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Dimensions Influencing Service Quality of Hospitality Industries

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ABSTRACT

This study investigated the factors influencing service quality in the hospitality industry of Eastern Samar, Philippines, focusing on both internal and external dimensions. Employing a correlational research design, data were collected from 140 customer respondents across 10 selected hospitality establishments, including hotels, resorts, bars, and restaurants. A structured survey questionnaire assessed internal factors such as staff training, employee motivation, and management support, as well as external factors like market competition, technological advancements, and customer expectations. Service quality was evaluated using five dimensions—reliability, responsiveness, assurance, empathy, and tangibles—measured on a five-point Likert scale.

Findings revealed that both internal and external factors significantly influence service quality, with respondents identifying staff training and technological advancements as particularly impactful. The overall level of service quality was perceived as very high across all dimensions, except for transport facilities, which received a moderate rating. Correlation analysis indicated moderate positive relationships between internal and external factors. However, a strong negative correlation between certain internal and external dimensions suggested challenges in harmonizing these influences.

The study concluded that enhancing internal processes—particularly employee development—while adapting to external market demands is essential for sustaining high service quality. It recommends that hospitality organizations implement ongoing staff training, strengthen internal communication, monitor external trends, and adopt customer-focused strategies to maintain competitiveness and improve customer satisfaction. This research offers valuable insights for management to strategically address both internal and external factors to optimize service quality in Eastern Samar's hospitality sector.

Keywords: *Service Quality, Hospitality Industry, Internal Factors, External Factors, Customer Satisfaction.*

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CHAPTER ONE
INTRODUCTION

The hospitality industry, a cornerstone of global tourism and the economy, is profoundly influenced by the quality of service it provides. Understanding the dimensions that affect service quality is essential for hospitality businesses aiming to meet the evolving expectations of a diverse clientele.

Service quality in the hospitality sector is multifaceted, encompassing dimensions such as tangibles, reliability, responsiveness, assurance, and empathy. These aspects have been widely studied, emphasizing their contribution to overall service excellence. Tangibles refer to the physical elements of service delivery, including facilities and equipment. Reliability involves the ability to deliver promised services consistently and accurately. Responsiveness pertains to the willingness of staff to assist guests promptly and efficiently. Assurance reflects staff competence, courtesy, and credibility, while empathy relates to providing personalized attention that acknowledges guests' individual needs and preferences. The industry faces unique challenges that affect service quality, including labor shortages, technological shifts, and changing consumer behaviors (Ali et al., 2021).

Kumar (2023) emphasized that service quality plays a vital role in shaping customer satisfaction and loyalty. High-quality service fosters positive guest experiences, encouraging repeat visits and word-of-mouth recommendations. Conversely, poor service can lead to dissatisfaction, negative reviews, and reduced customer retention. This dynamic is significant, as returning customers not only contribute to sustained revenue but also act as brand ambassadors, promoting the business through personal referrals and online platforms.

The dimensions influencing service quality are critical for enhancing customer satisfaction and loyalty, as demonstrated by numerous studies. Key dimensions identified include tangibles, assurance, understanding and caring, service adequacy, and convenience (El-Said, 2020). Service encounter quality, referring to guest interactions with staff, has a substantial impact on perceived value and loyalty, suggesting that improving these interactions can lead to better business outcomes (Samaké et al., 2023). Additionally, the link between service quality and brand reputation is essential, as both significantly contribute to customer satisfaction and overall performance (Ásgeirsson et al., 2024). Empirical findings further show that superior service quality not only offers a competitive advantage but also enhances operational efficiency and tourist experiences—key drivers of economic growth in the hospitality industry (Nguyen & Ngoc, 2024; Krotenko et al., 2023).

However, the industry continues to face persistent challenges, including high employee turnover, shifting customer preferences, and increasing demands for seamless technological integration. These complexities hinder the consistent delivery of high-quality service. Moreover, cultural factors play a significant role in shaping guest expectations and perceptions of service, requiring hospitality providers to adopt culturally responsive service strategies (Abdulrab & Hezam, 2024).

As customers become more discerning and informed, it is crucial for hospitality businesses to adapt their service delivery to remain competitive. This study aims to examine how various dimensions influence service quality in the hospitality industry and provide insights for industry stakeholders, supporting the implementation of best practices that enhance customer experiences and improve operational outcomes.

Grounded in the established SERVQUAL model, this research specifically explores the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. It investigates how these factors contribute to the perceived quality of services offered by hotels, restaurants, and other hospitality establishments in Eastern Samar.

A. *Statement of the Problem*

This study aimed to determine the dimensions influencing the service quality of the hospitality industry in Eastern Samar. Specifically, it sought to answer the following questions:

- What are the dimensions influencing the service quality of the hospitality industry in terms of:

- *Internal Dimensions;*

- ✓ Staff Training;
- ✓ Employee Motivation;
- ✓ Management Support

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- External Dimensions;

✓ Market Competition;
✓ Technological Advancements;
✓ Customer Expectations?

➢ What is the level of service quality of the hospitality industry in terms of:

- Reliability;
- Responsiveness;
- Assurance;
- Empathy;
- Tangibles?

➢ Is there a significant relationship between the identified dimensions and the level of service quality in the hospitality industry?

B. Significance of the Study

The result of this study may have a significant impact on the following:

➢ *Hospitality Businesses:*

Understanding the dimensions of service quality may equip hospitality businesses with the tools necessary to refine their services and enhance customer experiences. By identifying key factors such as reliability, responsiveness, assurance, empathy, and tangibles, managers may implement targeted staff training programs, optimize service delivery processes, and invest in physical resources that create a more welcoming environment. These improvements may lead to increased customer loyalty, repeat business, and a stronger brand image, ultimately boosting profitability in a highly competitive market.

➢ *Customers:*

From the customers' perspective, this study may emphasize the importance of high-quality service, which directly influences satisfaction and overall experience. Customers may benefit from an industry that actively seeks to enhance service delivery through a deeper understanding of its core dimensions.

➢ *Industry Practitioners:*

This study may serve as a valuable reference for industry practitioners by highlighting best practices in service delivery. Establishing effective benchmarks based on service quality dimensions may help shape policies, improve management strategies, and elevate service standards across the hospitality sector.

➢ *Future Researchers:*

The findings of this study may serve as a foundational reference for further investigations into service quality within the hospitality industry. It highlights key dimensions and reveals gaps in current literature, encouraging future studies that explore additional dimensions, regional variations, or the effects of emerging technologies on service delivery.

C. Scope and Delimitation of the Study

This study focused on the dimensions influencing service quality within the hospitality industry in Eastern Samar, Philippines. It aimed to investigate how internal and external factors relate to the core components of service quality—tangibles, reliability, responsiveness, assurance, and empathy—and how these affect customer satisfaction and experiences across various hospitality establishments, including hotels, restaurants, and resorts in the province.

The study specifically targeted customers who have recently availed of hospitality services in Eastern Samar, including local and international tourists, as well as residents. The research was conducted during the academic year 2024–2025, enabling the collection of up-to-date data relevant to the dimensions influencing service quality in the region's hospitality industry.

D. Definition of Terms

The following terms used in the study are defined conceptually and/or operationally to ensure clarity and better understanding of this chapter.

➢ *Assurance:*

It refers to the employees' knowledge, skills, and courtesy that build customer trust and confidence in the service. It is especially important when customers question the service's reliability (Parasuraman, Zeithaml, & Berry, 1988). In this study, assurance is measured through customer ratings of staff competence, courtesy, credibility, and ability to instill confidence.

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- *Customer Satisfaction:*

This is a measure of how well a hospitality service meets or exceeds customer expectations. High levels of customer satisfaction can lead to repeat business, positive word-of-mouth, and customer loyalty (Kotler & Keller, 2016). Customer satisfaction is operationalized as the degree to which customers feel their expectations have been met or exceeded by the hospitality service. It is measured through a set of statements on the survey that capture satisfaction with service delivery, facility quality, and overall experience.

- *Empathy:*

Empathy refers to the capacity of employees to recognize and understand the feelings and perspectives of customers. It involves providing individualized attention and care, ensuring that customers feel valued beyond mere transactions (Parasuraman et al., 1988). In this study, it refers as the extent to which employees provide personalized and attentive service. It is measured by customers' responses to items evaluating how well staff recognize and respond to individual needs and preferences.

- *Employee Motivation:*

Employee motivation refers to the internal and external factors that stimulate an employee's dive and actions toward achieving organizational goals (Patil & Arpitha, 2023).

- *External Dimension:*

External dimension are elements outside an organization that influence its operations and service quality. In the hospitality industry, these include economic conditions, competition, technological advancements, and regulatory changes (Kotler, Bowen, & Makens, 2017). In this study, it refers to outside influences such as market competition, technological advancements, and costumer expectation. These are measured by survey items evaluating customer awareness and perceptions of how these factors impact the quality of service provided by hospitality establishments.

- *Hospitality Industry:*

The hospitality industry encompasses a broad range of businesses that provide services to guests, including hotels, restaurants, resorts, and event venues. These businesses aim to deliver high-quality experiences and satisfaction to customers (Walker, 2020). For the purposes of this study, the hospitality industry includes selected hotels, resorts, and restaurants in Eastern Samar, with data gathered from customers who have recently availed of these services.

- *Internal Dimension:*

Internal dimension refers to elements within an organization that affect service quality. These include staff training and development, organizational culture, operational procedures, and management practices (Zeithaml, Bitner, & Gremler, 2018).

- *Management Support:*

Management support in industry refers to the backing and resources provided by an organization's leadership to its employees and operational processes.

- *Market Competition:*

Market competition in the hospitality industry refers to the rivalry among businesses offering similar or substitutable products and services to attract customers. This competitive environment drives innovation, improves service quality, and enhances overall economic efficiency. The growth of numerous hotels, motels, and other lodging accommodations, especially in regions experiencing an increase in international and domestic tourism, highlights the importance of providing good service quality to remain competitive (Idris et al., 2020).

- *Reliability:*

Reliability is one of the key dimensions of service quality, emphasizing consistency and dependability in service delivery. It entails performing promised services correctly and accurately every time, which helps foster customer trust and satisfaction (Parasuraman et al., 1988).

- *Responsiveness:*

This refers to the willingness and ability of staff to promptly assist customers and attend to their needs. It reflects how quickly and effectively employees respond to requests and complaints, a factor essential to enhancing guest experiences in the hospitality sector (Zeithaml et al., 2018). Responsiveness is measured by how customers perceive employees' promptness, willingness to help, personalized attention, service adaptability, and speed of service. It is assessed through a 5-point Likert scale, with higher scores indicating greater responsiveness.

- *Staff Training:*

Staff training involves the education and development activities provided to employees to enhance their skills and performance (Demchuk &Ushakov, 2021).

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- *Service Quality:*

Service quality refers to the overall assessment of a service based on customer expectations and perceptions. In the hospitality industry, it encompasses multiple dimensions—such as reliability, responsiveness, assurance, empathy, and tangibles—that together shape customer satisfaction and loyalty (Parasuraman et al., 1988). Service quality is measured using the SERVQUAL model's five dimensions—tangibles, reliability, responsiveness, assurance, and empathy—evaluated through a structured questionnaire rated on a 5-point Likert scale.

- *Tangibles:*

Tangibles include the physical aspects of a service that customers can see and experience. These consist of the appearance of facilities, cleanliness, the presentation of staff, and the quality of physical materials used in service delivery (Parasuraman et al., 1988). In this study, tangibles are assessed through survey items that measure customer impressions of physical facilities, ambiance, equipment, and staff appearance.

- *Technological Advancements:*

Technological advancement in the hospitality industry encompasses the integration and application of innovative technologies to transform industry structures, processes, and practices (Buhalis et al.,2019).

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CHAPTER TWO
REVIEW OF RELATED LITERATURE AND STUDIES

This chapter discusses related and studies in dimensions influencing service quality of the hospitality industry. Reviewed Master thesis, journals, books and magazine, and internet sources.

A. Related Literature

Recognizing the effects of both internal and external dimension enables hospitality organizations to craft effective marketing strategies that cater to consumer requirements and secure a competitive edge. Research indicates that consumers do not make decisions in isolation; instead, their choices are often influenced by various individuals who play different roles in the decision-making process. As a result, consumer behavior is significantly shaped by cultural, social, personal, and psychological traits, which help consumers identify the benefits of products and brands. Studies have shown that consumer age affects their preferences for accommodation and dining options, with older consumers generally placing higher demands on comfort and nutrition (Blahopoluchna & Liakhovska, 2022).

Internal dimension influencing service quality in the hospitality industry primarily revolve around the management and organizational culture within hotels. Key determinants include management systems such as process management, training, and compensation, which are crucial for enhancing internal service quality (ISQ). Social systems, including collaborative culture, interdepartmental communication, and servant leadership, also play a significant role in shaping ISQ. Personal characteristics of employees, such as role stress, empathetic personality, and collegial relationships, further influence internal service quality (Wu et al., 2021).

Staff training is a prerequisite for sustaining high service quality in the hospitality sector (Waqanimaravu & Arasanmi, 2020). Training quality can be assessed through six dimensions: interactivity, climate, courtesy, relevance, tangibles, and credibility (Coronel, 2025). Investing in training and development is recommended to enhance service quality, food quality, and overall customer experience in luxury resorts (Zrnić & Lončar, 2025).

Also, Employee motivation is vital for delivering high-quality service and achieving customer satisfaction in the hospitality industry (Coronel, 2025). Research indicates a significant positive correlation between employee motivation and job satisfaction, which in turn leads to customer satisfaction and improved firm performance (Makhamreh et al.,2022). Intrinsic factors, such as having a sense of purpose at work and the need for competence, are positively related to job motivation in the hotel industry (Binwani, 2022). While extrinsic motivation positively affects online hotel review ratings, intrinsic motivation has shown a negative influence in some studies (Miera et al.,2021). A well-designed incentive system is an important management resource that contributes to increased employee loyalty and organizational profit growth (Krasnozhenova, 2024).

Management support is crucial for enhancing internal service quality and ensuring customer satisfaction in hotels (Ali et al., 2021; Amperwati & Astuti, 2020). Managers have the responsibility to support front-line employees so they can provide expected quality (Ali et al., 2021). Furthermore, managerial commitment to service quality influences service recovery performance, which is highly significant for customer satisfaction and loyalty in the hotel sector (Rosli &Zainal, 2020).

Additionally, Internal factors influencing service quality include staff performance and involvement, while external factors encompass regulatory requirements and consumer expectations shaped by social circles, personal needs, life experiences, and media. Both dimensions significantly impact customer satisfaction in the hospitality industry (Oksana, Davydova, & Sysoieva, 2022).

Technological advancements are profoundly transforming the hospitality industry, influencing service quality and the overall guest experience (Ito, 2024). Innovations like AI-driven customer service robots, automated check-in systems, smart hotel rooms, and mobile applications enhance efficiency, personalization, and convenience for guests.

Ali et al. (2021) claimed that external factors affecting service quality in the hospitality industry are largely related to customer perceptions and expectations. The SERVQUAL model identifies key dimensions such as empathy, responsiveness, assurance, and tangibles, which are crucial for customer satisfaction (Alshurideh et al.,2022). However, the human touch remains a core element in luxury hospitality, emphasizing the need for a balanced approach between high-tech and high-touch services (Bharwani &Mathews, 2021). Hotels must keep pace with technological changes to attract and retain guests, while also considering diverse customer needs and travel patterns (D'Souza & D'Souza, 2023).

Customer expectations play a critical role in defining service quality in the hospitality industry (Abdulrab & Hezam, 2024). Service quality is often defined as the customers' perceptions of service compared to their expectations. Consistently meeting diverse customer expectations is a significant challenge for service providers (Coronel, 2025). Guests are considered satisfied when their positive feelings are generated through evaluating the expectation and what they actually receive (Idris et al., 2020).

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Mukhles (2017) stated that the key dimensions of service quality in the hospitality industry include tangibility, reliability, responsiveness, assurance, and empathy. Tangibility refers to the physical aspects of the service, such as the appearance of facilities, equipment, staff, and communication materials. A clean and visually appealing environment positively influences customer perceptions and expectations. Reliability signifies the ability of service providers to consistently deliver promised services accurately, fostering trust among customers and influencing their likelihood of returning. Responsiveness reflects the staff's willingness and ability to provide prompt service and assist with inquiries and issues; timely responses demonstrate attentiveness, which is essential in hospitality settings. Assurance involves the knowledge and courtesy of employees, inspiring confidence and trust in guests, especially in situations that may feel uncertain, such as travel. Lastly, empathy refers to the provision of personalized attention and care to customers. Staff who connect with guests on a personal level help enhance overall satisfaction. Understanding these dimensions allows for a comprehensive assessment of service quality, as customers evaluate their experiences based on these elements. Positive evaluations across these dimensions strongly correlate with higher customer satisfaction, making satisfied customers more likely to return and recommend the service to others—ultimately driving repeat business and strengthening brand loyalty. Also, the dimensions of service quality significantly influence the level of service quality in the hospitality industry, impacting customer satisfaction and competitive advantage. Key dimensions such as tangibility, reliability, responsiveness, assurance, and empathy are critical in shaping customer perceptions and expectations. In the context of hotels in Batu City, Indonesia, these dimensions collectively influence customer satisfaction, with assurance being identified as the most dominant factor (Djajanto, 2017) (Djajanto, 2017). Similarly, in Accra, Ghana, understanding and meeting customer expectations through these dimensions is essential for enhancing overall service quality, with three out of four identified factors significantly predicting customer expectations (Amissah & Amenumey, 2015).

Service quality is consistently identified as a primary factor affecting customer satisfaction in the restaurant industry. Liu and Tse (2018) emphasize that attributes related to service quality, such as prompt service and accurate guest checks, are crucial for enhancing customer satisfaction and encouraging repeat visits. Similarly, Rahman (2020) found that dimensions of service quality, including tangibility and responsiveness, significantly impact customer satisfaction in fast-food settings. This aligns with the findings of Diab et al. (2016), who highlighted that assurance and empathy in service delivery are vital for fostering customer satisfaction and loyalty. The emphasis on service quality suggests that restaurant managers in Eastern Samar should prioritize training staff to enhance service delivery, as this directly correlates with customer satisfaction.

Moreover, according to Umamaheswari and Sampathkumar (2020), service quality—including order accuracy—mediates the impact of food quality on behavioral intentions. This implies that while food quality is essential, its influence on whether a customer will return or recommend the restaurant is largely determined by how accurately their orders are executed. In essence, if a customer frequently receives incorrect orders, even high-quality food may not be enough to encourage repeat visits or positive recommendations.

Service quality and customer satisfaction have long been recognized as critical factors for gaining a competitive advantage in the hotel industry. As the sector evolves, delivering high-quality service becomes essential for retaining customers and increasing profitability. The SERVQUAL model—which measures service quality across five dimensions: tangibility, reliability, responsiveness, assurance, and empathy—has been widely adopted to assess and improve customer experiences in hospitality settings. Numerous studies have confirmed the positive impact of service quality on customer satisfaction. For instance, research conducted in hotels in the Yuelu District of Changsha City demonstrated that all five SERVQUAL dimensions positively influence customer satisfaction, with assurance emerging as the most significant predictor. This suggests that guests prioritize trust and confidence in hotel services over physical attributes such as tangibility and reliability, which showed no significant effect in this context (Saeed, Zhang, Abdulwase, & Al-Methali, 2021). Similarly, a study of small- and medium-sized hotels (SMSHs) in the UAE using a modified SERVQUAL model found that tangibility, responsiveness, and assurance positively affect visitor satisfaction, whereas reliability and empathy do not (Ahmad, Ahmad, & Papastathopoulos, 2019).

Alzoubi, Vij, Vij, and Hanaysha (2021) found that various dimensions of service quality significantly influence both customer satisfaction and customer loyalty in the hotel industry. Specifically, the "Personal Contact" dimensions—responsiveness and empathy—and the "Service Performance" dimensions—reliability and assurance—play a key role in shaping guests' perceptions of service quality. While empathy, assurance, and responsiveness have been identified as the strongest predictors of customer loyalty, all service quality dimensions show significant correlations with loyalty. These highlight the importance for hotel managers to identify and address gaps in service quality, focusing especially on enhancing personal contact and service performance aspects. By doing so, hotels can develop targeted strategies that effectively improve customer satisfaction and foster long-term customer loyalty, ultimately supporting stronger marketing approaches within the hospitality sector.

Recent research on service quality in the hotel industry highlights the complexity and diversity of factors influencing customer satisfaction. A study analyzing 25,267 TripAdvisor reviews from 56 hotels in Phuket identified six key service quality dimensions: leisure activities, tangibles and surroundings, reliability, responsiveness, service process, and food. Utilizing machine learning through the KNIME platform, the study confirmed the relevance of the HOLSERV Plus model while emphasizing that different customer groups (e.g., couples, families, and friends) have unique service expectations. Notably, the service process emerged as the most critical factor driving customer dissatisfaction. These findings underscore that while foundational service quality models like

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SERVQUAL and HOLSERV provide valuable frameworks, effective hotel management must tailor service strategies to specific customer segments and prioritize assurance, empathy, responsiveness, and particularly the service process to enhance satisfaction and minimize dissatisfaction (Kalnaovakul & Promsivapallop, 2022).

A study investigating the relationship between service quality and customer satisfaction in hotels in Port Harcourt, Rivers State, Nigeria highlights the unique challenges of evaluating service quality in the hospitality industry. The study uses both theoretical and empirical reviews to construct a conceptual framework. With a sample of 384 respondents, the researchers applied the Pearson Product Moment Correlation (PPMC) to test the hypotheses. Findings reveal that key service quality dimensions—service reliability, responsiveness, assurance, and customer empathy—significantly predict customer satisfaction, as measured through customer loyalty and referrals. The study recommends training hotel staff to deliver prompt service and emphasizes the importance of service assurance in encouraging repeat patronage (S, 2023).

Ali et al. (2021) found that four service quality dimensions—empathy, responsiveness, assurance, and tangibles—have a positive relationship with customer satisfaction, while reliability showed a negative relationship. Similarly, the study by Srivastava and Dubey (2024) supports these findings, highlighting the significance of these dimensions in shaping customer perceptions and satisfaction levels. The use of the SERVQUAL model in assessing hotel service quality has been validated as an effective tool, with multiple regression analyses consistently demonstrating that all SERVQUAL dimensions—except reliability—are significantly linked to customer satisfaction. These results emphasize the critical role of empathy, responsiveness, assurance, and tangibles in delivering quality service that meets guests' expectations and fosters loyalty in the hospitality industry.

Kanyama et al. (2022) found that hotel service quality significantly influences customer loyalty, as evidenced by regression analysis. Their study identified responsiveness, assurance, and empathy as key predictors of customer loyalty, while tangibles and reliability were not individually significant. However, Pearson correlation results showed that all dimensions of service quality are significantly related to customer loyalty. Among these, empathy had the strongest correlation, followed by assurance, responsiveness, tangibles, and reliability. These findings highlight the importance for hotel managers and hospitality businesses to focus on improving service quality—particularly in empathy, assurance, and responsiveness—to better meet customer needs and expectations and enhance loyalty. Furthermore, understanding how different service quality dimensions relate to customer loyalty can help inform the development of more targeted and effective marketing strategies within the hospitality sector.

Likewise, service quality and price fairness both have a direct and significant effect on consumer satisfaction. There is a considerable association between perceived pricing fairness, consumer satisfaction, and customer loyalty. Additionally, perceived service quality and price fairness have a significant indirect effect on customer loyalty through the mediating role of consumer satisfaction (Ahmed et al., 2023).

Moreover, Padlee, Thaw, and Zulkiffli (2019) identified four critical dimensions of service quality that significantly influence customer satisfaction: employee behavior, room amenities, physical evidence, and food quality. Among these, food quality was found to have the most substantial effect, followed by employee behavior and room amenities. These findings underscore the crucial role of service quality in enhancing customer satisfaction and fostering positive behavioral intentions. The study further suggests that hotel operators and decision-makers should prioritize improving service quality attributes, as these enhancements can significantly boost customer satisfaction.

The level of service quality in the hospitality industry is critical to ensuring customer satisfaction and loyalty—key elements for gaining a competitive advantage. Research shows that service quality comprises multiple dimensions, including tangibility, reliability, responsiveness, empathy, and assurance, each significantly impacting customer satisfaction (Akanpaadgi et al., 2024; Ali et al., 2021). For instance, in Bolgatanga, Ghana, nearly 43% of service quality gaps were attributed to these factors, emphasizing their importance in shaping customer perceptions (Akanpaadgi et al., 2024). Furthermore, effective quality management practices—such as employee training and clear communication of service goals—are essential for maintaining high standards and enhancing customer experiences (Peevski, 2022). The hospitality sector faces unique challenges due to the intangible nature of services, requiring a strong focus on meeting evolving customer expectations to ensure long-term business success (Ali et al., 2021). Overall, the interplay between service quality and customer satisfaction remains a pivotal area for strategic development in the hospitality industry.

B. Related Studies

The dimensions influencing service quality in the hospitality industry can be categorized into internal and external factors. Internal factors include employee training, interpersonal relationships, and organizational culture, which are crucial for enhancing service quality and operational efficiency (Nguyen & Ngoc, 2024) (Umeh & Ndoma-Egba, 2023). The service profit chain model emphasizes the importance of internal service quality, suggesting that employee satisfaction directly impacts customer satisfaction and overall performance (Umeh & Ndoma-Egba, 2023). External factors encompass customer perceptions shaped by tangible elements, such as facilities and service processes, as well as reputation and responsiveness (Ásgeirsson et al., 2024) (Journal, 2024). Studies indicate that dimensions like reliability, assurance, and empathy significantly affect customer satisfaction and loyalty, while

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specific attributes may vary across different customer groups (Journal, 2024) (Kalnaovakul & Promsivapallop, 2022). Thus, a comprehensive understanding of these dimensions is essential for improving service quality in the hospitality sector.

Additionally, a study conducted in Eastern Samar revealed significant insights into the service quality perceptions of guests at local hotels. Utilizing gap analysis, researchers found a negative service quality gap in the dimensions of responsiveness, reliability, and assurance, indicating that guests' expectations were not met in these areas. Conversely, tangibility and empathy showed a positive gap, suggesting that these aspects exceeded guest expectations (Llego et al., 2022).

The study of Kalnaovakul and Promsivapallop (2023), highlights six key dimensions of guest service quality in the hotel sector: leisure activities, tangibles and surroundings, reliability, responsiveness, service process, and food, with particular attributes associated with each dimension. The research successfully demonstrated the strength of the HOLSERV Plus model, as the dimensions identified through topic modeling of online reviews align with those in the HOLSERV framework, albeit with some necessary adjustments. Furthermore, the study confirms that the same set of service quality dimensions and attributes does not apply uniformly across all customer groups; rather, each group has its distinct needs and expectations. Additionally, the service process is identified as the most critical dimension influencing customer dissatisfaction.

By integrating findings from previous research and identifying specific attributes within each dimension, the current study contributes to a more comprehensive understanding of how various factors interact to influence service quality in the hospitality industry.

Another study was conducted by Ali et al., (2021) on “Hotel service quality: The impact of service quality on customer satisfaction in hospitality” presents several important findings regarding how service quality dimensions affect customer satisfaction levels in hotels. The results indicated that four specific service quality dimensions—empathy, responsiveness, assurance, and tangibles—are positively correlated with customer satisfaction, suggesting that enhancements in these areas can significantly improve guest experiences. In contrast, the reliability dimension was found to have a negative relationship with customer satisfaction, indicating that reliability issues may contribute to guest dissatisfaction. Overall, the study emphasizes the significance of particular service quality dimensions in boosting customer satisfaction while also pointing out the challenges posed by reliability.

Both studies highlight the importance of specific service quality dimensions in enhancing customer satisfaction within the hospitality sector. The current study reinforces the significance of dimensions such as empathy, responsiveness, assurance, and tangibles, aligning with previous findings that emphasize their role in improving guest experiences.

Also, a study by Crossman (2024) revealed that high-quality service significantly enhances customer satisfaction, leading to increased loyalty and repeat patronage. Key dimensions of service quality, such as responsiveness, reliability, assurance, empathy, and tangibles, play crucial roles in shaping guests' perceptions. For instance, personalized attention and unique, aesthetically pleasing environments typical of boutique hotels contribute positively to the overall guest experience. Additionally, well-trained, courteous staff and prompt service responses further elevate satisfaction levels. The intimate and distinctive atmosphere of boutique hotels allows for tailored experiences, which are highly valued by guests seeking exclusivity and comfort. Ultimately, superior service quality not only meets but often exceeds guest expectations, fostering a strong emotional connection and ensuring that customers are not only satisfied but also likely to advocate for the hotel through positive word-of-mouth and online reviews. This relationship underscores the necessity for boutique hotels to continually invest in service quality improvements to sustain and enhance customer satisfaction in a competitive market.

Another case study by Akanpaadgi, Kuuyelleh, and Alqahtani (2024), “An Assessment of Service Quality In The Hospitality Industry” conducted in Bolgatanga Municipality in the Upper East Region of Ghana revealed that almost 43% of the service quality gaps in the hospitality industry in Bolgatanga municipality are accounted for by the five service quality factors, namely tangibility, reliability, responsiveness, accuracy and empathy. The empirical evidence suggests a positive relationship between service quality and customer satisfaction. The results confirmed that all five service quality factors have a positive relationship with customer satisfaction. The research supports the call for service quality to be used as a strategy for sustainable business development.

Min R. et al. (2023) found that customer satisfaction in Tagaytay City restaurants was strongly linked to perceived service quality. The study revealed several key findings regarding customer satisfaction with service quality in selected restaurants in Tagaytay. Customers reported a high level of satisfaction, with all dimensions of service quality—reliability, assurance, empathy, tangibles, and responsiveness—scoring a weighted mean that indicated an “Excellent” level of service. Additionally, significant differences were identified in customer perceptions based on demographic factors; specifically, gender influenced perceptions in the areas of reliability, assurance, and empathy, while age affected satisfaction levels related to assurance and tangibles. However, the study found no significant differences in customer satisfaction regarding service quality when respondents were grouped by civil status, occupation, or educational attainment. Overall, the research underscores the importance of service quality in achieving customer satisfaction in the restaurant industry and highlights how demographic factors can influence customer perceptions and levels of satisfaction.

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The findings of this research hold relevance to the current study examining the dimensions influencing the service quality of the hospitality industry in Guiuan, Eastern Samar. Both studies emphasize the critical role of service quality in determining customer satisfaction, highlighting how different dimensions of service quality can influence overall guest experiences.

C. Theoretical Framework

In the study of service quality in the hospitality industry, several theories and models provide a theoretical foundation. These theories and models can guide understanding, analysis, and improvement of service quality dimensions. Below are the key theories and models relevant to this study.

The SERVQUAL model is one of the most widely used frameworks for assessing service quality. Developed by Parasuraman, Zeithaml, and Berry, this model identifies five dimensions of service quality: reliability, assurance, tangibles, empathy, and responsiveness. The SERVQUAL model measures the gap between customer expectations and perceptions of the actual service received, helping organizations identify areas for improvement. (Niveen, Mohamed, El, & Saghier, 2015) This model helps to understand that good service quality is not just about one thing; it involves being reliable, responsive, assuring, empathetic, and maintaining good tangibles. Each of these dimensions plays a crucial role in how customers feel about their experience in a hotel. By focusing on these areas, hotels can improve customer satisfaction and build loyalty.

Additionally, this study is also grounded in the Gap Model of Service Quality, according to Fikri and Nawangsari (2023) this model was developed by Parasuraman, Zeithaml, and Berry that provides a comprehensive framework for understanding service quality shortcomings within organizations, particularly in the hospitality sector. This model outlines five distinct gaps that can exist at various points in the service delivery process, each contributing to potential deficiencies in perceived service quality. Below is a detailed explanation of each of the identified gaps and their implications for service quality management.

- *Quality Specifications vs. Actual Service Delivery (Gap 1):*

This gap identifies the difference between the established service quality standards and the service actually delivered. Even with clear standards, if employees do not follow them or if operational inefficiencies exist, the service may fall short of quality expectations. Ongoing training, supervision, and staff motivation are crucial to effectively bridging this gap and ensuring consistent service quality.

- *Service Delivery vs. External Communications (Gap 2):*

This gap arises when there is a difference between the service delivered and the promises made through marketing and advertisements. If a hospitality organization advertises a service experience that does not match the actual delivery—either through exaggeration or misunderstanding—customer dissatisfaction can occur. This gap underscores the need to align marketing messages with actual service capabilities to avoid misleading customers.

- *Customer Expectations vs. Perceptions of Actual Service (Gap 3):*

The final gap refers to the difference between what customers expected and what they perceived they received. It manifests when service delivery falls short of customer expectations, potentially due to earlier gaps or simply inadequate service. Closing this gap is vital for fostering customer satisfaction and loyalty, as customer perceptions significantly influence their overall experience and likelihood of returning.

- *Implications for Hospitality Firms:*

By addressing these gaps, hospitality firms can effectively enhance service quality and improve customer satisfaction. Implementing systematic strategies to analyze and resolve each gap allows organizations to better meet customer needs and expectations.

D. Conceptual Framework

This study focuses on examining the relationship between the level of service quality—the dependent variable—and the internal and external dimensions that serve as independent variables influencing service delivery in the hospitality industry. The level of service quality is a critical indicator of how well hospitality establishments meet customer expectations and deliver satisfactory experiences. It is measured through the five dimensions of the SERVQUAL model: reliability, responsiveness, assurance, empathy, and tangibles. These dimensions collectively reflect the effectiveness and consistency of service performance. The internal dimensions, particularly operational management, refer to factors within the organization such as employee training, internal communication, leadership support, and service processes. Managing these elements effectively can improve service consistency and align service delivery with organizational goals. On the other hand, external dimensions, categorized as operational impact, involve factors outside the organization's control—such as customer expectations, competitive pressures, technological advancements, and industry trends. These external influences require hospitality businesses to be adaptive and responsive in tailoring their services. The study explores how the interaction between these internal and external dimensions affects the overall level of service quality. Understanding this relationship is essential for hospitality firms aiming to enhance customer satisfaction, strengthen loyalty, and maintain a competitive advantage in the dynamic service environment.

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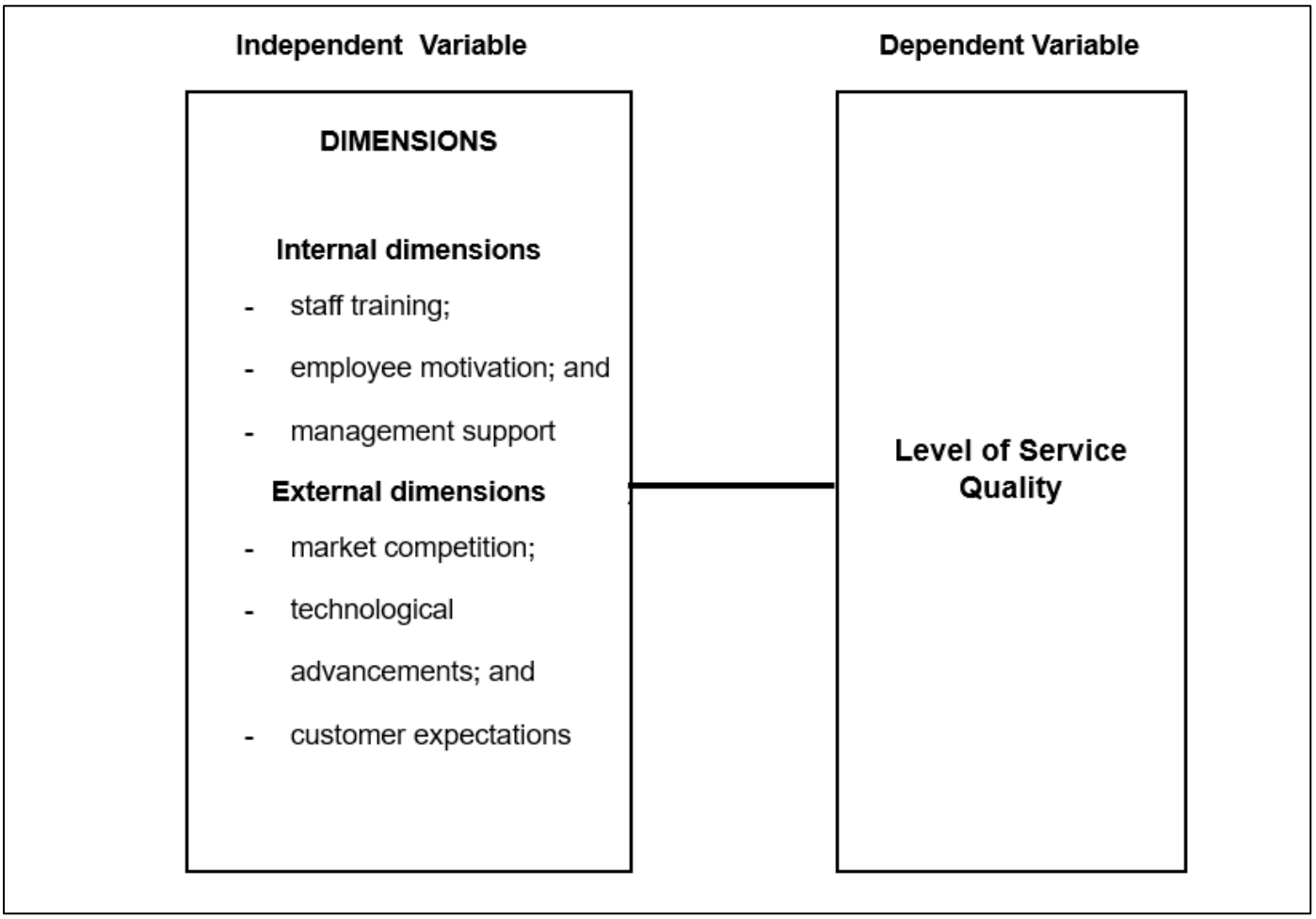

Fig 1 The Research Paradigm of the Study

E. Hypothesis of the study

The following null hypothesis was formulated and tested at 0.01 level of significance:

- There is no significant relationship between the identified dimensions and the level of service quality in the hospitality industry.

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CHAPTER THREE
METHODOLOGY

This chapter presents the research design, locale of the study, respondents, sampling design, research instrument, data gathering procedure, measurement of variables, and data analysis. It outlines the procedural steps undertaken during data collection, with each component aligned to the overall research methodology to ensure systematic and reliable results.

A. Research Design

This study utilized a correlational research design to evaluate the relationships between the identified dimensions and the level of service quality in the hospitality industry. Correlational research is appropriate when the objective is to determine whether and how variables are related without manipulating any of them. In this case, the design was instrumental in exploring the internal and external dimensions—such as operational management and operational impact—and how these relate to the service quality dimensions of reliability, responsiveness, assurance, empathy, and tangibles.

As supported by the findings of Devi et al. (2022), the use of a correlational design enables researchers to identify patterns and associations between variables, offering valuable insights into the strength and direction of these relationships. This approach allowed the researcher to statistically analyze whether increases or decreases in specific dimensions are associated with corresponding changes in service quality levels.

B. Locale of the Study

This study was conducted in Eastern Samar, a province in the Eastern Visayas region of the Philippines, known for its rich cultural heritage and natural beauty, which attract both domestic and international tourists. The province is endowed with pristine beaches, historic sites, and diverse tourist attractions, making it a significant contributor to the Philippine tourism sector.

The research specifically targeted 10 hospitality establishments located in various municipalities of Eastern Samar. These establishments included hotels, resorts, bars, coffee shops, and restaurants. A total sample of 140 respondents was surveyed, with each establishment contributing 14 respondents to ensure balanced representation.

C. Respondents of the Study

A total of 10 hospitality establishments were selected for the study in Eastern Samar. From each of these establishments, 14 customer respondents were purposively chosen, resulting in a total sample size of 140 respondents. This sample size was considered adequate to yield statistically significant insights into the research questions. The distribution of customer respondents is as follows:

Table 1 Respondents of the Study

Establishment	**Number of Respondents**
Bar A	14
Bar B	14
Bar C	14
Beach and Resort A	14
Beach and Resort B	14
Hotel A	14
Hotel B	14
Hotel C	14
Restaurant A	14
Restaurant B	14
Restaurant C	14
Total	140

D. Sampling Design

This study utilized purposive sampling, a non-probability sampling technique in which participants are selected based on their accessibility and willingness to participate. This method was deemed appropriate for the study due to the limited time frame and the need for rapid data collection from various hospitality establishments in Eastern Samar.

A total of 10 hospitality establishments were identified as suitable for inclusion in the study. From each establishment, 14 respondents were selected, resulting in a total sample size of 140 respondents.

E. Research Instrument

A survey questionnaire was employed in this study to assess the dimensions affecting the level of hospitality service in Eastern Samar, with the goal of determining both the internal and external service quality of the hospitality industry. Part I of the questionnaire was adapted from the study of Nguyen et al. (2019), with slight modifications made to suit the context of the hospitality setting. This part consisted of 20 items, divided into two subgroups: internal and external influences.

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Part II of the research instrument was based on the studies of Gunarathne (2014) and Ali et al. (2021). It contained 25 statements, categorized into five components: reliability, responsiveness, assurance, empathy, and tangibility. Respondents were asked to indicate their level of agreement with each statement regarding the dimensions of service quality in the hospitality industry.

The entire questionnaire utilized a five-point Likert scale adopted from Likert R.A. (1932), with the following structure: Part I: Dimensions influencing the service quality of the hospitality industry in terms of internal and external dimension; Part II: Service quality components (reliability, responsiveness, assurance, empathy, and tangibility).

F. Data Gathering Procedure

The researcher sought permission from the School Administrator through a formal written request. Upon approval, the researcher personally administered the survey and distributed the questionnaires. The approved request letter was accompanied by the questionnaires to ensure transparency and compliance with ethical standards. In addition, the researcher secured the necessary permissions from restaurant owners and management to conduct the survey within their establishments.

To ensure a representative sample, customers were selected from each of the chosen restaurants. The questionnaires were then distributed to the respondents, and efforts were made to collect all completed responses within a specified time frame. Ample time was given to respondents to encourage thoughtful and accurate responses, thereby enhancing the validity and reliability of the data. Once completed, the questionnaires were retrieved for analysis.

Once the data had been gathered, it was organized and tabulated for analysis. The tabulated data was then submitted to the statistician for thorough analysis, and implications for each table were drawn to interpret the findings effectively.

G. Measurement of Variables

The data obtained were interpreted using the mean scores of the respondents. The range was determined by subtracting the lowest weight (1) from the highest weight (5), and then dividing the result by five, as there were five response categories. The mean scores were interpreted as follows:

- *On Determining the Dimensions Influencing the Service Quality of the Hospitality Industry in Terms of Internal Factors and External Factors.*

Table 2 Rating Scale 1

Rating Scale	Description	Interpretation
5	Strongly Agree	Very High
4	Agree	High
3	Neutral	Moderate
2	Disagree	Low
1	Strongly Disagree	Very Low

- *Determining the Level of Service Quality of the Hospitality Industry.*

Table 3 Rating Scale 2

Rating Scale	Description	Interpretation
5	Strongly Agree	Very High
4	Agree	High
3	Neutral	Moderate
2	Disagree	Low
1	Strongly Disagree	Very Low

H. Analysis of Data

The dimensions influencing service quality in the hospitality industry, in terms of internal and external factors, were assessed using statistical measures such as the mean and standard deviation to evaluate their overall effectiveness. A frequency distribution of responses related to specific service quality dimensions revealed both strengths and areas in need of improvement. Additionally, the level of service quality in hospitality management was measured across various dimensions, including tangibility, responsiveness, empathy, safety, professionalism, reliability, and interest. These statistics provided a comprehensive overview of the service quality in the hospitality industry and identified the areas that meet customer expectations.

Correlation analysis was conducted using Pearson's r to examine the relationships between the identified dimensions and overall service quality in the hospitality industry. The results of the data analysis were organized and presented clearly and concisely, highlighting key findings based on respondents' answers. The interpretation was conducted at the 0.01 level of significance.

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CHAPTER FOUR
RESULTS AND DISCUSSION

This chapter presents the answers to the research questions consulted in this study based on the data gathered.

A. Internal and External Dimensions

This section presents the factors influencing service quality in the hospitality industry, focusing on internal and external dimensions. The data is derived from a survey conducted among respondents, providing insights into their perceptions and experiences. This is presented in table 4.

Table 4 Internal Dimensions

Staff Training	Mean	Description	Interpretation
Staff training and development is essential for providing high-quality service.	4.61	Strongly Agree	Very High
The industry invests in ongoing employee training and skill development programs.	4.54	Strongly Agree	Very High
Internal communication within the organization affects service quality.	4.43	Strongly Agree	Very High
Adequate resources (staff, technology, etc.) are available to meet customer expectations.	4.37	Strongly Agree	Very High
Staff feel competent in their abilities due to the training received.	4.29	Strongly Agree	Very High
Employee Motivation			
Employee motivation significantly impacts the quality of service.	3.99	Agree	High
The culture of the industry prioritizes customer satisfaction and providing quality service.	4.00	Agree	High
Fair and competitive compensation and benefits are offered.	4.25	Strongly Agree	Very High
Employees feel appreciated and valued by management.	4.27	Strongly Agree	Very High
Employees feel their contributions are recognized and rewarded.	4.34	Strongly Agree	Very High
Management Support			
Management provides effective support and clear communication.	4.32	Strongly Agree	Very High
Technology and infrastructure support efficient service delivery.	4.15	Agree	High
Management provides guidance and direction to staff.	4.40	Strongly Agree	Very High
Management is approachable and responsive to staff concerns.	4.39	Strongly Agree	Very High
Management communicates expectations and goals to staff.	4.34	Strongly Agree	Very High
Grand Mean	**4.30**	**Strongly Agree**	**Very High**

4.21-5.00	Strongly Agree	Very High
3.41-4.20	Agree	High
2.61-3.40	Neutral	Moderate
1.81-2.60	Disagree	Low
1.00-1.80	Strongly Disagree	Very Low

Table 4 reveals a strong consensus among respondents on the importance of internal dimensions in delivering high-quality service. All items related to staff training scored very high mean values (4.29 to 4.61) with respondents strongly agreeing on the importance of continuous training and development. Employee motivation also shows very high agreement, with means ranging 3.99 to 4.34. Respondents agree that motivation impacts service quality significantly. Management-related factors likewise received strong agreement with means from 4.15 to 4.39. Effective support, clear communication, guidance, responsiveness, and goal setting by management are all recognized as important.

The grand mean of 4.3 (Strongly Agree, Very High) across all internal dimensions indicates a strong agreement that internal dimension factors greatly influence service quality in hospitality.

Table 5 External Dimension

Market Competition	Mean	Description	Interpretation
Intense competition in the industry affects service quality.	4.38	Strongly Agree	Very High
Economic conditions (e.g., recession, inflation rate) impact customer spending.	4.24	Strongly Agree	Very High
Government regulations and policies influence service standards.	4.38	Strongly Agree	Very High
Changing customer expectations and preferences are a major factor.	4.44	Strongly Agree	Very High
Technological advancements influence customer service expectations.	4.45	Strongly Agree	Very High

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Technological Advancements			
Location and accessibility of the establishment impact the customer satisfaction.	3.38	Agree	High
Online reviews and reputation management significantly impact the industry and business.	3.37	Neutral	Moderate
New technology changes how service is given.	3.46	Agree	High
Meeting customer expectations is crucial for service quality.	3.49	Agree	High
Social and cultural trends influence customer preferences and expectations	3.69	Agree	High
Customer Expectations			
Customer expectations are consistently high in our industry.	4.48	Strongly Agree	Very High
Aim to exceed customer expectations.	4.48	Strongly Agree	Very High
Actively seek customer feedback to understand their expectations.	4.44	Strongly Agree	Very High
Adapting services to meet the customer needs.	4.45	Strongly Agree	Very High
Meeting customer expectations is a top priority.	4.46	Strongly Agree	Very High
Grand Mean	**4.10**	**Agree**	**High**

Legend:

4.21-5.00	Strongly Agree	Very High
3.41-4.20	Agree	High
2.61-3.40	Neutral	Moderate
1.81-2.60	Disagree	Low
1.00-1.80	Strongly Disagree	Very Low

Table 5 External dimensions also received high ratings, with mean scores mostly ranging from 4.21 to 4.40, indicating strong agreement that factors such as intense competition and technological advancements significantly impact service quality.

Respondents strongly agree that intense competition, economic conditions, government regulations, changing customer expectations, and technological all received high mean score of 4. 45. Online reviews, new technology in service delivery, meeting customer expectations, and social/cultural trends were rated slightly lower but still high, with means of 3.37. This shows that technology not only changes service delivery methods but also influences customer satisfaction through reputational management and accessibility. Also, customer expectations achieved the highest scores (4.48), reflecting unanimous strong agreement on the importance of high customer expectations, actively seeking feedback, and adapting services accordingly. The Grand mean received a score of 4.10.

B. Level of Service Quality of Hospitality Industry

This section addresses the second research question, which focuses on assessing the level of service quality in the hospitality industry in terms of five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles. These dimensions represent the core components of service quality as identified in the SERVQUAL model. The analysis provides insights into how well hospitality establishments in Eastern Samar meet customer expectations in each of these areas. By evaluating the respondents' perceptions and levels of agreement with each statement related to these dimensions, the study offers a comprehensive understanding of the strengths and potential gaps in the service quality delivered by the industry. This evaluation serves as a basis for identifying areas that require improvement and for recommending strategic actions to enhance overall customer satisfaction.

Table 6 Level of Service Quality

Items	Mean	Description	Interpretation
Reliability			
The employees are able to provide service as promised.	4.50	Strongly Agree	Very High
The employees are dependable in handling customers' service problems.	4.50	Strongly Agree	Very High
The employees keep customers informed of the performance of the services.	4.43	Strongly Agree	Very High
The employees provide error-free records	4.32	Strongly Agree	Very High
Transport facilities are available.	4.10	Agree	HIgh
Responsiveness			
The employees are ready to respond to customers' requests.	4.52	Strongly Agree	Very High
The employees are always willing to help customers.	4.58	Strongly Agree	Very High
The employees give us special attention.	4.34	Strongly Agree	Very High
The employees adopted services to our needs	4.48	Strongly Agree	Very High
Give prompt and fast service.	4.32	Strongly Agree	Very High

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Assurance			
The staff are consistently courteous and friendly with customers.	4.60	Strongly Agree	Very High
Provides a safe environment to stay in.	4.49	Strongly Agree	Very High
The staff have the knowledge to answer customers' requests.	4.43	Strongly Agree	Very High
The staff imparted confidence to the guests.	4.46	Strongly Agree	Very High
Guests feel safe in the delivery of service.	4.50	Strongly Agree	Very High
Empathy			
The employees give its customers individualized attention.	4.44	Strongly Agree	Very High
Staff of the hotel understand the specific needs of their customers	4.42	Strongly Agree	Very High
Staff of the hotel have customers' best interest at heart.	4.45	Strongly Agree	Very High
The employee quickly apologized when service mistakes were made.	4.47	Strongly Agree	Very High
Employees listened carefully when you complained.	4.37	Strongly Agree	Very High
Tangibles			
The hotel/restaurant/bar/resort has modern looking equipment.	4.30	Strongly Agree	Very High
Provides clean and comfortable rooms and facilities	4.45	Strongly Agree	Very High
The hotel/restaurant/bar/resort has complete facilities and equipment.	4.30	Strongly Agree	Very High
The hotel has adequate fire safety facilities and instructions.	4.43	Strongly Agree	Very High
The employees have a neat appearance.	4.30	Strongly Agree	Very High
Grand Mean	**4.42**	**Strongly Agree**	**Very High**

Table 6 presents the level of service quality in the hospitality industry across five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Each dimension was rated on a scale, with all factors indicating a "Very High" level of service quality—except for one item under reliability, availability of transport facilities, which was rated as "High." This suggests that employees in the hospitality industry are generally perceived as highly reliable, with strong ratings for their ability to deliver promised services (mean = 4.50) and dependability in resolving service issues.

High scores in responsiveness reflect employees' attentiveness and willingness to assist customers, with an impressive mean score of 4.58 for their readiness to help. Assurance also emerged as a strong area, as staff members were perceived as courteous and knowledgeable, creating a safe and confident environment for guests. Empathy was evident in the staff's ability to provide personalized attention and understand customer needs, with all indicators in this category rated very high.

The tangibles dimension emphasized the importance of physical facilities, such as modern equipment and cleanliness, which positively contribute to the overall customer experience. The grand mean score of 4.42 indicates a consistently high level of service quality across all dimensions. These findings highlight the need for continued staff training and sustained focus on key service areas to maintain and further improve standards in the hospitality industry.

C. Relationship Between Dimensions and the Level of Service Quality in the Hospitality Industry

This section addresses the third research question. To determine the relationship between the variables, Pearson's r was employed as the statistical test to obtain valid and reliable results. The findings are presented in Tables 4, 5, and 6.

Table 7 Descriptive Statistics between Internal and External Dimensions

Variable	Mean
Internal Dimension	4.3046
External Dimension	4.1428
Quality Service	4.43735

Table 7 presents respondents' perceptions of the various dimensions of service quality in the hospitality industry. The close mean scores for internal (4.3046) and external dimensions (4.1428) suggest that both aspects are considered important. However, the slightly higher score for internal dimensions indicates that respondents may perceive internal dimension as having a stronger influence on overall service quality.

The variability shown by the standard deviations suggests differing opinions among respondents and highlights areas for potential improvement. Hospitality organizations should take these insights into account when evaluating their service quality strategies, ensuring that both internal dimension and external dimension are effectively addressed. Understanding these perceptions can help guide management in making informed decisions to strengthen service delivery across all dimensions.

D. Relationship Between Internal and External Service Dimensions and Level of Service Quality

This section presents the relationship between internal and external service quality dimensions and their connection to overall service quality. This analysis is essential for understanding how these dimensions interact and influence customer perceptions.

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Table 8 Correlation between Internal and external dimensions and connection to quality service

Variable	Internal Dimension	External Dimension	Quality Service
Internal Dimension	1	0.565	0.565
External Dimension	0.565	1	0.3804
Quality Service	0.4313	0.3804	1

Correlation is significant at the 0.01 level

Table 8 shows a moderate positive correlation (0.565) between the internal and external dimensions, indicating that improvements or changes in one are somewhat associated with changes in the other. The internal dimension has a stronger correlation with quality service (0.4313) is stronger than that between quality service and external dimension (0.3804), suggesting that internal factors might have a greater impact on perceived service quality.

Both internal and external dimensions are positively and significantly correlated with quality service. Internal and external dimensions are also positively correlated with each other. This reveals that focusing on improving internal and external dimension can lead a better-quality service outcome.

E. Correlation Analysis of Internal and External Dimensions of Service Quality

This section demonstrates the correlation analysis of the internal and external dimensions of service quality and their impact on overall quality service.

Table 9 Correlation Analysis of Internal and External Dimensions of Service Quality

Variable 1	Variable 2	Coefficient Correlation	Interpretation	p-value	Significance
Internal Dimension	Quality Service	0.380	Moderate	0.0499	Highly Significant
External Dimension	Quality Service	0.4766	Moderate	0.0480	Highly Significant

Correlation is significant at the 0.01 level

Table 9 presents the relationships between the internal and external dimensions of service quality. Both internal and external dimensions show moderate positive correlations with quality service. A correlation coefficient of 0.380 indicates a moderate positive correlation, suggesting that improvements in internal service quality are associated with higher overall service quality. This underscores the importance of effective internal processes, such as staff training and communication, in enhancing customer satisfaction.

Similarly, a coefficient of 0.4766 also reflects a moderate positive correlation between external dimensions—such as market conditions and customer expectations—and overall service quality. This highlights the significance of addressing external factors that influence service delivery.

The p-values (0.0499 for internal and 0.0480 for external), indicate that this correlations are statistical significant .This means the relationships are unlikely to be due to random chance, reinforcing the reliability of the findings.

The statistically significant p-values suggest that these relationships should be seriously considered by hospitality management. Organizations must focus on improving internal operations while remaining responsive to external influences. By addressing both areas, hospitality businesses can enhance service quality and customer satisfaction, thereby improving overall performance and competitiveness in the industry.

Thus, the null hypothesis that states;

There is no significant relationship between the dimensions and the level of service quality is hereby rejected.

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CHAPTER FIVE
SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter presented the summary of findings, the conclusion, and the recommendation of the study.

A. *Summary of Findings*

This study aimed to determine the dimensions that influence the service quality of the hospitality industry in Eastern Samar.

Specifically, this study sought to answer the following questions:

➢ What are the dimensions influencing the service quality of hospitality industry in terms of:

- Internal Dimensions;

✓ Staff Training;
✓ Employee Motivation;
✓ Management Support

- External Dimensions;

✓ Market Competition;
✓ Technological Advancements;
✓ Customer Expectations

➢ What is the level of service quality of hospitality industry in terms of:

- Reliability;
- Responsiveness;
- Assurance;
- Empathy;
- Tangibles?

➢ Is there a significant relationship between dimensions and level of service quality of the hospitality industry?

This study encompassed selected hospitality establishments in the province of Eastern Samar.

To answer the first research question, respondents completed a survey questionnaire designed to identify the internal and external service quality dimensions in the hospitality industry. The questionnaire, adapted from Gunarathne (2014) and Ali et al. (2021), required respondents to rate their level of agreement with various statements related to these dimensions.

Once the completed questionnaires were collected, the data were analyzed to determine the relationships between the variables. Specifically, frequency counts, means, standard deviations, and Pearson's r were used to assess the influence of internal and external factors on the core service quality dimensions: reliability, responsiveness, assurance, empathy, and tangibles.

➢ *Based on the Analysis of the Data, the Following Significant Findings were Drawn:*

- *On the Dimensions Influencing Service Quality in Terms of Internal and External Factors:*

Staff training and development received very high ratings (means around 4.29–4.61), which emphasize continuous skill enhancement. Employee motivation and management effectiveness also scored highly, with a grand mean of 4.3, confirming the important role of internal operations in delivering quality service.

- External factors like market competition, economic conditions, government regulations, technological advancements, and customer expectations were all rated highly (means mostly above 4.2). Customer expectations scored the highest (means around 4.44–4.48), which emphasize the importance of understanding and adapting to changing customer needs. Other external factors, including location, online reputation, and social trends, were rated slightly lower but still indicate strong influence.

- *On the Level of Service Quality in Terms of Reliability, Responsiveness, Assurance, Empathy, and Tangibles:*

The evaluation across the five dimensions revealed that all were rated as Very High, with the exception of availability of transport facilities, which received a Moderate rating. This indicates that, overall, customers perceive a high level of service quality in the hospitality establishments studied.

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- *On the Significant Relationship Between Dimensions and Overall Service Quality:*

Correlation analysis revealed a moderate positive relationship between internal and external dimensions ($r = 0.565$), and between each dimension and overall service quality (internal: $r = 0.4313$; external: $r = 0.3804$). Both internal and external factors are significantly related to service quality, with internal factors having a marginally stronger impact. Correlation significance tests ($p < 0.05$) confirm these relationships are statistically reliable.

The null hypothesis stating no significant relationship between the service quality dimensions and the level of service quality was rejected. The findings suggest that improving both internal operations (staff training, management, motivation) and responding to external factors (market competition, technology, customer expectations) are essential strategies to enhance service quality in the hospitality industry.

B. Conclusion

This study yields several conclusions based on the findings:

- Both internal dimensions—such as staff training, employee motivation, and management support—and external dimensions—including market competition, technological advancements, and customer expectations—play significant roles in influencing the service quality of the hospitality industry in Eastern Samar.
- The findings underscore the substantial impact of external factors, such as competition and technological advancements, on service quality. The high ratings for these dimensions suggest that hospitality organizations must remain vigilant and responsive to external market conditions to sustain and improve service standards.
- The evaluation of service quality across the dimensions of reliability, responsiveness, assurance, empathy, and tangibles shows that customers perceive a high level of service in the hospitality industry. This perception is important for customer satisfaction and retention, indicating that the industry is generally meeting customer expectations.
- The correlation analysis reveals moderate positive relationships between internal and external dimensions and overall service quality. Internal factors have a bigger effect that shows how important good management and employee growth are. Balancing internal efficiencies with external expectations presents challenges that require careful management and strategic planning.
- The findings suggest that management in the hospitality sector should adopt a dual approach—enhancing internal processes while simultaneously addressing external pressures. This balanced strategy is vital to improving service quality, meeting customer expectations, and maintaining a competitive edge in the industry.

Overall, the study shows how internal and external service quality factors work together to shape the quality of service in the hospitality industry. By understanding and paying attention to these areas, business can improve customer satisfaction and build lasting success.

C. Recommendation

Based on the salient findings and conclusions, the following recommendations are proposed:

- Hospitality organizations may prioritize training and development programs for their staff. This investment not only improves service quality but also boosts employee motivation and job satisfaction. Regular workshops, skill enhancement sessions, and mentorship initiatives can foster a culture of continuous learning.
- Hospitality organizations may consider enhancing their internal communication such as conducting team meetings, feedback loops, and open-door policies that can ensure employees will feel valued and informed which will enhance their performance and service delivery.
- Hospitality organizations may stay informed and updated about external factors affecting service quality, such as market competition and technological advancements.
- Hospitality organizations may conduct market analysis and customer feedback collection to adapt their strategies proactively, ensuring they remain competitive and responsive to customer needs.
- Hospitality organizations may focus on customer experience to continuously evaluate and enhance the five dimensions of service quality—reliability, responsiveness, assurance, empathy, and tangibles.
- Organizations may implement systems to gather customer feedback and use this information to make informed improvements in their service offerings, ensuring they meet and exceed customer expectations.

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- Management may adopt a dual approach that emphasizes both internal efficiencies and external responsiveness.
- Developing strategic plans that consider both dimensions will help organizations lead potential conflicts and ensure that improvements in one area do not negatively impact the other.
- Organizations may consider implementing of technology solutions that can streamline operations and improve service delivery. Investing in customer relationship management (CRM) systems, online booking platforms, and feedback tools to enhance both internal processes and customer interactions.
- Encourage a Customer-Centered Culture where a company culture that prioritizes customer satisfaction. Organizations may encourage employees at all levels to take ownership of the customer experience and reward those who go above and beyond in meeting customer needs.

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APPENDIX A
LETTER TO THE RESPONDENTS

EASTERN SAMAR STATE UNIVERSITY
Excellence • Accountability • Service

BAGONG PILIPINAS

January 31, 2025

Mr. Vincent Bernard F. Targa
Manager
Poolsite Grills (Resto Bar)
Real street, Borongan City Eastern Samar

Dear Sir:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidentiality and will solely be used to attain the objectives of this research investigation.

Thank you for your favorable consideration regarding this request. I look forward to your positive response.

Very truly yours,

RONMEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[ ] Approved
[ ] Disapproved

for: Nestor L. Cadoli

VINCENT BERNARD F. TARGA
Manager

Graduate School
Guiuan 6809
Eastern Samar, Philippines
essuguiuan.grs@gmail.com

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EASTERN SAMAR STATE UNIVERSITY
Excellence • Accountability • Service

BAGONG PILIPINAS

January 31, 2025

Ms. Golda Galera
Tourism Officer
Minasangay Island Ecological Park
Brgy 1, Balangkayan, Eastern Samar

Dear Madam:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidentiality and will solely be used to attain the objectives of this research investigation.

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Very truly yours,

RONMEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[✓] Approved
[ ] Disapproved

GOLDA GALERA
Tourism Officer

Graduate School
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EASTERN SAMAR STATE UNIVERSITY
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BAGONG PILIPINAS

January 31, 2025

Ms. Glenn P. Diaz
Manager
Canhugas Nature Park
Hernani, Eastern Samar

Dear Madam:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidentiality and will solely be used to attain the objectives of this research investigation.

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Very truly yours,

RONMEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[ ] Approved
[ ] Disapproved

GLENN P. DIAZ
Manager

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EASTERN SAMAR STATE UNIVERSITY
Excellence • Accountability • Service

BAGONG PILIPINAS

January 31, 2025

Mr. Jhon Mayer Macale
Manager
The Hungry Bar
Brgy, Cantahay, Guiua, Eastern Samar

Dear Sir:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

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Very truly yours,

RONMEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

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[ ] Disapproved

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EASTERN SAMAR STATE UNIVERSITY
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BAGONG PILIPINAS

January 31, 2025

Mrs. Melinda B. Amoyo
Owner/Manager
Melinda's Resort, Hotel and Restaurant
Brgy. Balud, Borongan City,
Eastern Samar

Dear Madam/Sir:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidentiality and will solely be used to attain the objectives of this research investigation.

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Very truly yours,

RONMEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[ ] Approved
[ ] Disapproved

MELINDA B. AMOYO
Owner/Manager

Graduate School
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EASTERN SAMAR STATE UNIVERSITY
Excellence • Accountability • Service

BACONG PILIPINAS

January 30, 2025

Mr. Joby Orendian
Resident Manager
Stellar Hotel
Brgy. 1, Borongan City
Eastern Samar

Dear Sir:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, Please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidintiality and will solely be used to attain the objectives of this research investagation.

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Very truly yours,

RONMEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[ ] Approved
[ ] Disapproved

JOBY ORENDIAN
Resident Manager

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EASTERN SAMAR STATE UNIVERSITY
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BAGONG PILIPINAS

January 30, 2025

Ms. Jean G. Angcog
Representative
Hotel La Maria
Brgy. 04-A, Guiaun, Eastern Samar

Dear Madam:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING *SERVICE QUALITY OF HOSPITALITY INDUSTRY*"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, Please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidintiality and will solely be used to attain the objectives of this research investagation.

Thank you for your favorable consideration regarding this request. I look forward to your positive response.

Very truly yours,

RONNEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[ ] Approved
[ ] Disapproved

JEAN G. ANGCOG
Representative

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BAGONG PILIPINAS

January 31, 2025

Mr. Andres Sabulao
Manager
AV GROUND
Brgy. Sapao, Guiuan Eastern Samar

Dear Sir:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidentiality and will solely be used to attain the objectives of this research investigation.

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Very truly yours,

RONMEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[ ] Approved
[ ] Disapproved

ANDRES SABULAO
Manager

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EASTERN SAMAR STATE UNIVERSITY
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BAGONG PILIPINAS

January 30, 2025

Mr. Careno Caraga Lanz
Manager
Rawis Resort
Rawis Detour Road, Alang-alang
Borongan City, Eastern Samar

Dear Sir:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, Please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidintiality and will solely be used to attain the objectives of this research investagation.

Thank you for your favorable consideration regarding this request. I look forward to your positive response.

Very truly yours,

RONMEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[ ] Approved
[ ] Disapproved

CARENO CARAGA LANZ
Manager

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BAGONG PILIPINAS

January 30, 2025

Ms. Karen Tui Songco Ang
Manager
Primea Hotel
Brgy. C, Borongan City, Eastern Samar

Dear Madam:

The undersigned is conducting a study entitled **"DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRY"** in partial fulfillment of the requirements for the degree in Master of Science in Hospitality Management.

Relative to this, Please allow him to consider areas in your establishment as his venue for his data gathering. He is requesting further permission to furnish questionnaires to his desired respondents. Rest assured that these data will be kept with utmost confidintiality and will solely be used to attain the objectives of this research investagation.

Thank you for your favorable consideration regarding this request. I look forward to your positive response.

Very truly yours,

RONNEL L. MERCADO
Researcher

Recommending Approval:

CECILIA G. LAGRAMADA Ph.D
Adviser

Noted:

CONRADO A. LOMBRIO, D.M.
Dean, Graduate School

Action taken:

[ ] Approved
[ ] Disapproved

KAREN TUI SONGCO ANG
Manager

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APPENDIX B
SURVEY QUESTIONNAIRE

DIMENSIONS INFLUENCING SERVICE QUALITY OF HOSPITALITY INDUSTRIES
Name (Optional): _____

PART I. Internal and External Dimensions
Directions: This survey questionnaire is intended to determine the internal and external Service Quality Dimensions in the Hospitality Industry**.** Rest assured that the answers and responses contributed to this study will be handled with the right Data Privacy Act of 2012 and shall be dealt with the utmost confidentiality. Please answer the questions on the next sheet by putting a check mark (/) on the box that corresponds to your answer. The scale is as follows:

Rating Scale	Description
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Internal Dimensions					
Staff training	**5**	**4**	**3**	**2**	**1**
Staff training and development is essential for providing high-quality service.					
The industry invests in ongoing employee training and skill development programs.					
Internal communication within the organization affects service quality.					
Adequate resources (staff, technology, etc.) are available to meet customer expectations.					
Staff feel competent in their abilities due to the training received.					
Employee motivation	**5**	**4**	**3**	**2**	**1**
Employee motivation significantly impacts the quality of service.					
The culture of the industry prioritizes customer satisfaction and providing quality service.					
Fair and competitive compensation and benefits are offered.					
Employees feel appreciated and valued by management.					
Employees feel their contributions are recognized and rewarded.					
Management support	**5**	**4**	**3**	**2**	**1**
Management provides effective support and clear communication.					
Technology and infrastructure support efficient service delivery.					
Management provides guidance and direction to staff.					
Management is approachable and responsive to staff concerns.					
Management communicates expectations and goals to staff.					
External Dimensions					
Market competition	**5**	**4**	**3**	**2**	**1**
Intense competition in the industry affects service quality.					
Economic conditions (e.g., recession, inflation rate) impact customer spending.					
Government regulations and policies influence service standards.					
Changing customer expectations and preferences are a major factor.					
Technological advancements influence customer service expectations.					
Technological advancements	**5**	**4**	**3**	**2**	**1**
Location and accessibility of the establishment impact the customer satisfaction.					
Online reviews and reputation management significantly impact the industry and business.					
New technology changes how service is given.					
Meeting customer expectations is crucial for service quality.					
Social and cultural trends influence customer preferences and expectations					
Customer expectations	**5**	**4**	**3**	**2**	**1**
Customer expectations are consistently high in our industry.					
Aim to exceed customer expectations.					
Actively seek customer feedback to understand their expectations.					
Adapting services to meet the customer needs.					
Meeting customer expectations is a top priority.					

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Part II. Service Quality

Directions: This survey questionnaire is intended to determine the Service Quality Dimensions in the Hospitality Industry**.** Rest assured that the answers and responses contributed to this study will be handled with the right Data Privacy Act of 2012 and shall be dealt with the utmost confidentiality. Please answer the questions on the next sheet by putting a check mark (/) on the box that corresponds to your answer. The scale is as follows:

Rating Scale	Description
5	Very High
4	High
3	Moderate
2	Low
1	Very Low

Reliability	**5**	**4**	**3**	**2**	**1**
The employees are able to provide service as promised.					
The employees are dependable in handling customers' service problems.					
The employees keep customers informed of the performance of the services.					
The employees provide error-free records					
Transport facilities are available.					
Responsiveness	**5**	**4**	**3**	**2**	**1**
The employees are ready to respond to customers' requests.					
The employees are always willing to help customers.					
The employees give us special attention.					
The employees adopted services to our needs.					
Give prompt and fast service.					
Assurance	**5**	**4**	**3**	**2**	**1**
The staff are consistently courteous and friendly with customers.					
Provides a safe environment to stay in.					
The staff have the knowledge to answer customers' requests.					
The staff imparted confidence to the guests.					
Guests feel safe in the delivery of service.					
Empathy	**5**	**4**	**3**	**2**	**1**
The employees give its customers individualized attention.					
Staff of the hotel understand the specific needs of their customers					
Staff of the hotel have customers' best interest at heart.					
The employee quickly apologized when service mistakes are made.					
Employees listened carefully when you complained.					
Tangibles	**5**	**4**	**3**	**2**	**1**
The hotel/restaurant/bar/resort has modern looking equipment.					
Provides clean and comfortable rooms and facilities					
The hotel/restaurant/bar/resort has complete facilities and equipment.					
The hotel has adequate fire safety facilities and instructions.					
The employees have a neat appearance.					