hotel Pekanbaru, shows that service quality and brand image have a significant effect on customer satisfaction and loyalty, highlighting the importance of operational excellence and corporate image for customer satisfaction (Jacksen et al., 2021). If operational bottlenecks or quality of service are not resolved, it could lead to unhappy consumers and damage the reputation of the local hotel industry. This study attempts to address the gap in the existing literature by examining the influence of event venues' efficacy in San Jose on client satisfaction. The emphasis is primarily on three critical areas of venue operations—the adequacy of

facilities, the responsiveness of staff, and policies and standards. These were analyzed using client satisfaction indicators, such as perceived service quality, the venue's suitability for particular events, and behavioral intentions, including repeat reservations and referrals.

Objectives of the Study - This study aims to determine the effect of operational efficiency and service quality on customer satisfaction in the hotel industry in San Jose, Occidental Mindoro. Specifically, it seeks to (1) assess the level of operational efficiency; (2) evaluate the level of service quality in terms of functional quality and information quality; (3) determine the level of customer satisfaction; and (4) determine if the level of customer satisfaction in the hotel industry is significantly affected by operational efficiency and service quality.

Significance of the Study - This study focuses on the hotel business in San Jose, Occidental Mindoro, where hotel and event venue owners can use the findings to design better facilities, organize better services, improve employee training, and implement sound operational guidelines and administrative procedures to meet guests' demands and exceed their expectations. An improved guest experience and a stronger competitive position and long-term sustainability for hotel enterprises, considering the operational and service sides of the business. The revised procedures will also be advantageous to the different stakeholders. Owners and managers will experience better decision-making and greater customer loyalty. The guests will be more fun and organized. Employees will have improved training opportunities and higher job satisfaction. The local government units and tourist authorities can use the findings to craft policies, programs, and hospitality development efforts relevant to the SAMARICA region. Industry partners, such as tour operators and event planners, will be able to coordinate more effectively with local hotels to enhance their service offerings. The study will also contribute to the academic literature on operational efficiency, service quality, and customer satisfaction in rural and provincial hotel management in the Philippines. A more competitive and customer-oriented hotel sector would result in greater tourism activity and socio-economic development through increased employment and growth in the local population. This study will also provide an empirical ground and a verified research instrument for future researchers to investigate service quality and customer satisfaction in the provincial hospitality context. The findings, methodology, and recommendations of this study can serve as a reference point for future studies that may broaden the scope of investigation to other municipalities, include additional variables, or use qualitative approaches to more deeply understand the factors that influence customer satisfaction in the local hotel industry.

Scope and Delimitation of the Study - This study focused on the customer satisfaction of the hotel business in San Jose, Occidental Mindoro. Also, it aimed to assess the impact of operational efficiency and service quality on customer satisfaction at the selected local hotels. The answers were limited to clients who had booked or attended events at the five selected hotels in San Jose that provide event venue services. Data collection was done from March 30 to April 12, 2026. The data collection period was five days, and data was collected face-to-face, with an online option accessible if needed. The study covers only the municipality of San Jose, Occidental Mindoro, and does not include other municipalities within the SAMARICA region or the province. The factors studied were limited to operational efficiency, functional quality, information quality, and customer satisfaction. The results are specific to the event venue service setting and not to generic hotel accommodation services. Moreover, the research was limited to 78 respondents due to the small number of available consumers during the data-gathering period, which may limit the generalizability of the results to a larger population.

2. Methodology

Research Design - This study utilized a descriptive-correlational research strategy, a quantitative design that describes the existing conditions of the variables and examines their relationships (Creswell, 2014). The descriptive part of the study aimed to describe the level of operational efficiency, service quality, and customer satisfaction of hotel event venues in San Jose, Occidental Mindoro. The correlational part identifies whether operational efficiency and service quality significantly affect consumer satisfaction. The approach enables the researcher to understand patterns and linkages without needing to manipulate hotel operations. Therefore, it is appropriate to assess existing practices and offer evidence-based suggestions for the local hospitality industry.

Respondents of the Study - This study focuses on clients who have booked, attended, or participated in events held at hotel event venues in San Jose, Occidental Mindoro. They have firsthand experience with the services and staff at the local event venues and are therefore the best sources of information. Their feedback, whether positive or negative, offers a spectrum of perspectives to assess operational performance, service quality, and the overall customer experience. Their input also helps the study identify the strengths and limitations of hotel event management. It provides a broad insight into customer satisfaction in the hospitality industry in San Jose. A purposive sampling technique was employed to select respondents who met the inclusion criterion of having attended events at the selected hotels. Initially, the researchers intended to gather responses from approximately 100 participants across five (5) selected hotels. However, only 78 clients are available to participate in the study due to the limited number of clients during the data-gathering period. This approach ensures that the sample provides relevant and reliable data while capturing a variety of customer experiences.

Research Instrument - In this study, the researcher-made survey questionnaire was used to measure operational efficiency, service quality, and customer satisfaction in the hotel industry in San Jose, Occidental Mindoro. The survey was developed following a review of the prior research to include all the relevant areas. Customer experience was assessed on a four (4) point Likert scale from “Strongly agree” to “Strongly disagree.” To facilitate data collection and quantitative analysis of interactions among variables, the questionnaire was divided into several sections according to the different operational and service satisfaction categories (i.e., service quality—responsiveness, reliability, and tangibles). The survey questionnaire is tested for reliability and validity. All validation procedures involve expert validation and constructive criticism. To validate the instrument, rephrasing, directions for the reader, and the clarity of all questions were included, as were all the experts consulted. To verify the survey's internal reliability, a pilot test was conducted with participants who had characteristics similar to those of the target population. The reliability and validity of the measure are examined in the main study to ensure that the instrument provides consistent and dependable information. Reliability is also assessed using Cronbach’s alpha.

Table 1
Reliability Analysis Results

Item	Number of Items	Reliability Coefficients	Interpretation
Operational Efficiency	10	.874	High Reliability
Functional Quality	10	.895	High Reliability
Information Quality	10	.893	High Reliability
Customer Satisfaction	10	.894	High reliability

Legend: 0.90 and Above – Very High; 0.80-0.89 – High; 0.70-0.79 – Acceptable; 0.60-0.69 – Questionable; 0.50-0.59 – Poor; Below 0.50 – Unacceptable

Table 1 presents the reliability statistics of the research instrument. Cronbach’s alpha scores for all four variables: operational efficiency ($\alpha = .874$), functional quality ($\alpha = .895$), information quality ($\alpha = .893$), and customer satisfaction ($\alpha = .894$) were considered to have good dependability. The overall reliability of the 40-item instrument was .889, which is considered good reliability. The results suggest good internal consistency of the survey questionnaire across all variables, giving confidence that the instrument measured the constructs it was designed to test and that the data obtained were reliable for further analysis.

Data Gathering Procedure - The researchers submitted a letter to the Program Head of the Graduate School for review and approval. Upon receiving approval, permission was sought from the hotel owners or managers of the selected hotels. Once permission was granted, respondents were provided with an informed consent form that explained the purpose of the study, their voluntary participation, and the confidentiality guarantees. Data collection was conducted face-to-face over five (5) days, with an online option made available at that time. Completed questionnaires were collected and reviewed for completeness and accuracy, and all data were managed with strict confidentiality and used solely for academic and research purposes.

Statistical Treatment of Data - The researchers used weighted means in the descriptive section to determine the levels of operational efficiency, service quality, and customer satisfaction. The Pearson correlation coefficient

(r) was used to examine the relationship between operational efficiency, service quality, and customer satisfaction. The data were organized in Microsoft Excel and analyzed in SPSS to calculate mean values and correlation coefficients for the variables.

Ethical Considerations - The survey questionnaires and the researchers submitted the authorization letter from the head of the program’s department. The researchers administered the questionnaires in accordance with the Data Privacy Act of 2012 (R.A. No. 10173). All personal information and results obtained from respondents are kept strictly confidential and used for research purposes only. Researchers verified that data collection, storage, and processing were conducted ethically to protect participants' rights and privacy, including measures to prevent unauthorized access, misuse, or information leakage. These procedures are implemented to safeguard the integrity and ethical standards of the research.

3. Results and Discussions

Table 2
Mean Level of Operational Efficiency

Indicators	Weighted Mean	Interpretation
1. The hotel efficiently manages event schedules without delays.	3.46	Very High
2. Staff are well-coordinated during event operations.	3.46	Very High
3. The hotel provides services within the expected time frame.	3.46	Very High
4. Resources (e.g., equipment, materials) are readily available during events.	3.45	Very High
5. The hotel minimizes errors in event arrangements.	3.44	Very High
6. The staff demonstrates competence in handling operational tasks.	3.40	Very High
7. The hotel has clear procedures for event management.	3.53	Very High
8. The workflow during events is smooth and organized.	3.46	Very High
9. The hotel quickly resolves operational issues when they arise.	3.41	Very High
10. The hotel operates efficiently in delivering its services.	3.40	Very High
Composite Mean	3.45	Very High

Legend: 3.26–4.00 = High; 2.51–3.25 = Moderate; 1.76–2.50 = Low; 1.00–1.75 = Very Low

Table 2 presents respondents’ evaluations of the operational efficiency of hotels in San Jose, Occidental Mindoro. The overall mean of 3.45 indicated a very high degree of operational efficiency, showing that hotel operations were consistently effective in handling event-related services. This research shows that hotels in San Jose have developed functional operational systems that are easily identified and appreciated by the customers, especially in scheduling, staff coordination, and workflow management. The very high level also indicates that the hotels under local management in the SAMARICA region have acquired operational competencies that largely match client expectations during events.

Among the indicators, “The hotel has clear procedures for event management” had the highest mean of 3.53, which is considered extremely high, indicating that customers strongly appreciated well-ordered, structured procedures during events. The existence of procedural frameworks is a vital operational asset, as it reduces the likelihood of errors, miscommunication, and service delays that could adversely affect the overall guest experience. Meanwhile, “The staff demonstrates competence in handling operational tasks” and “The hotel operates efficiently in delivering its services” received the lowest mean of 3.40, also interpreted as very high, thereby indicating that staff competence and service delivery efficiency are well-perceived, but these dimensions offer the most immediate opportunities for further development relative to the other operational indicators.

According to Paulose and Shakeel (2022), effective operational management, service coordination, and staff efficiency may be the main factors behind better service performance and customer satisfaction in hotel operations. Their results are consistent with this study's findings, confirming that hotels with strong operational procedures and integrated workflows are likely to receive better client assessments. Similarly, Waqanimaravu and Arasanmi (2020) found that hotels that focus on staff development and smooth service procedures are better able to sustain high satisfaction levels over time, further emphasizing the need to continually improve staff competence and delivery efficiency, even when baseline performance is perceived positively by customers.

Table 3*Mean Level of service quality in terms of functional quality and information quality*

Indicators (Functional Quality)	Weighted Mean	Interpretation
1. The staff is courteous and respectful at all times.	3.46	Very High
2. Employees respond promptly to customer requests.	3.39	Very High
3. The staff is knowledgeable about the services offered.	3.45	Very High
4. The hotel provides consistent and reliable service.	3.46	Very High
5. Employees show genuine concern for customer needs.	3.42	Very High
6. Staff communicates clearly and effectively.	3.45	Very High
7. The hotel delivers services as promised.	3.44	Very High
8. Employees are willing to assist customers at any time.	3.53	Very High
9. The staff handles complaints professionally.	3.49	Very High
10. The overall interaction with staff is satisfactory.	3.44	Very High
Composite Mean	3.51	Very High
Indicators (Information Quality)		
1. The hotel provides accurate information about event services.	3.49	Very High
2. Pricing information is clear and transparent.	3.50	Very High
3. The hotel clearly explains its policies and guidelines.	3.49	Very High
4. The staff provides complete details about event arrangements.	3.45	Very High
5. The information given is easy to understand.	3.37	Very High
6. The hotel provides timely updates regarding bookings.	3.49	Very High
7. Customers are well-informed about service inclusions.	3.40	Very High
8. Communication channels (e.g., phone, online) are effective.	3.40	Very High
9. The hotel provides reliable responses to inquiries.	3.42	Very High
10. The information provided by the hotel is satisfactory.	3.50	Very High
Composite Mean	3.47	Very High
Overall Mean	3.53	Very High

Legend: 3.26–4.00 = High; 2.51–3.25 = Moderate; 1.76–2.50 = Low; 1.00–1.75 = Very Low.

Table 3 shows the respondents' rating of the level of service quality of hotels in San Jose, Occidental Mindoro, in terms of functional and informational quality. The overall mean of 3.53 is very high, indicating that clients felt the hotels consistently provided services that met, and often exceeded, their expectations. This shows that San Jose hotels have developed a service culture that clients identify as dependable, polite, and knowledgeable in both interpersonal and communicative dimensions. The overall high rating further confirms that service quality is a comparative advantage of the local hotel business, particularly in event venue services where clients have much higher expectations. The weighted mean of 3.51 suggests a very high level of assessment of functional quality. The highest mean, 3.53, was observed for the indication "Employees are willing to assist customers at any time," suggesting that customers appreciated staff's willingness to provide proactive assistance and their availability during events. The findings indicate that the relational aspect of service, manifested in staff attentiveness and customer-oriented behavior, is the most significant determinant of functional quality among event venue clients in San Jose. On the other hand, "Employees respond promptly to customer requests" has the lowest mean of 3.39, which is also perceived as extremely high, but this is the dimension with the greatest immediate possibility for development in terms of speed and efficiency in handling requests.

In terms of information quality, the weighted mean of 3.47 is very high. Pricing transparency ($M = 3.50$) and overall information satisfaction ($M = 3.50$) were the top-rated factors, demonstrating that clients were most satisfied with the transparency of cost-related communication and the overall adequacy of the information offered. The lowest-rated indicator was "The information given is easy to understand" ($M = 3.37$), but it was still interpreted as very high. This suggests that client understanding and confidence before and during events can be further strengthened by simplifying and clarifying the language and format of the information communicated. This is reinforced by Ali et al. (2021), who established that the key elements of service quality that strongly influence customer satisfaction and perceptions in hotel settings are responsiveness, reliability, and effective communication. Their conclusions are consistent with the results of this study, which confirm that hotels that exhibit good interpersonal service interactions and credible information delivery receive more favorable customer ratings of overall service quality. Kalnaovakul and Promsivapallop (2023) also found that when hotels consistently deliver on these service quality dimensions, customers develop stronger satisfaction responses and are more likely to exhibit positive behavioral intentions, such as repeat patronage and referral outcomes, which are directly reflected in the high recommendation and satisfaction scores observed in this study.

Table 4
Mean Level of Customer Satisfaction

Indicators	Weighted Mean	Interpretation
I am satisfied with the services provided by the hotel.	3.55	Very High
The hotel met my expectations for the event.	3.36	Very High
The overall experience was enjoyable.	3.51	Very High
The facilities were suitable for my event needs.	3.37	Very High
The service quality contributed to my satisfaction.	3.45	Very High
The hotel provided good value for money.	3.39	Very High
I would consider booking this hotel again.	3.50	Very High
I would recommend this hotel to others.	3.86	Very High
I am satisfied with how the staff handled my event.	3.82	Very High
I am satisfied with my experience at the hotel.	3.44	Very High
Composite Mean	3.59	Very High

Legend: 1.00–1.75 = Very Low; 1.76–2.50 = Low; 2.51–3.25 = High; 3.26–4.00 = Very High

Table 4 presents the level of customer satisfaction among respondents at hotels in San Jose, Occidental Mindoro. The grand mean of 3.59 shows a very high satisfaction among customers. This shows that respondents were consistently satisfied with their hotel experience on most of the criteria evaluated. The result implies that hotels in San Jose have developed a service environment that is well perceived by event clients, particularly in terms of staff performance and the overall quality of the experience. The very high satisfaction rating further suggests that the hotels' operational and service delivery practices have translated into positive customer outcomes, such as high endorsement and rebooking intentions. Jacksen et al. (2021) found that service quality significantly influences customer satisfaction and loyalty in hotel settings, confirming that the high satisfaction levels observed in this study are consistent with hotels that demonstrate strong interpersonal service delivery and reliable event management practices.

The top-rated indicators were "I would recommend this hotel to others" ($M = 3.86$) and "I am satisfied with how the staff handled my event" ($M = 3.82$), both of which were rated extremely high. These ratings suggest that good staff performance and good event handling were the strongest drivers of customer satisfaction and referral behavior among respondents. The high recommendation score also matters from a financial standpoint, as it represents not only customer satisfaction but also customer loyalty and an organic marketing opportunity for hotels. The very high recommendation and staff satisfaction scores in this study support the findings of Paulose and Shakeel (2022), who reported that operational processes and service interactions that consistently meet customer expectations tend to increase loyalty and word-of-mouth recommendations for hotel services. Furthermore, their study revealed that staff attentiveness and reliable service execution are the most consistent indicators of positive word-of-mouth behavior. Again, it is clear that human resource development is vital to maintaining customer happiness in the hospitality business. The two lowest rated indicators were "The hotel met my expectations for the event" ($M = 3.36$) and "The facilities were suitable for my event needs" ($M = 3.37$), both interpreted as very high but representing the dimensions with the most immediate opportunity for improvement relative to other satisfaction indicators.

These results show that while the clients were generally satisfied, the match between expectations before the event and the actual conditions of the venue, as well as the physical appropriateness of the event spaces, was rated less positively than the personnel-related aspects. This finding indicates an expectation gap that, if left unaddressed, might lead to a progressive erosion of overall satisfaction despite strong interpersonal service performance. This is aligned with the findings of Shrivastava and Saxena (2021), who found that the sufficiency of physical facilities and the fulfillment of expectations are important elements of hotel satisfaction, which directly affect customers' overall judgments and future booking intentions. They also noted that hotels that invest in aligning venue conditions with client expectations through pre-event discussions, facility renovations, and transparent communication are much more effective at converting satisfied consumers into loyal, regular clientele. Overall, the results revealed that at hotels in San Jose, Occidental Mindoro, staff performance is the major factor affecting customer satisfaction, while physical facility adequacy and expectation management are the most feasible to improve. Similarly, Wilson (2025) noted that hotels investing in staff development and facility improvements are more likely to achieve sustained high satisfaction and a competitive advantage in the local hospitality industry.

These results underscore the importance of a dual-focus improvement strategy that maintains the interpersonal service strengths clients have already appreciated and systematically closes the gaps between customer expectations and actual hotel performance across the physical and communicative dimensions.

Table 5

Correlation Coefficient and P-Value for Hypothesis Testing (H₀)

Independent Variables	Dependent Variables	Correlation Coefficient	P-value	Interpretation
Operational Efficiency	Customer Satisfaction	.501**	<.001	Highly Significant
Functional Quality	Customer Satisfaction	.500**	<.001	Highly Significant
Information Quality	Customer Satisfaction	.604**	<.001	Highly Significant

Legend: p-value \leq 0.001 Highly Significant; p-value \leq 0.05 Significant

Table 5 shows the relationship between operational efficiency, service quality, and customer satisfaction of hotels in San Jose, Occidental Mindoro. There is a highly significant positive correlation between customer happiness and operational efficiency ($r = .501$, $p = .000$). This means that better operational methods lead to higher levels of guest satisfaction. This result shows that consumers are more satisfied when hotels handle event schedules well, organize staff efficiently, and resolve operational problems quickly. Functional quality was also substantially and positively associated with customer satisfaction ($r = .500$, $p = .000$). This indicates that courteous, responsive, and reliable interactions with the staff enhanced guests' overall contentment. The equivalent correlation coefficients for operational efficiency and functional quality indicate that consumers tend to consider the method of service delivery and the interpersonal aspects of staff behavior equally when formulating their overall satisfaction evaluations. Among the three independent variables, information quality had the highest correlation coefficient ($r = .604$, $p = .000$). It was the strongest and most influential predictor of customer satisfaction among the factors included in this study. This research highlights the need to provide accurate, clear, and timely information, especially regarding event arrangements, pricing, and booking updates, which have a decisive effect on customer perceptions and overall satisfaction in hotel event venues.

The result is supported by Tager et al. (2021), who stated that operational efficiency, service quality, and communication effectiveness are key predictors of customer satisfaction and behavioral intentions in hotel operations. Their results are congruent with the findings of this study, confirming that the three independent variables studied, operational efficiency, functional quality, and information quality, independently and jointly, have a significant influence on customer satisfaction. In terms of customer evaluations. This is in direct agreement with the highest correlation coefficient found in the present study for information quality. Furthermore, Paulose and Shakeel (2022) stress that customers are more likely to develop loyalty and recommend hotel services when operational processes and service interactions consistently match their expectations. Their research revealed that efficient operations and high-quality service delivery have a compounding positive effect on customer satisfaction. In other words, simultaneous improvements across different dimensions yield greater satisfaction gains than isolated improvements in any one area. Communication reliability and service consistency were the most frequently mentioned drivers of repeat patronage and referral behavior, further underscoring the practical importance of prioritizing improvements in information quality as the most direct and impactful pathway to enhance customer satisfaction among hotels in San Jose, Occidental Mindoro.

4. Conclusions

Based on the findings, the following conclusion was presented: the data showed that hotels in San Jose, Occidental Mindoro, had a very high level of operational efficiency. This suggests that, while there are certain procedures for managing events, staff competency and service delivery still need improvement. This means that operational practices are in place but need further improvement to achieve more efficient service performance. The overall level of service quality was very high, with functional quality (staff desire to assist customers) strongly perceived. There were still areas for improvement in customer responsiveness and information clarity. These results emphasize the necessity of good communication and trustworthy service in the hospitality sector. Customer satisfaction was also rated very highly, with respondents indicating a strong desire to promote the hotels and satisfaction with staff's event handling. However, several concerns remained regarding the facility's suitability and

its ability to meet consumer expectations. The study also indicated a considerable positive association between operational efficiency, service quality, and customer satisfaction. The strongest association was between information quality and customer satisfaction, meaning that customers' experiences are strongly influenced by the accuracy, clarity, and timeliness of the information they receive. Overall, the results demonstrate the importance of operational efficiency and service quality as predictors of customer satisfaction. Improvement of staff responsiveness, communication, and facility adequacy will further enhance customer satisfaction and increase the competitiveness of hotels in San Jose, Occidental Mindoro.

Recommendations - Based on the findings, the following recommendations were drawn: Hotel owners and management may increase staff training in operational competence, responsiveness, and customer service to improve service delivery efficiency and the overall client experience. Hotels have to optimize their information dissemination systems to provide clear, accurate, and fast information about services, prices, policies, and bookings. Thus, because the relationship between information quality and customer happiness was strongest, attention should be paid to effective communication tactics. Facilities also need to be regularly assessed and maintained to ensure that the venues where events are held meet consumer expectations. They are suitable for a range of occasions and activities. Hotel owners may develop systematic customer feedback channels, such as satisfaction surveys and complaint monitoring, to discover service gaps and make ongoing improvements. Local government units and tourism authorities can support locally operated hotels through training programs, service-quality initiatives, and hospitality development projects to enhance the competitiveness of local tourism businesses. Finally, future researchers may expand this research by increasing the sample size and incorporating additional localities or variables. Qualitative methods can also be used to get a greater understanding of consumer experiences and hotel management practices.

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