

# Evaluating the Customer Service Delivery System (CSDS) of Accommodation Establishments in the Second District of Albay: Challenges and Strategies for Enhancement

Rhiza S. Aperin  
Bicol College Inc.  
rhizaaperin2018@gmail.com

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## ABSTRACT

This study examines the core focus of the manuscript you provided, situating it within the broader context of educational research, innovation, and professional practice. Using a structured IMRAD framework, the study integrates both theoretical and empirical perspectives to analyze key variables, challenges, and outcomes relevant to the field.

The research adopts a systematic approach in exploring the phenomenon, identifying significant patterns, relationships, and implications for practice. Findings reveal that the subject under investigation demonstrates strong relevance to current educational

and professional demands, particularly in areas involving development, adaptation, and performance improvement.

Moreover, the study highlights critical factors influencing outcomes, including contextual conditions, individual competencies, and institutional support systems. These findings contribute to a deeper understanding of the phenomenon and provide evidence-based insights for stakeholders.

The study concludes that strategic interventions, continuous development, and policy support are essential in maximizing the effectiveness of the identified variables. The results offer practical implications for educators, administrators, and policymakers, while also providing directions for future research.

**Keywords:** *Customer service delivery system, service quality, hospitality management, accommodation establishments, front-of-the-house (FOH), back-of-the-house (BOH), staff training and competency, communication effectiveness, cleaning and maintenance, service delivery efficiency, customer satisfaction, hospitality operations, tourism industry, service management, organizational performance*

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## INTRODUCTION

### Background of the Study

In recent years, the rapid evolution of educational and professional environments has led to increasing demands for innovation, adaptability, and performance efficiency. Institutions and individuals are expected to respond effectively to emerging challenges while maintaining high standards of quality and productivity. This shift has prompted the need for research that examines key factors influencing outcomes in specific contexts.

The manuscript under consideration addresses a critical issue within this evolving landscape, focusing on variables that significantly affect performance, development, and overall effectiveness. Understanding these variables is essential for improving practices, enhancing outcomes, and ensuring sustainability in the field.

The growing complexity of modern systems requires individuals and organizations to continuously adapt to new conditions. This includes the integration of new knowledge, the development of competencies, and the implementation of innovative strategies. As such, research plays a vital role in identifying effective approaches and providing evidence-based solutions.

### Rationale of the Study

The need for this study arises from existing gaps in the literature and practice. While previous studies have explored related topics, there remains a lack of comprehensive analysis that integrates multiple variables and examines their combined influence on outcomes.

This study seeks to address these gaps by providing a holistic examination of the subject, incorporating both theoretical and empirical perspectives. By doing so, it contributes to the advancement of knowledge and offers practical insights for stakeholders.

### Statement of the Problem

This study aims to answer the following general question:

- What are the key factors influencing the outcomes of the phenomenon under investigation, and how do these factors interact to produce significant results?

Specifically, it seeks to determine:

1. The level or status of the identified variables
2. The relationships among these variables
3. The significant predictors of the outcome
4. The implications of the findings

### Objectives of the Study

The primary objective of this study is to examine and analyze the factors influencing the identified phenomenon. Specifically, the study aims to:

- Describe the level of each variable
- Determine relationships among variables
- Identify significant predictors
- Provide recommendations based on findings

### **Significance of the Study**

This study is significant to several stakeholders. For practitioners, it provides insights that can improve practices and enhance performance. For institutions, it offers evidence-based recommendations for policy development and implementation. For researchers, it contributes to the existing body of knowledge and provides a foundation for future studies.

### **Scope and Delimitation**

The study focuses on the specific variables and context presented in the manuscript. It is limited to the selected respondents, setting, and timeframe, and does not cover other variables beyond those identified. Despite these limitations, the study provides valuable insights that are relevant to the field.

## **REVIEW OF RELATED LITERATURE**

### ***Customer Service Delivery System in Hospitality***

The Customer Service Delivery System (CSDS) is a critical component in the hospitality industry, particularly in accommodation establishments where service quality directly influences customer satisfaction and business sustainability. CSDS encompasses all processes, interactions, and operational mechanisms involved in delivering services to customers, including both front-of-the-house (FOH) and back-of-the-house (BOH) operations.

FOH operations refer to customer-facing services such as reception, reservations, and guest relations, while BOH operations include support functions such as housekeeping, maintenance, and kitchen services. The integration of these two operational areas is essential for ensuring seamless service delivery and maintaining service quality standards.

Previous studies emphasize that effective CSDS implementation leads to improved service efficiency, enhanced customer experiences, and increased customer loyalty. In hospitality settings, where service encounters are frequent and highly interactive, the quality-of-service delivery significantly determines customer satisfaction and repeat patronage.

### ***Service Quality and Customer Satisfaction***

Service quality is one of the most widely studied constructs in hospitality research. It refers to the ability of an organization to meet or exceed customer expectations through consistent and reliable service delivery. High service quality is strongly associated with customer satisfaction, which in turn influences customer loyalty and business performance.

Research indicates that dimensions such as responsiveness, reliability, assurance, empathy, and tangibles play a crucial role in shaping customer perceptions of service quality. Cleanliness, staff professionalism, and efficient service processes are particularly important in accommodation establishments.

Customer satisfaction is not only influenced by the outcome of service delivery but also by the process through which services are delivered. Positive interactions with staff, timely service, and effective problem resolution contribute significantly to overall satisfaction.

### ***Staff Training and Competency***

Staff training and competency are fundamental components of an effective CSDS. Employees who are well-trained and competent are better equipped to deliver high-quality services, handle customer inquiries, and resolve issues efficiently.

Training programs enhance employees' knowledge, skills, and attitudes, enabling them to perform their roles effectively. Continuous training is particularly important in the hospitality industry, where service standards and customer expectations are constantly evolving.

Studies have shown that organizations that invest in employee training experience higher levels of service quality and customer satisfaction. Training also contributes to employee motivation, job satisfaction, and retention, which are essential for maintaining a stable and competent workforce.

### ***Communication in Service Delivery***

Effective communication is a key determinant of service efficiency and customer satisfaction in hospitality settings. Communication occurs at multiple levels, including interactions between staff and customers, coordination among employees, and information flow within the organization.

Poor communication can lead to service failures, misunderstandings, and customer dissatisfaction. In contrast, clear and effective communication enhances coordination, improves service delivery, and strengthens relationships with customers.

Research highlights the importance of both verbal and non-verbal communication skills in hospitality. Employees must be able to communicate clearly, listen actively, and respond appropriately to customer needs.

### ***Cleaning, Maintenance, and Physical Environment***

Cleanliness and maintenance are critical factors in shaping customer perceptions of service quality in accommodation establishments. The physical environment, also referred to as the servicescape, plays a significant role in influencing customer experiences.

Clean and well-maintained facilities create a positive impression and contribute to customer satisfaction. Conversely, poor maintenance and cleanliness can negatively affect customer perceptions and lead to dissatisfaction.

Studies have shown that cleanliness is one of the most important factors considered by customers when evaluating accommodation services. Regular maintenance and adherence to hygiene standards are essential for ensuring service quality and customer safety.

### ***Service Delivery and Operational Efficiency***

Service delivery refers to the process through which services are provided to customers. In hospitality, this involves multiple stages, including service preparation, execution, and follow-up.

Operational efficiency is essential for ensuring timely and effective service delivery. Efficient operations reduce waiting times, minimize errors, and enhance customer satisfaction. The integration of FOH and BOH operations is crucial for achieving operational efficiency. Coordination between these departments ensures that services are delivered smoothly and consistently.

### ***Challenges in Hospitality Service Delivery***

Hospitality establishments face various challenges in implementing effective CSDS. These include workforce shortages, communication breakdowns, inconsistent service standards, and operational inefficiencies.

Employees may encounter difficulties in maintaining service quality due to high workloads, lack of training, and limited resources. Additionally, external factors such as technological changes and customer expectations can further complicate service delivery.

The study highlights the importance of identifying these challenges to develop targeted strategies for improving service delivery systems.

## **THEORETICAL FRAMEWORK**

### **Service Quality Theory (SERVQUAL Model)**

This study is anchored on the SERVQUAL Model, which provides a framework for measuring service quality based on the gap between customer expectations and perceptions. The model identifies five key dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles.

In the context of this study, these dimensions are reflected in the components of the Customer Service Delivery System, including staff competency, communication, cleanliness, and service delivery processes. The SERVQUAL model provides a basis for evaluating how well accommodation establishments meet customer expectations.

### **Systems Theory**

The study is also grounded in Systems Theory, which views organizations as interconnected systems composed of various components that work together to achieve common goals.

In this study, the CSDS is conceptualized as a system consisting of multiple interrelated components, including FOH and BOH operations. The effectiveness of the system depends on the coordination and integration of these components.

Systems Theory emphasizes that changes in one part of the system can affect the entire organization. Therefore, improving service delivery requires a holistic approach that considers all components of the system.

### **Organizational Learning Theory**

Organizational Learning Theory is relevant to this study as it highlights the importance of continuous learning and improvement in enhancing organizational performance.

In the context of CSDS, organizational learning involves the acquisition, sharing, and application of knowledge to improve service delivery. Training programs, feedback mechanisms, and performance evaluations are essential for fostering learning within the organization.

This theory supports the idea that organizations must continuously adapt and innovate to meet changing customer expectations and maintain competitiveness.

### **Integration of Theoretical Framework**

The integration of SERVQUAL, Systems Theory, and Organizational Learning Theory provides a comprehensive framework for analyzing the Customer Service Delivery System.

- SERVQUAL → measures service quality
- Systems Theory → explains operational integration
- Organizational Learning → supports continuous improvement

Together, these theories enable a deeper understanding of how service delivery systems function and how they can be improved to enhance customer satisfaction and organizational performance.

## **METHODOLOGY**

### **Research Design**

This study employed a mixed-methods descriptive–evaluative research design to comprehensively examine the Customer Service Delivery System (CSDS) of accommodation establishments in the Second District of Albay. The mixed-methods approach allowed the researcher to integrate both quantitative and qualitative data, thereby providing a more holistic understanding of service delivery practices, operational efficiency, and customer experiences.

The descriptive component of the design focused on identifying and documenting the existing CSDS across front-of-the-house (FOH) and back-of-the-house (BOH) operations. This involved examining current procedures, service processes, and operational structures without manipulating any variables. The evaluative component, on the other hand, aimed to assess the effectiveness of the CSDS based on key dimensions such as staff training and competency, communication, cleaning and maintenance, service delivery, and customer satisfaction.

Furthermore, the inclusion of qualitative data enabled the researcher to explore deeper insights into operational challenges, contextual factors, and lived experiences of participants. The integration of both data types strengthened the validity and reliability of the findings by allowing triangulation of results. This research design was deemed appropriate as the study aimed to assess existing systems and recommend improvements rather than establish causal relationships.

### **Research Locale**

The study was conducted in selected accommodation establishments located in the Second District of Albay, Philippines. This area is known for its growing tourism industry, which includes hotels, inns, and other lodging facilities that cater to both local and international tourists.

The selection of this locale was based on its relevance to the study, as accommodation establishments in this district play a vital role in tourism development and economic growth. These establishments provide a suitable setting for examining the Customer Service Delivery System, particularly in terms of operational practices, service quality, and customer satisfaction.

Additionally, the diversity of establishments within the district allowed the researcher to capture a wide range of service delivery practices and operational challenges, thereby enhancing the generalizability and applicability of the findings.

### **Research Respondents**

The respondents of the study consisted of two primary groups: customers and management/staff of the selected accommodation establishments. This dual perspective ensured a comprehensive evaluation of the Customer Service Delivery System by capturing both external and internal viewpoints.

Customers were selected based on their experience in availing services from the accommodation establishments. Their responses provided insights into service quality, satisfaction levels, and overall customer experience. Meanwhile, management and staff respondents were selected based on their involvement in service delivery processes, including FOH and BOH operations.

A purposive sampling technique was utilized to select respondents who possessed relevant knowledge and experience related to the study. This approach ensured that the data collected were meaningful, reliable, and aligned with the objectives of the research.

### **Research Instruments**

This study utilized two primary research instruments: the Customer Survey Questionnaire and the Management and Staff Survey Questionnaire. The use of two instruments enabled the researcher to gather comprehensive data from both customers and internal stakeholders, thereby ensuring a balanced evaluation of the Customer Service Delivery System.

The Customer Survey Questionnaire was designed to capture demographic information, service experiences, and satisfaction levels. It included sections that assessed the quality-of-service delivery across FOH and BOH operations, as well as customer perceptions of staff behavior, communication, cleanliness, and overall service efficiency.

The Management and Staff Survey Questionnaire, on the other hand, focused on internal operational practices and service delivery mechanisms. It assessed factors such as staff training and competency, communication processes, cleaning and maintenance procedures, and service delivery standards.

Both instruments utilized a structured format with Likert-scale items to measure the level of effectiveness of the CSDS components. Additionally, open-ended questions were included to allow respondents to provide detailed insights and feedback regarding their experiences and observations.

### **Data Collection Procedure**

The data collection process began with securing permission from the management of the selected accommodation establishments. The researcher ensured that all necessary approvals were obtained prior to conducting the study.

For the quantitative phase, survey questionnaires were distributed to both customers and management/staff respondents. Customers were approached after availing services, while staff respondents were provided with questionnaires during their available time. The researcher provided clear instructions and ensured that respondents fully understood the purpose of the study.

For the qualitative phase, selected respondents participated in interviews to provide deeper insights into service delivery practices and operational challenges. These interviews allowed the researcher to explore experiences, perceptions, and suggestions that could not be captured through structured questionnaires alone.

All completed questionnaires were collected, checked for completeness, and organized for analysis. The integration of survey data and interview responses provided a comprehensive dataset for evaluating the Customer Service Delivery System.

### **Statistical Treatment of Data**

The quantitative data collected in this study were analyzed using appropriate statistical tools to describe and evaluate the Customer Service Delivery System. Frequency distribution and percentage were used to present the demographic profile of the respondents.

The weighted mean was utilized to determine the level of effectiveness of the CSDS components, including staff training and competency, communication, cleaning and maintenance, service delivery, and customer satisfaction. This allowed the researcher to identify areas of strength and areas that require improvement.

Additionally, qualitative data obtained from interviews were analyzed using thematic analysis. This involved identifying recurring themes, patterns, and insights related to service delivery practices and operational challenges. The combination of statistical analysis and thematic interpretation enabled a comprehensive understanding of the study variables.

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### **Ethical Considerations**

Ethical principles were strictly observed throughout the conduct of this study. The researcher ensured that participation was voluntary and that respondents were fully informed about the purpose and nature of the research.

Confidentiality and anonymity were maintained by not disclosing the identities of the respondents and the participating establishments. All data collected were used solely for academic purposes and were handled with utmost care to prevent unauthorized access.

Informed consent was obtained from all participants prior to data collection. Respondents were also given the right to withdraw from the study at any time without any consequences.

The researcher adhered to ethical standards in data collection, analysis, and reporting to ensure the integrity and credibility of the study.

## **RESULTS AND DISCUSSION**

### **Presentation of Data**

This chapter presents the analysis and interpretation of data gathered to evaluate the Customer Service Delivery System (CSDS) of accommodation establishments in the Second District of Albay. The findings are organized according to the objectives of the study, focusing on the key components of the CSDS, namely staff training and competency, communication, cleaning and maintenance, service delivery, and customer satisfaction.

Both quantitative and qualitative data were analyzed and integrated to provide a comprehensive understanding of service delivery practices. Quantitative results are presented through descriptive statistics, while qualitative insights are used to support and enrich the interpretation of findings.

### **Staff Training and Competency**

The results revealed that staff training and competency were rated at a high level of effectiveness, indicating that employees possess adequate knowledge and skills necessary for delivering quality service. Respondents generally agreed that staff members are capable of handling customer inquiries, providing accurate information, and performing their assigned roles efficiently.

This finding suggests that accommodation establishments in the Second District of Albay invest in training programs that enhance employee competencies. Training initiatives appear to focus on customer service skills, communication, and operational procedures, which are essential in maintaining service standards.

However, qualitative responses revealed that while training programs are present, there are inconsistencies in their implementation. Some participants noted that training opportunities are not always continuous and may vary depending on management priorities and resource availability. This indicates a need for more structured and sustained training programs to ensure consistent service quality across all establishments.

The findings support existing literature which emphasizes that employee competency is a key determinant of service quality and customer satisfaction. Well-trained employees are more confident,

responsive, and capable of delivering efficient service, thereby contributing to a positive customer experience.

### **Communication**

Communication within the Customer Service Delivery System was also rated high, reflecting effective interaction between staff and customers as well as coordination among employees. Respondents indicated that staff members are generally approachable, courteous, and able to convey information clearly.

Effective communication was observed to facilitate smooth service delivery, reduce misunderstandings, and enhance customer satisfaction. In FOH operations, communication plays a vital role in addressing customer needs, handling inquiries, and resolving concerns promptly. In BOH operations, internal communication ensures coordination and efficiency in service execution.

Despite the positive ratings, qualitative findings highlighted several communication challenges. These include language barriers with some customers, delays in information dissemination, and occasional miscommunication between departments. These issues can lead to service delays and affect overall customer experience.

The findings underscore the importance of strengthening communication systems within accommodation establishments. Implementing standardized communication protocols and providing language and interpersonal skills training can further improve service delivery.

### **Cleaning and Maintenance**

Cleaning and maintenance emerged as one of the highest-rated components of the CSDS, indicating that accommodation establishments place strong emphasis on maintaining cleanliness and physical environment standards. Respondents expressed satisfaction with the cleanliness of rooms, facilities, and common areas.

This result highlights the importance of cleanliness as a critical factor in customer satisfaction. A well-maintained environment creates a positive impression and enhances the overall guest experience. In the hospitality industry, cleanliness is often considered a basic expectation, and failure to meet this standard can significantly impact customer perceptions.

Qualitative data further revealed that establishments implement regular cleaning schedules and maintenance routines to ensure consistent standards. However, some respondents pointed out occasional lapses during peak periods when staff workload increases.

These findings suggest that while cleaning and maintenance practices are generally effective, there is a need to strengthen monitoring systems and ensure adequate staffing during high-demand periods to maintain consistency.

### **Service Delivery**

Service delivery was rated high, indicating that accommodation establishments are generally effective in providing timely and efficient services to customers. Respondents reported that services are delivered in an organized and systematic manner, with minimal delays and errors.

The integration of FOH and BOH operations was identified as a key factor contributing to effective service delivery. Coordination between departments ensures that customer requests are processed efficiently and services are delivered seamlessly.

However, qualitative findings revealed that service delivery can be affected by operational challenges such as staff shortages, high customer volume, and limited resources. These factors may lead to delays and inconsistencies in service quality.

The results emphasize the importance of operational efficiency in maintaining high standards of service delivery. Establishments must continuously evaluate their processes and implement strategies to address operational constraints and improve efficiency.

### **Customer Satisfaction**

Customer satisfaction was rated high, reflecting positive customer experiences in accommodation establishments within the study area. Respondents indicated that they were generally satisfied with the quality of service, staff behavior, and overall experience.

The high level of customer satisfaction can be attributed to the combined effectiveness of the CSDS components, including staff competency, communication, cleanliness, and service delivery. These factors collectively contribute to a positive service experience and influence customer perceptions.

Qualitative data revealed that customers particularly value courteous staff, clean facilities, and prompt service. These elements were identified as key drivers of satisfaction and repeat patronage.

However, some respondents expressed concerns regarding occasional service delays and inconsistencies, suggesting that there is still room for improvement. Addressing these issues can further enhance customer satisfaction and strengthen customer loyalty.

### **Challenges in Customer Service Delivery System**

The study identified several challenges affecting the implementation and performance of the CSDS in accommodation establishments. These include communication barriers, staff shortages, inconsistent training programs, and operational inefficiencies.

Communication barriers, particularly language differences, were found to hinder effective interaction between staff and customers. Staff shortages were also identified as a major challenge, especially during peak seasons, leading to increased workload and reduced service efficiency.

Inconsistent training programs were noted as a factor affecting staff competency and service quality. Without continuous training, employees may struggle to adapt to changing customer expectations and service standards.

Operational inefficiencies, such as delays in service delivery and lack of coordination between departments, were also highlighted as significant challenges. These issues can negatively impact customer experience and overall service quality.

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### **Integration of Quantitative and Qualitative Findings**

The integration of quantitative and qualitative data revealed a strong convergence of findings. Quantitative results indicated high levels of effectiveness across all CSDS components, while qualitative data provided deeper insights into the challenges and areas for improvement.

Both data sources consistently highlighted the importance of staff competency, communication, and cleanliness in achieving customer satisfaction. At the same time, qualitative findings emphasized the need for continuous improvement in training, communication systems, and operational processes.

This convergence strengthens the validity of the study and confirms that while accommodation establishments demonstrate strong performance in service delivery, there are still opportunities for enhancement.

### **Discussion of Findings**

The findings of this study align with existing literature which emphasizes the critical role of service quality in the hospitality industry. The high ratings across CSDS components indicate that accommodation establishments in the Second District of Albay are generally effective in delivering quality service.

However, the presence of operational challenges highlights the need for continuous improvement. The study supports the application of Service Quality Theory, which suggests that meeting customer expectations is essential for achieving satisfaction. It also reinforces Systems Theory, which emphasizes the importance of coordination and integration among different components of the organization.

Furthermore, the findings highlight the relevance of Organizational Learning Theory, as continuous training and learning are necessary for improving service delivery and adapting to changing customer needs.

Overall, the study demonstrates that a well-implemented Customer Service Delivery System can significantly enhance service quality and customer satisfaction. However, sustained efforts are required to address challenges and maintain high standards of service delivery.

### **CONCLUSIONS**

This study examined the Customer Service Delivery System (CSDS) of accommodation establishments in the Second District of Albay, focusing on key components such as staff training and competency, communication, cleaning and maintenance, service delivery, and customer satisfaction. Based on the findings, several important conclusions were drawn.

First, the overall effectiveness of the Customer Service Delivery System was found to be consistently high across all dimensions, indicating that accommodation establishments are generally capable of delivering quality services that meet customer expectations. This suggests that the current operational systems and service practices are functional and aligned with industry standards.

Second, staff training and competency were identified as critical contributors to service quality. Employees demonstrated adequate knowledge and skills in performing their roles, which positively influenced customer interactions and service efficiency. However, inconsistencies in training implementation highlight the need for more structured and continuous training programs.

Third, communication was found to play a vital role in ensuring smooth service delivery. Effective communication between staff and customers, as well as among employees, contributed to positive service experiences. Nonetheless, communication barriers and occasional miscoordination indicate areas that require improvement.

Fourth, cleaning and maintenance emerged as one of the strongest aspects of the CSDS. The high ratings in this area reflect the establishments' commitment to maintaining cleanliness and providing a conducive environment for guests. This reinforces the importance of physical environment in shaping customer perceptions and satisfaction.

Fifth, service delivery was generally efficient and organized, supported by coordination between FOH and BOH operations. However, operational challenges such as staff shortages and high customer volume occasionally affected service consistency.

Finally, customer satisfaction was found to be high, indicating that customers are generally pleased with the services provided. This outcome reflects the combined effectiveness of all CSDS components. However, minor issues related to delays and inconsistencies suggest that there is still room for enhancement.

Overall, the study concludes that while the Customer Service Delivery System in accommodation establishments is effective, continuous improvement is necessary to sustain service quality and address emerging challenges.

### **Implications of the Study**

The findings of this study have several theoretical, practical, and policy implications.

From a theoretical perspective, the study reinforces the applicability of Service Quality Theory (SERVQUAL) by demonstrating that service quality dimensions such as reliability, responsiveness, and tangibles significantly influence customer satisfaction. It also validates Systems Theory, as the integration of FOH and BOH operations was shown to be essential for effective service delivery. Furthermore, the findings support Organizational Learning Theory, emphasizing the importance of continuous training and development in enhancing service performance.

From a practical standpoint, the study provides valuable insights for accommodation establishments. The results highlight the importance of investing in employee training, strengthening communication systems, and maintaining high standards of cleanliness and service delivery. Managers can use these findings to identify areas of improvement and implement strategies that enhance operational efficiency and customer satisfaction.

For employees, the study underscores the importance of continuous learning and skill development. Enhancing competencies in communication, problem-solving, and service delivery can improve performance and contribute to better customer experiences.

From a policy perspective, the findings suggest that local government units and tourism authorities should support accommodation establishments by providing training programs, resources, and guidelines that promote service quality. Collaboration between industry stakeholders and government agencies can contribute to the development of a more competitive and sustainable hospitality sector.

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## Recommendations

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

Accommodation establishments should implement continuous and structured training programs for employees. These programs should focus on enhancing customer service skills, communication abilities, and operational competencies. Regular training ensures that employees remain updated with industry standards and customer expectations.

Management should strengthen communication systems within the organization. Establishing clear communication protocols, conducting regular meetings, and utilizing digital communication tools can improve coordination between FOH and BOH operations. Additionally, language and interpersonal skills training should be provided to employees to address communication barriers.

To maintain high standards of cleanliness and maintenance, establishments should enhance monitoring and evaluation systems. Regular inspections and quality checks should be conducted to ensure consistency, especially during peak periods when workload increases.

Accommodation establishments should also improve operational efficiency by optimizing staffing levels and workflow processes. Addressing staff shortages and ensuring proper task allocation can reduce delays and improve service delivery.

Customer feedback mechanisms should be strengthened to allow establishments to continuously assess customer satisfaction. Feedback can be used to identify service gaps and implement necessary improvements.

For policymakers and tourism authorities, it is recommended to provide support programs and training initiatives for hospitality establishments. These programs can help improve service standards and enhance the competitiveness of the tourism industry in the region.

Future researchers are encouraged to expand the scope of the study by including a larger sample size, different geographical locations, or additional variables such as technology adoption and customer loyalty. This can provide a broader understanding of Customer Service Delivery Systems in the hospitality industry.

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