

Front Office Operations in Hotels

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Abstract—The front office has long been recognized as the “nerve center” of hotel operations, playing a vital role in shaping guest satisfaction, ensuring operational efficiency, and contributing to revenue generation. In the hospitality landscape of Dumaguete City, a key tourism and educational hub in the Negros Island Region, the front office served as the first and often most lasting point of contact between hotels and their guests. This area managed crucial responsibilities, including reservations, check-ins and check-outs, responding to guest inquiries, and coordinating with other departments to ensure a seamless guest experience. Given the city’s growing popularity, fueled by its natural attractions, academic institutions, and cultural richness, the efficiency and quality of front office services became more significant than ever. This study focused on examining the actual practices, challenges, and overall service quality of front office operations in selected hotels within Dumaguete City. It aimed to shed light on how these operational aspects influenced guest experiences and overall hotel performance. The research investigated front office services by assessing their effectiveness, efficiency, and the challenges faced by front desk teams in providing high-quality service. Data was collected using a surveys, targeting all front office staff in the hotel. Areas of evaluation included staff competence, communication skills, use of technology, and their ability to resolve guest concerns. Findings revealed that while many hotels exhibited strong guest engagement and solid hospitality practices, there were still notable gaps, particularly in areas like staff training, consistency of service delivery, and integration of digital tools into front office processes. Based on these insights, the study proposed a framework to enhance front office operations and align them more closely with evolving guest expectations and competitive industry standards. The research was grounded in the Moment of Truth Theory by Jan Carlzon (1987), supported by the Expectancy-Disconfirmation Theory by Richard L. Oliver (1980), and informed by Systems Theory by Ludwig von Bertalanffy (1968). A quantitative research design was adopted, and random sampling was used to select 50 respondents, 10 from each of the five participating hotels. All respondents were front office staff, offering diverse and firsthand perspectives on their experiences with front office services.

Index Terms—front office operations, hotel management, in-house guests, front office operations framework.

1. Introduction

A. Rationale

The front office in hotels serves as the initial point of contact between guests and the establishment, influencing the overall guest experience and satisfaction. In a tourism-driven city like Dumaguete, Negros Island, the efficiency of front office operations becomes even more significant as it plays a pivotal

role in ensuring guest comfort, managing reservations, check-ins, and coordinating with other hotel departments. As the tourism industry in Dumaguete City continues to grow, understanding the effectiveness of these operations is crucial for hotel management to maintain high service standards and guest loyalty.

This study aims to explore and evaluate the front office operations in selected hotels within Dumaguete City, focusing on the strategies, processes, and challenges hotel staff face in delivering exceptional service. It seeks to identify the factors that contribute to efficient front office management and how they impact guest satisfaction and hotel performance.

Dumaguete City, known as the "City of Gentle People," is a significant tourism and educational hub in the Philippines. With its growing number of local and international tourists, the hospitality industry in the region has become increasingly competitive. Hotels are continuously striving to improve their services, and the front office plays an integral role in shaping the first impression guests have of the establishment.

However, despite its importance, little research has been conducted on the specific challenges and best practices in the front office operations of hotels in Dumaguete City. Understanding how front office departments in this area operate can help hotel managers enhance customer service and operational efficiency, which in turn boosts guest satisfaction, revenue generation, and long-term business sustainability.

The rationale for this study is to contribute valuable insights that can guide hotel management in Dumaguete City to enhance front office operations, improve guest experiences, and remain competitive in the regional hospitality market.

The researcher of this study is an experienced Hospitality Management (HM) teacher with an in-depth understanding of both academic and practical aspects of hotel operations. With a background in hospitality management education, the researcher has been involved in training future professionals in the industry, including teaching courses related to front office management, hotel operations, customer service, and business operations in the hospitality sector.

Having firsthand experience in the hospitality industry, the researcher is well-equipped to design and conduct studies that bridge the gap between theoretical knowledge and practical application. This hands-on experience, combined with the researcher's academic expertise, ensures that the study is grounded in both theoretical frameworks and real-world practices.

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Additionally, as an educator, the researcher has been actively involved in various research projects related to hospitality management, giving them the necessary tools to effectively analyze data, draw meaningful conclusions, and provide actionable recommendations for improving hotel operations.

B. Theoretical Background

This study is primarily grounded in the Moment of Truth Theory by Jan Carlzon (1987), supported by the Expectancy-Disconfirmation Theory by Richard L. Oliver (1980), and informed by Systems Theory by Ludwig von Bertalanffy (1968).

The Moment of Truth Theory by Carlzon (1987) reshaped how businesses view customer service. He argued that every single interaction a customer has with a company, no matter how small or brief, is a critical moment where the customer's impression is formed. These interactions could be as simple as a phone call, a conversation with a flight attendant, or navigating a website. This theory emphasized that each of these touchpoints is an opportunity either to strengthen trust or damage the relationship. In his view, companies win or lose customers not through big, flashy campaigns, but in these everyday moments.

This theory was also brought to life at SAS by empowering frontline employees, those who deal directly with customers, to make decisions that would enhance the customer experience. He believed that no amount of branding or corporate strategy could fix a bad interaction between a customer and an employee. Instead of rigid hierarchies and rules, he promoted decentralized decision-making, where employees were trained and trusted to act in the customer's best interest in real time. This approach was revolutionary at the time and led to a significant turnaround for SAS, transforming it into one of the most respected airlines in Europe.

The Moment of Truth theory of Carlzon (1987) so powerful, even decades later, is how human and relatable it is. As customers, we've all had experiences where a small gesture made us loyal for life, or a dismissive attitude turned us away for good. This theory reminds us that great service isn't about perfection; it's about being present, responsive, and human in the moments that matter most. In today's fast-paced, digital world, his message is more relevant than ever: it's the small, everyday interactions that build a brand's reputation and define its success.

The Expectancy-Disconfirmation Theory by Oliver (1980) is a theory that has since become a cornerstone in understanding customer satisfaction. At its core, the theory is based on a simple, relatable idea: people form expectations before they experience a product or service, and then they compare those expectations to what they actually get. If the experience meets or exceeds their expectations, they tend to feel satisfied or even delighted. If it falls short, disappointment or dissatisfaction follows.

This theory broke this down into three possible outcomes: positive disconfirmation (when performance is better than expected), confirmation (when performance matches expectations), and negative disconfirmation (when

performance is worse than expected). For example, if you order a meal at a restaurant and it tastes even better than you hoped, that's positive disconfirmation—you're more likely to be happy and come back. On the flip side, if you were expecting a great meal but got something bland and cold, that's negative disconfirmation, and you're likely to leave unhappy.

This theory is so enduring is how naturally it mirrors everyday human behavior so naturally. We constantly form expectations, whether about a new phone, a hotel stay, or even a conversation, and we use those mental benchmarks to judge our satisfaction afterward. Businesses that understand and manage customer expectations well can shape more positive experiences and build stronger loyalty. This theory remains a vital tool for marketers, product designers, and service managers because it reminds us that satisfaction isn't just about what we deliver, but how it compares to what customers were hoping for.

The Systems Theory by Ludwig von Bertalanffy (1968) emphasizes the importance of interrelationships rather than focusing on isolated components. This theory highlights those systems, whether biological, ecological, or social, are best understood as a whole rather than as the sum of their parts. This holistic approach highlights the interconnectedness of various elements within a system and suggests that the behavior of a system cannot be fully explained by examining its components in isolation. The key idea is that systems are more than just a collection of parts; the interactions and relationships between those parts create emergent properties that are not reducible to the properties of the individual parts.

The Systems Theory of Bertalanffy (1968) is the open system, where a system continuously interacts with its environment and exchanges matter, energy, or information. Unlike closed systems, which are isolated from their surroundings, open systems are dynamic and constantly adapt to changes in their environment. This concept has been widely applied across different disciplines, including biology, psychology, sociology, and management. In organizational management, for example, systems theory suggests that businesses must be seen as open systems that interact with external forces, such as market conditions, competitors, and customers, to thrive.

Moreover, the theory introduced the notion of feedback loops within systems, which play a crucial role in maintaining balance and guiding the system's development. These feedback loops can be either positive (reinforcing growth or change) or negative (stabilizing the system and preventing overreaction). Feedback mechanisms are essential for understanding how systems self-regulate and adapt to internal and external changes, making them highly relevant to fields such as cybernetics, organizational behavior, and even ecological studies.

These ideas remind us that meaningful customer experiences, adaptive thinking, and interconnected actions are at the heart of successful organizations. Whether it's the way a company empowers its people, manages customer expectations, or responds to its environment, the most effective strategies are those that prioritize human connection, flexibility, and holistic

understanding. In today's complex and fast-moving world, businesses that embrace these principles are better equipped to build trust, stay relevant, and create lasting value for the people they serve.

Hotel reservation and booking systems showcase the growing impact of technology on improving service efficiency and guest satisfaction. Barua (2024) introduced a hybrid framework that integrates Artificial Intelligence (AI) and microservices to optimize hotel reservation systems. This approach reduces latency, enhances scalability, and ensures system reliability during peak booking periods. Barua also emphasized the importance of online booking platforms and customer reviews in shaping brand image and influencing guests' booking decisions, highlighting how digital tools build trust and enhance the perceived credibility of hotel services. Furthermore, Barua (2024) demonstrated how predictive models, such as Bayesian methods, can forecast booking cancellations based on factors like guest count and stay duration, enabling hotels to manage resources better and minimize revenue loss. Additionally, he explored price dispersion across various online travel agencies, noting inconsistent pricing strategies that affect consumer trust and behavior. Finally, he developed a recommendation system using natural language processing (NLP) to analyze guest reviews and personalize hotel suggestions according to user preferences. These insights reveal how integrating intelligent systems, data analytics, and user-generated content significantly enhances the performance and effectiveness of modern reservation and booking systems in the hospitality industry.

Hotel check-in and check-out procedures are essential components of front office operations and play a major role in shaping the overall guest experience. Rakhmat (2023) highlighted that a well-organized check-in process typically begins with a warm welcome, guest registration, reservation and ID verification, room assignment, and an overview of hotel amenities and policies. As technology continues to evolve, more hotels are adopting digital or contactless check-in options, allowing guests to use their mobile devices, greatly improving convenience and reducing wait times. He also emphasized the importance of an efficient check-out process, which includes verifying charges, processing payments, collecting feedback, and offering assistance with luggage or transportation. Mobile check-out solutions are increasingly popular as they allow guests to settle bills and share feedback with ease. According to Rakhmat (2023), standardizing these procedures and enhancing them with technology not only boosts service efficiency and quality but also improves guest satisfaction, promotes repeat visits, and strengthens brand loyalty.

Handling guest complaints is a crucial aspect of hospitality management, as it directly impacts guest satisfaction, loyalty, and a hotel's overall reputation. The International Hospitality Institute (2023) emphasized that an effective complaint management process can turn a negative experience into a positive one when addressed with empathy, professionalism, and prompt solutions. The process begins with active listening, staff must attentively hear the guest's concerns without

interrupting, using both verbal and non-verbal cues to show empathy. A sincere apology is the next step, which helps reduce tension and demonstrate accountability, even if the issue wasn't the hotel's direct fault. Once the concern is clearly understood, staff should offer immediate and appropriate solutions, such as complimentary services, upgrades, or discounts. This also highlighted the importance of empowering employees to resolve issues on the spot, as this can significantly enhance guest satisfaction. A key final step is follow-up, checking that the guest is satisfied with how the complaint was handled. Documenting these incidents is also recommended, as it helps identify patterns and improve future service. Addressing guest complaints with a thoughtful, structured approach can not only resolve problems but also build lasting trust and loyalty.

Guest services and assistance are essential pillars of the hospitality industry, directly influencing the overall guest experience. Les Roches (2023) highlighted how these services include front desk operations, concierge assistance, housekeeping, room service, and valet support, all working together to make guests feel valued and well cared for. Front desk staff handle check-in and check-out efficiently, while the concierge offers personalized recommendations and helps arrange dining or local activities. Housekeeping ensures clean, comfortable rooms, room service provides in-room dining convenience, and valet staff assist with parking to enhance guest comfort. According to Les Roches (2023), truly effective guest services rely on personalization, well-trained staff, proactive support, and strong communication. Remembering a repeat guest's preferences or offering help before it's requested creates a stronger connection and leaves a lasting impression. When staff are empowered and properly trained, they're better equipped to handle guest needs quickly and professionally. He also pointed out that integrating technology, like mobile check-ins or digital concierge tools, adds another layer of convenience and efficiency, making the entire stay smoother and more enjoyable. These elements contribute to higher guest satisfaction, stronger loyalty, and more positive reviews, helping hotels thrive in a competitive industry.

Billing and payment processes are vital aspects of the hospitality industry, directly affecting both operational efficiency and guest satisfaction. Moldstud (2023) emphasized how the adoption of automated billing systems has transformed hotel operations by integrating charges for rooms, dining, and other services into a single, streamlined invoice. This not only minimizes manual errors and administrative workload but also speeds up check-in and check-out procedures, resulting in a smoother experience for guests. He also noted the rise of electronic billing (e-billing), which allows guests to receive and settle their invoices digitally. This method accelerates payment processing and aligns with the growing preference for cashless, contactless transactions. Additionally, it supports environmental efforts by reducing paper usage. A critical element of modern billing systems is security, he also highlighted the importance of using encryption, secure payment gateways, and compliance with data protection regulations to safeguard guests' financial information. Efficient and secure billing systems contribute to guest trust, operational accuracy,

and a more convenient, tech-driven hospitality experience.

The literature highlighted the critical role those effective systems and procedures in hotel operations, such as front office management, guest services, check-in/check-out processes, billing and payment, and handling guest complaints, play in shaping the overall guest experience. The integration of technology, such as automated systems and digital solutions, has enhanced the efficiency, accuracy, and convenience of these operations, ultimately improving guest satisfaction and fostering loyalty. Furthermore, the implementation of robust security measures in billing and payment systems, alongside personalized guest services, highlights the industry's commitment to meeting guest expectations while maintaining operational integrity. Together, these aspects of hospitality management contribute to creating seamless, memorable experiences for guests, enhancing both operational performance and business success in a competitive market.

In the study of Shabani (2017), focusing on cybersecurity threats within hotel IT systems, particularly online reservation and booking platforms. The study revealed that these systems, while essential for modern front office operations, are highly vulnerable to risks such as data breaches, system failures, and unauthorized access to guest information. Shabani emphasized that such vulnerabilities can disrupt operations, result in lost or duplicated bookings, and severely damage guest trust and satisfaction. He highlighted the need for secure, cloud-based systems with real-time synchronization and robust security features like encryption, two-factor authentication, and regular audits. Additionally, he stressed the importance of front office staff being trained to recognize and respond to security threats. The study concluded that a reliable and secure booking system is not only critical for operational efficiency but also for maintaining a hotel's credibility and ensuring a positive guest experience.

In the study of Kanwar (2023) examined front office practices with a focus on the check-in experience and its impact on guest satisfaction. The study revealed that the competence and friendliness of front desk staff, combined with efficient and smooth registration processes, play a crucial role in forming guests' first impressions. These initial interactions were shown to significantly influence guests' overall perception of their stay, affecting their comfort, trust, and likelihood to return. Kanwar emphasized that investing in staff training and streamlining check-in procedures are vital strategies for hotels aiming to enhance service quality and foster long-term guest loyalty.

In the study of Wijoyo *et al.* (2024), the strategies employed by guest relations officers in resort environments to effectively manage and resolve guest complaints. Their study highlighted that prompt and empathetic responses are key to turning negative experiences into positive ones, helping to preserve guest satisfaction and loyalty. They also emphasized the importance of having a well-structured complaint management system that empowers staff to address issues quickly and appropriately. The study concluded that such proactive and compassionate handling of complaints not only resolves immediate concerns but also strengthens the overall guest

relationship and enhances the hotel's reputation.

In the study of Dewi *et al.* (2022) evaluated the service quality of front office staff at a mid-range hotel in Bali by applying Servqual and Importance-Performance Analysis (IPA) methods. Their study highlighted that attentive and well-trained front desk personnel are vital in shaping guests' perceptions of service quality. The researchers found that personalized attention, clear communication, and prompt assistance from staff significantly enhance overall guest satisfaction. The study emphasized that investing in staff training and continuous performance improvement is essential for hotels aiming to deliver exceptional guest experiences and maintain competitive advantage in the hospitality industry.

In the study of Ivanov's (2010) examined the advantages of hotel internet reservation systems in front office operations, highlighting their role beyond just managing bookings. The study emphasized that integrating billing with reservation technology helps reduce manual errors and lowers administrative workload, making processes like check-in and check-out more efficient. The study also pointed out that this seamless integration is crucial for ensuring accurate billing, improving operational efficiency, and enhancing the overall guest experience by minimizing delays and mistakes during financial transactions.

Kanwar, Sharma, and Bakshi (2023) conducted a study on hotel front office practices and their influence on guest satisfaction. The study highlighted that the front office plays a crucial role in shaping guests' first impressions of a hotel, particularly during the check-in process. The study found that the professionalism, communication skills, and friendliness of front office staff greatly affect how guests perceive the quality of service provided by the hotel. When front desk employees demonstrate efficiency, courtesy, and a willingness to assist, guests are more likely to feel welcomed and satisfied with their stay. The study therefore emphasized that effective front office operations and well-trained personnel are essential in creating positive guest experiences and strengthening customer loyalty in the hospitality industry.

Tom Baum (2001) examined the changing role of front office operations in the hotel industry and emphasized the importance of skilled and adaptable employees in delivering quality guest service. The study explained that front office staff serve as the primary point of contact between the hotel and its guests, making their performance crucial in shaping guests' overall experiences. The study highlighted that with the growing use of technology and increasing guest expectations, front office personnel are required to develop multiple skills, including communication, problem-solving, and service efficiency. The study also stressed that proper training and professional development are essential to ensure that front office employees can effectively manage guest needs while maintaining high standards of hospitality service.

In conclusion, these studies collectively emphasized the critical role of front office operations in shaping the guest experience and ensuring hotel efficiency. The importance of securing reservation systems against cyber threats, combined with the impact of competent and friendly check-in staff,

highlights that both technology and human factors are essential. Empathetic complaint handling plays a key role in maintaining guest loyalty, while well-trained front desk personnel significantly enhance service quality. Additionally, integrating billing with reservation systems streamlines processes and improves accuracy. These insights reveal that successful front office management requires a balanced approach combining robust technology, skilled staff, and proactive guest service to foster satisfaction, trust, and operational excellence.

C. The Problem

1) Statement of the Problem

This study aimed to assess the practices of front office operations in hotel accommodations, Dumaguete City, Negros Island Region, Philippines. The findings of the study served as the basis for a proposed front office operations framework.

Specifically, the study sought to answer the following questions:

1. What is the profile of the respondents in terms of:
 1. age;
 2. gender;
 3. civil status;
 4. educational attainment; and
 5. years of experience?
2. What is the level of practice of the front office operations in hotel accommodations as perceived by the respondents in terms of:
 1. reservation and booking systems;
 2. check-in and check-out procedures;
 3. handling guest complaints;
 4. guest services and assistance; and
 5. billing and payment processing?
3. What are the problems encountered by the respondents in the practices of the front office operations in hotel accommodations?
4. Is there a significant relationship between the profile of the respondents and their level of practice of the front office operations in hotel accommodations as perceived by the respondents?
5. Based on the findings of the study, what front office operations framework may be proposed?

2) Statement of the Null Hypothesis

At the 0.05 level of significance, the following null hypothesis was tested:

H₀₁: There was no significant relationship between the profile of the respondents and their level of practice of front office operations in hotel accommodations, as perceived by the respondents.

3) Significance of the Study

This study will benefit the following individuals or entities by providing insights into improving front office operations, billing systems, guest services, and complaint handling.

Hotel Managers. This will benefit them from this study by gaining valuable insights into improving front office operations, enhancing billing and payment systems, and refining guest services and complaint handling. The findings will help them streamline operations, reduce inefficiencies, and

foster better guest satisfaction and loyalty, ultimately leading to increased operational effectiveness and a competitive edge in the hospitality industry.

Front Office Staff. This will benefit them from this study by gaining a better understanding of the importance of their role in guest satisfaction. The research will provide insights into improving check-in/check-out processes, handling guest complaints effectively, and delivering excellent guest service. This knowledge will help staff improve their skills, enhance their interactions with guests, and contribute to a more efficient and positive guest experience, ultimately leading to higher customer satisfaction and loyalty.

Hotel Guests. This will benefit them from this study through improved service quality and a more seamless experience. By highlighting best practices in front office operations, billing systems, guest services, and complaint handling, the study encourages hotels to enhance their responsiveness, efficiency, and personalization. As a result, guests can expect faster check-ins, accurate billing, better communication, and prompt resolution of issues, leading to an overall more satisfying and enjoyable stay.

Department of Tourism. This will benefit them from this study as it provides valuable insights into service quality and operational standards in hotel front office operations. The findings can support the development of training programs, accreditation guidelines, and policy recommendations aimed at improving hospitality services in the country. By emphasizing the factors that influence guest satisfaction, the Department can help raise service standards, boost tourist experiences, and strengthen the overall competitiveness of the local tourism and hospitality industry.

Researchers. This will benefit her from this study as it adds to the existing body of knowledge in hospitality and tourism management, particularly in the areas of front office operations, guest services, billing systems, and complaint handling. It provides a practical reference for future studies, offering data and insights that can be used to explore related topics or support further research. Additionally, it can serve as a model for designing similar studies in other regions or hospitality settings, contributing to academic advancement and evidence-based improvements in the industry.

Future Researchers. This will benefit them from this study as it can serve as a foundational reference for exploring similar topics in hospitality and tourism. The findings, methodology, and literature reviewed can guide them in developing their research frameworks, identifying gaps, and refining their focus on front office operations, guest services, or customer satisfaction. It also provides a local context that can be compared with other regions, supporting broader academic discussions and contributing to the continuous improvement of hospitality practices.

D. Research Methodology

This section covers the research design, research environment, research respondents, research instruments, research procedures, gathering of data, and statistical treatment of data used in the study.

1) Research Design

This study employed a descriptive-correlational method of research to assess the level of practice in front office operations as perceived by hotel guests. The descriptive component was used to identify and describe current practices in key front office functions, such as reservation and booking, check-in and check-out procedures, billing and payment, guest services, and complaint handling. On the other hand, the correlational component explored the relationship between these practices and guest satisfaction, aiming to understand how the quality of front office operations impacted the overall guest experience.

Data were collected through a researcher-made survey questionnaire, which was distributed to selected in-house hotel guests. This approach was well-suited for gathering measurable data on guests' perceptions while also identifying potential connections between different variables, without influencing or altering any conditions.

Figure 1 illustrated the conceptual framework of the study. It showed the relationship between the independent variables (front office operations, including reservation and booking, check-in/check-out procedures, billing and payment, guest services, and complaint handling) and the dependent variable (guest satisfaction). This framework guided the study's direction and supported the development of conclusions and recommendations based on the research findings.

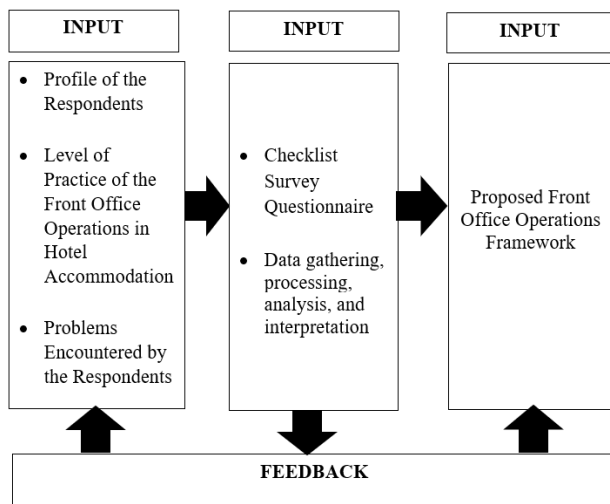


Fig. 1. The research flow

2) Research Environment

This study was conducted in Dumaguete City, fondly known as the “City of Gentle People.” As the capital of Negros Oriental, located in the Central Visayas region of the Philippines, Dumaguete served as a major gateway to the province. It was widely recognized for its warm hospitality, rich cultural heritage, and a steadily growing tourism industry. Strategically located along the southeastern coast of Negros Island, the city functioned as a hub for both land and sea travel, making it an accessible destination for both local and international visitors.

Dumaguete was also known as a university town, home to several academic institutions, most notably Silliman

University, one of the oldest American-established universities in Asia. The presence of these institutions contributed to a vibrant, youthful atmosphere that complemented the city’s laid-back, coastal charm.

In recent years, the city has experienced a consistent rise in tourist arrivals, thanks to its proximity to popular natural attractions such as Apo Island, Casaroro Falls, and the Manjuyod Sandbar. As tourism grew, so did the local hospitality sector, with more hotels, resorts, and guesthouses emerging to accommodate the needs of both leisure and business travelers.

Given Dumaguete’s role as a regional hub for both tourism and education, it provided an ideal setting for examining the effectiveness and quality of front office operations in the hotel industry. For this study, five (5) hotels in the city were selected as research sites.

Hotel Accommodation A. This hotel accommodation is a Christian-operated hotel located along Rizal Boulevard in Dumaguete City, Negros Oriental. Established on November 18, 1996, it was built with the mission of providing a peaceful and spiritually uplifting environment for guests. The hotel is strategically situated in the heart of the city, offering convenient access to major business centers, universities, churches, parks, and entertainment establishments. This hotel offers a variety of well-appointed rooms, including studio units, standard and deluxe rooms, family suites, and villas, all equipped with modern amenities such as centralized air-conditioning, cable TV, hot and cold showers, and PABX telephone systems. The on-site restaurant, Café Filomena, serves a range of dishes in a comfortable dining atmosphere. For events and gatherings, the hotel also features six function rooms with a total capacity of over 650 guests. Committed to maintaining a wholesome and family-friendly environment, the hotel enforces strict policies such as a no-smoking and no-liquor policy, prohibits joiners, and does not allow pets. Additional services include free Wi-Fi, airport shuttle, laundry, business center access, and 24-hour security. With its blend of comfort, convenience, and Christian values, this hotel has become a trusted choice for both leisure and business travelers seeking a serene and welcoming stay in Dumaguete City.

Hotel Accommodation B. This is a modern 9-story hotel located in the heart of Dumaguete City, Negros Oriental, offering guests convenient access to popular local attractions like Silliman University, Rizal Boulevard, and the Dumaguete Belfry. The hotel features 150 well-appointed rooms in various categories, including Standard Economy, Deluxe Standard, Deluxe Twin, Deluxe Family, and Suites. Each room is equipped with modern amenities such as air conditioning, LCD TVs with cable channels, in-room safes, refrigerators, coffee and tea facilities, and complimentary toiletries. Guests can enjoy a complimentary buffet breakfast, featuring a selection of Filipino dishes, pastries, and pasta. For dining, La Essencia Café serves a variety of local and international dishes, while the hotel bar offers a range of beverages. The hotel also offers spa services, including massages, facial treatments, and foot scrubs, perfect for those seeking relaxation. For business travelers, the hotel provides meeting facilities and a skydeck with panoramic

city views, ideal for corporate functions or weddings. Additional amenities include 24-hour security, free Wi-Fi in public areas, and a travel desk to help with tour arrangements. While many guests appreciate the central location and value for money, some have raised concerns about room maintenance and occasional service issues. Despite this, it remains a popular choice for visitors, offering comfort and convenience at an affordable price.

Hotel Accommodation C. This is a modern 3-star hotel situated along Rizal Boulevard, offering guests a stylish and comfortable stay in the heart of Dumaguete City. The hotel features 29 well-appointed rooms, each designed with an industrial-chic aesthetic that incorporates repurposed wood elements, providing a warm and inviting atmosphere. Guests can enjoy amenities such as air conditioning, flat-screen TVs with cable channels, minibars, in-room safes, and complimentary Wi-Fi. The hotel offers a cooked-to-order breakfast daily from 6:00 AM to 10:00 AM for an additional fee. On-site dining options include Caña Bar and Restaurant, serving a fusion of local and international dishes, and Sintral Restaurant, offering Negrense-inspired cuisine. For relaxation, guests can unwind at the hotel's bar/lounge. Additional amenities include a 24-hour front desk, concierge services, dry cleaning/laundry services, and a safe-deposit box at the front desk. Hotel accommodation C is conveniently located near popular attractions such as Silliman University, Robinsons Dumaguete, and various dining options along Rizal Boulevard. The nearest beach is approximately 2,800 feet away, and Sibulan Airport is about 3 km from the hotel. With its prime location and contemporary design, this hotel offers a memorable stay for both business and leisure travelers.

Hotel Accommodation D. This hotel is located in Dumaguete City, offering a convenient and comfortable stay near Silliman Medical Center. The hotel provides a variety of well-appointed accommodations, including standard rooms, family rooms, and a suite. Each room is equipped with modern amenities such as air conditioning, a private bathroom with a hot and cold shower, and a TV with cable channels. Guests can enjoy a range of on-site amenities, including complimentary Wi-Fi, a restaurant and bar, a conference hall, and a relaxing rooftop bar. The hotel offers a 24-hour front desk, room service, laundry, and a shuttle service to the airport and pier. With its accessible location and comprehensive amenities, this hotel serves as an excellent base for exploring Dumaguete City.

Hotel Accommodation E. This hotel is situated in the heart of downtown Dumaguete City, a budget-friendly and convenient base for exploring the area. This well-located hotel provides guests with comfortable, air-conditioned accommodations, with each room including a private bathroom and flat-screen TV. Guests can stay connected with complimentary Wi-Fi and enjoy the convenience of an on-site restaurant and coffee shop. The hotel also features a 24-hour front desk, laundry services, and an airport shuttle, making for a hassle-free stay. Its prime location puts you within easy walking distance of popular attractions like Rizal Boulevard and Silliman University.

3) Research Respondents

In this study, the research respondents consisted of ten (10)

front office employees from each of the five (5) selected hotels accredited by the Department of Tourism in Dumaguete City, resulting in a total of 50 participants. These respondents were directly involved in various front office operations that play a crucial role in delivering quality guest service. Their responsibilities included handling hotel reservations, assisting guests during the check-in and check-out process, and providing important information about hotel facilities, services, and nearby attractions. Some respondents were also tasked with managing guest inquiries and requests, coordinating with other hotel departments to ensure smooth service delivery, and addressing guest concerns or complaints in a professional and timely manner. Through their daily interactions with guests, these front office employees contribute significantly to creating positive first impressions and ensuring a pleasant and satisfying hotel experience.

Table 1 presents the distribution of respondents involved in the study. The table shows the number of front office employees selected from each of the five selected hotels accredited by the Department of Tourism in Dumaguete City. Each hotel contributed ten (10) front office personnel, resulting in a total of fifty (50) respondents. These participants were chosen because they are directly involved in front office operations such as handling reservations, assisting guests during check-in and check-out procedures, responding to guest inquiries, and addressing concerns or complaints. Their roles place them at the forefront of guest interaction, making them highly suitable respondents for providing relevant information regarding front office practices and service delivery in hotels.

Table 1
Distribution size of respondents

Identified Hotel Accommodation	Sample Size	
	F	%
Hotel Accommodation A	10	20
Hotel Accommodation B	10	20
Hotel Accommodation C	10	20
Hotel Accommodation D	10	20
Hotel Accommodation E	10	20
Total	50	100

4) Research Instrument

The research instrument used in this study was a researcher-made checklist survey questionnaire, which was divided into three parts. The first part gathered demographic information to build the profile of the respondents, including their age, gender, civil status, educational attainment, and years of service. This background information helped provide context to their responses and offered a clearer understanding of the participants' perspectives.

The second part of the questionnaire focused on assessing the level of practice of front office operations in the selected hotels. Respondents were asked to rate various operational practices using a Likert scale with the following categories: 4 – Highly Practiced (The front office operation was consistently and thoroughly carried out, forming an integral part of the hotel's daily routines.), 3 – Moderately Practiced: (The operation was generally performed regularly, though some inconsistencies or areas for improvement were noted.), 2 – Less Practiced (The

practice was only occasionally implemented and had not yet become a consistent or well-established routine.); and 1 – Not Practiced (The operation was either not performed at all or was carried out ineffectively, falling short of expected standards and procedures.) This section aimed to evaluate how frequently and effectively various front office practices were implemented in the participating hotels.

The third part of the survey aimed to identify the common challenges and problems faced by the respondents in their roles. It included a list of possible issues affecting front office operations, and participants were asked to select those that best reflected their own experiences.

To ensure the reliability and clarity of the research instrument, a pilot test was conducted with 20 non-respondents who were not part of the main study. This preliminary testing allowed the researchers to identify and correct any issues related to the structure, wording, or overall comprehension of the survey, ensuring that the questions were clear and easy to understand. In addition, the reliability of the instrument was measured using Cronbach's alpha, which evaluates the internal consistency of the questionnaire. A high Cronbach's alpha value indicated that the survey items were closely related and consistently measured the intended constructs, giving confidence that the instrument would yield reliable and meaningful results when administered to the actual study participants.

5) *Research Procedure*

The research procedures for this study followed a systematic approach to ensure the collection of accurate and reliable data. The process began with the identification and selection of five (5) Department of Tourism (DOT)-accredited hotels in Dumaguete City, where front office operations were actively in place. Once permission was secured from the management of these hotels, the researcher formally sought consent from the selected respondents, 10 front office employees and staff from each hotel, totaling 50 participants.

Before the actual data collection, a pilot test was conducted with 20 individuals who were not part of the main study sample. The purpose of this pilot test was to evaluate the reliability and clarity of the researcher-made checklist survey questionnaire. Feedback from the pilot group was reviewed carefully, and necessary revisions were made to improve the instrument before its final use.

Once the questionnaire was finalized, it was distributed to the chosen respondents. The survey consisted of three main parts: first, the respondents' demographic profiles (such as age, gender, civil status, educational attainment, and years of service); second, an assessment of the level of front office operations practiced in their respective hotels, measured using a 4-point Likert scale; and third, a checklist of common challenges and problems they encountered in their roles. Respondents were asked to complete the questionnaire independently, with the researcher available to clarify any questions during the process.

After all responses were collected, the data were carefully organized, tabulated, and analyzed using appropriate statistical tools. These findings provided the basis for drawing meaningful

conclusions and formulating recommendations aimed at enhancing front office operations in the hotel industry within Dumaguete City.

6) *Gathering of Data*

The data gathering for this study was carried out in a structured and ethical manner to ensure the validity and reliability of the findings. After obtaining the necessary approvals from the management of the five (5) selected DOT-accredited hotels in Dumaguete City, the researcher coordinated with each establishment to schedule the distribution of the survey questionnaires. A total of 50 front office employees and staff, 10 from each hotel, were selected as respondents.

Before the main data collection, a pilot test was conducted with 20 individuals who were not part of the actual study sample. This pilot test helped determine whether the questionnaire was clear, easy to understand, and effective in capturing the information it was designed to assess. Based on the feedback gathered, the researcher made necessary revisions to improve and finalize the instrument.

Once finalized, the researcher personally distributed the survey questionnaires to the respondents during their working hours, making sure to avoid major disruptions to their daily tasks. Each respondent was given an hour to complete the questionnaire, and the researcher remained on-site to answer any questions or provide clarifications as needed. Participants were assured that their responses would remain confidential and anonymous throughout the study.

After all, completed questionnaires were collected, the researcher organized and encoded the data in preparation for analysis. This careful and respectful approach to data collection helped ensure that the information gathered was both comprehensive and trustworthy, laying a strong foundation for meaningful interpretation and conclusions.

7) *Treatment of Data*

This study involved the following statistical methods to analyze the responses collected from the questionnaires.

Frequency count and percentage were used to summarize the demographic profiles of the respondents, providing insights into age, gender, civil status, educational attainment, and years of service.

Simple and weighted means were used to summarize, analyze, and interpret the level of practices of the front office operations in a hotel's accommodations.

Chi-Square was used to determine the significance of the relationship between the profile of the respondents and their level of practice of the front office operations in a hotel accommodation.

8) *Ethical Consideration*

This study upheld strict ethical standards by obtaining informed consent from all participants and ensuring they understood the study's purpose, their voluntary involvement, and their right to withdraw at any time. Anonymity and confidentiality were maintained throughout, with personal data excluded from reporting. The research adhered to ethical guidelines, avoided deception, and committed to using the data solely for academic purposes, thereby ensuring the integrity and

credibility of the study.

E. Definition of Terms

The following terms are defined operationally to provide clarity and ensure a common understanding of key concepts used in this study.

Profile of the Respondents. This refers to the demographic characteristics of the front office employees and staff from the selected DOT-accredited hotels in Dumaguete City. Specifically, it includes their age, gender, civil status, educational attainment, and years of service. These variables help in understanding the background of the respondents and in analyzing how these characteristics may relate to their practices and experiences in front office operations.

Level of Practices of the Front Office Operations in Hotel Accommodations. This refers to the extent to which front office tasks and procedures are implemented and carried out by hotel staff in their daily operations that reflects how consistently and effectively front office services in terms of reservation and booking system, check-in/check-out processes, handling guest complaints, guest services and assistance, and billing and payment processing.

Proposed Front Office Operations Framework. This refers to a structured framework that aims to ensure consistent service quality, enhance operational efficiency, and support ongoing development in hotel front office management.

2. Presentation, Analysis, and Interpretation of Data

This section presents the results of the study based on the data collected from the respondents. It includes the organized presentation of findings, followed by a detailed analysis and interpretation of the study's objectives and research questions. The data are presented using tables and narrative explanations to provide a clear understanding of the responses gathered from the front office employees and staff of the five (5) selected DOT-accredited hotels in Dumaguete City.

The analysis focuses on the respondents' demographic profiles, the level of practice of front office operations, and the common problems encountered in their roles. Relationships between variables were also examined to determine any significant correlations. The results serve as the basis for drawing conclusions and formulating recommendations in the succeeding chapters.

A. Profile of the Respondents

This section presents the demographic profile of the 50 respondents who participated in the study. The respondents consisted of front office employees and staff from five (5) selected DOT-accredited hotels in Dumaguete City, with 10 participants from each hotel. Their profiles were assessed based on key variables such as age, gender, civil status, educational attainment, and years of service. These characteristics provide context for interpreting their responses and evaluating how individual differences may influence perceptions and practices related to front office operations.

Table 2
Profile of the respondents

Respondents' Profile	Frequency	Percent	
Age Groups	42 & above years old	1	2%
	36-41 years old	4	8%
	30-35 years old	14	28%
	24-29 years old	25	50%
	18-23 years old	6	12%
Gender	Male	20	40%
	Female	30	60%
Civil Status	Single	42	84%
	Married	8	16%
Educational Attainment	Bachelor's Degree	49	98%
	Master's Degree	1	2%
Years of Service	1 year	9	18%
	1-3 years	20	40%
	4-6 years	6	12%
	6-9 years	9	18%
	10 Years	6	12%
Total	n = 50	100%	

Table 2 shows the profile of the respondents based on key demographic factors such as age, gender, civil status, educational background, and years of service. These details help give a clearer picture of who the participants were, allowing for a better understanding of the different perspectives and experiences they brought to the study, especially in the context of their roles in front office operations.

B. Age

Based on the results presented in Table 2, the majority of the respondents (25 out of 50, or 50%) were between 24 to 29 years old, making this age group the most represented in the study. This means that the front office workforce in the selected hotels is largely composed of young professionals who are likely early in their careers and bring energy, adaptability, and a willingness to learn to their roles. Their presence may reflect the city's academic influence, particularly as Dumaguete is home to several universities and colleges producing hospitality graduates.

The second most represented age group was 30 to 35 years old, with 14 respondents (28%). Employees in this age bracket may already have gained a few years of professional experience, giving them a more balanced mix of technical skills and maturity in handling guest interactions and front office procedures. Their contribution can be crucial in maintaining service consistency and possibly taking on leadership or training roles within their teams.

Only 1 respondent (2%) was aged 42 and above, indicating a minimal representation of older, more experienced staff in front office roles. While this could reflect hiring trends that favor younger employees in customer-facing positions, it also suggests a possible gap in senior-level mentorship or long-term institutional knowledge within the front office teams.

The data implies that front office operations in Dumaguete City's hotels are largely driven by younger staff, which can be a strength in terms of innovation, digital fluency, and guest engagement. However, the low number of older, more seasoned professionals may present challenges in terms of staff supervision, mentorship, and retention of operational knowledge. Hotel management may consider strategies to support the professional development of younger employees

while also encouraging the retention or recruitment of experienced staff who can offer guidance and stability to the team.

According to Baum (2015), the hospitality industry often relies heavily on younger employees who bring energy and adaptability but may lack extensive experience, which can impact service consistency and quality. The study emphasizes the importance of balancing youthful enthusiasm with experienced mentorship to ensure high standards of guest service and smooth operational management.

C. Gender

In terms of gender, the majority of the respondents were female, making up 60% (30 out of 50) of the front office staff, while males accounted for 40% (20 respondents). This means that front office roles in the selected hotels tend to attract more women, which is consistent with broader trends in the hospitality industry where females often make up a significant portion of customer-facing positions.

Having more female staff can bring unique strengths to front office operations. Women are often recognized for their strong communication skills, empathy, and attentiveness, all qualities that contribute positively to guest satisfaction and personalized service. This gender distribution may help create a welcoming and warm environment that aligns with the hospitality values of Dumaguete City's hotels.

This implies the predominance of female employees in front office roles, highlighting the need for hotel management to ensure equitable opportunities for career advancement and professional development for all staff, regardless of gender. It also highlighted that training programs might consider tailoring communication and leadership development to leverage these strengths further. At the same time, the presence of male employees brings diversity, which can enhance team dynamics and offer varied perspectives in problem-solving and guest interactions. Balancing gender diversity could therefore contribute to a more inclusive and effective front office team.

According to Nickson, Warhurst, and Dutton (2005), women are often predominant in front-line hospitality roles due to their perceived strengths in communication and interpersonal skills, which are crucial for customer service. Their study highlights that gender dynamics can influence team performance and guest satisfaction, and they emphasize the importance of fostering inclusive work environments that support both men and women in hospitality careers.

D. Civil Status

Most of the respondents in this study were single, accounting for 84% (42 out of 50), while only 16% (8 respondents) were married. This means that the front office staff in the selected hotels is largely composed of younger individuals who may not yet have started families or have other personal commitments that often come with marriage.

Being single might mean these employees have more flexibility with their work schedules and can dedicate longer or irregular hours, something that is often required in the hospitality industry, especially in guest-facing roles that

involve shifts during weekends, holidays, or late hours. This flexibility can contribute positively to the smooth operation of front office services, ensuring that guests receive timely assistance regardless of the time or day.

This implies that while a predominantly single workforce may benefit from operational flexibility, hotel management should also consider the diverse needs of married staff, who may require more predictable schedules to balance work and family responsibilities. Creating supportive work policies that accommodate different civil status groups can improve job satisfaction, reduce turnover, and foster a more inclusive workplace culture. Additionally, understanding the personal circumstances of employees can help tailor wellness programs and support systems that enhance overall staff well-being and productivity.

According to Kumar and Bhowmick (2017), employees who are single often have greater schedule flexibility, which can be advantageous in industries like hospitality that require irregular working hours. Their study highlights that accommodating the varying personal circumstances of employees, such as marital status, can improve job satisfaction and reduce turnover rates.

E. Educational Attainment

The educational background of the respondents shows that the vast majority, 98% (49 out of 50), held a Bachelor's degree, while only one respondent (2%) had a Master's degree. This indicates that most front office staff in the selected hotels possess a solid undergraduate education, which likely provided them with the foundational knowledge and skills relevant to hospitality management and customer service.

Having a workforce with a bachelor's degree suggests that the employees are well-prepared to handle the demands of front office operations, such as guest relations, communication, and problem-solving. Their educational qualifications may also reflect the influence of Dumaguete City's strong academic environment, particularly its universities that offer hospitality and tourism programs.

This implies that a high level of educational attainment among front office staff is a positive indicator for the quality-of-service delivery in these hotels. However, with only one respondent holding a Master's degree, there might be opportunities for further professional development and advanced training to enhance leadership skills and operational expertise. Hotel management could consider encouraging continuing education or specialized certifications to support career growth and improve overall service standards. Investing in employee development can also help hotels stay competitive in an evolving industry.

According to Baum and Szivas (2008), higher educational attainment among hospitality employees positively influences their job performance, problem-solving abilities, and overall service quality. Their research highlights the importance of formal education in equipping staff with the skills needed to meet guest expectations and adapt to the dynamic nature of the hospitality industry.

F. Years of Service

The data on years of service shows that the largest group of respondents, 40% (20 out of 50), had been working in their front office roles for 1 to 3 years. This indicates that many of the employees are relatively new but have gained some experience and familiarity with hotel operations. Following this, both the groups with less than 1 year of service and those with 6 to 9 years of service made up 18% each, indicating a mix of fresh hires alongside more seasoned staff.

The smallest groups consisted of employees with 4 to 6 years and those with 10 or more years of service, each representing 12%. This shows that there are fewer long-term employees, which might point to some turnover or career progression where staff move on to other roles or organizations over time.

This implies that having a significant portion of employees with 1 to 3 years of experience is promising because these staff members have moved beyond the initial learning curve but may still be developing their full potential. The presence of newer employees (1 year) highlights the need for effective onboarding and training programs to quickly bring them up to speed. On the other hand, the smaller number of very experienced staff (6+ years) indicates that hotels might face challenges in retaining long-term talent, which is essential for maintaining operational stability and mentoring newer employees. Hotel management should focus on creating supportive work environments and career development opportunities that encourage employee retention and growth. This balance of fresh energy and seasoned expertise can improve service quality and contribute to a more resilient front office team.

According to Yang, Wan, and Fu (2012), employee tenure plays a crucial role in service quality and organizational stability in the hospitality sector. Their study found that employees with moderate tenure (1–3 years) often show high motivation and growing competence, while longer-tenured employees contribute institutional knowledge and mentorship. However, high turnover and low retention of experienced staff can disrupt service consistency and increase training costs.

G. Level of Practices of the Front Office Operations in Hotel Accommodations as Perceived by the Respondents

This section presents the respondents' perceptions of how front office operations are being practiced in their respective

hotel accommodations. It highlights how consistently and effectively key front office functions, such as reservations and booking systems, check-in and check-out procedures, handling guest complaints, guest services and assistance, and billing and payment processing, are carried out on a day-to-day basis. With an understanding of how front office staff view these practices, the study provides insight into the operational strengths of the hotels, as well as areas that may need improvement to enhance guest experience and overall service quality.

H. Level of Practices of the Front Office Operations in Hotel Accommodations as Perceived by the Respondents in Terms of Reservations and Booking Systems

Table 3 presents the level of practices of front office operations in hotel accommodations as perceived by the respondents, specifically in terms of reservations and booking systems. This part of the study looks into how consistently and effectively front office staff carry out tasks related to managing guest reservations, both online and walk-in, and how they handle the booking process to ensure accuracy, efficiency, and guest satisfaction.

The overall aggregate mean of 3.73 for the reservations and booking systems indicates that this aspect of front office operations is highly practiced as perceived by the respondents. This indicates that hotel staff consistently and effectively implement standard procedures in handling reservations and bookings, reflecting efficiency, competence, and adherence to established protocols in this area.

The results show that among the indicators under reservations and booking systems, the highest-rated item is the ability to consistently provide clear, accurate, and up-to-date information on room availability and rates, with a mean score of 3.84, interpreted as highly practiced. This highlights the front office staff's strong communication skills and reliability in managing guest inquiries both verbally and through system interfaces, an essential factor in building guest trust and satisfaction.

The following closely demonstrates expert-level proficiency in handling hotel reservation systems, ensuring 100% accuracy in guest information, coordinating special requirements for efficient room allocation, and proactive coordination with front office, housekeeping, and sales teams to maximize occupancy

Table 3

Level of practices of the front office operations in hotel accommodations as perceived by the respondents in terms of reservations and booking systems		
Indicators	Mean	Level of Practice
Proactively utilizes the Property Management System (PMS) for all reservation processes, demonstrating proficiency in navigating its features and ensuring all bookings are accurately logged and managed.	3.76	Highly Practiced
Handles reservation modifications and cancellations promptly and accurately, adhering to hotel policies and ensuring clear communication with guests regarding any changes or refunds.	3.74	Highly Practiced
Efficiently manages and integrates bookings from all connected Online Travel Agencies (OTAs), promptly updating availability and ensuring seamless synchronization with the Property Management System (PMS) to avoid discrepancies.	3.50	Highly Practiced
Demonstrates expert-level proficiency in handling hotel reservation systems, ensuring 100% accuracy in guest information, coordinating special requirements for efficient room allocation, and proactive coordination with front office, housekeeping, and sales teams to maximize occupancy and guest satisfaction.	3.80	Highly Practiced
Consistently provides clear, accurate, and up-to-date information regarding room availability and rates to guests and other relevant parties verbally and through system interfaces.	3.84	Highly Practiced
Aggregate Mean	3.73	Highly Practiced

and guest satisfaction with a mean score of 3.80, which is interpreted as highly practiced. This indicates a high level of competence in ensuring accurate guest details, managing special requests, and coordinating efficiently with various departments. This reflects a professional and well-coordinated team effort that enhances overall hotel operations and guest experience.

The lowest-rated indicator is the efficient management and integration of bookings from all connected Online Travel Agencies (OTAs), promptly updating availability and ensuring seamless synchronization with the Property Management System (PMS) to avoid discrepancies, with a mean score of 3.50, which is interpreted as highly practiced. This points to a slightly lesser strength in managing online platforms, possibly due to technical challenges or system limitations, which could potentially lead to booking discrepancies if not addressed.

The results highlight that front office staff are performing exceptionally well in guest-facing interactions, particularly in providing clear, accurate, and timely information about room availability and rates. This strong communication skill is a valuable asset in building guest trust and satisfaction, and should be consistently maintained as a standard practice. The high level of proficiency in using hotel reservation systems reflects the staff's competence and attention to detail, reinforcing the importance of continuous training to keep them updated with evolving system features and industry best practices. However, the slightly lower score in managing and integrating bookings from Online Travel Agencies (OTAs) points to an area that may need more attention. Improving technical processes and system automation for better OTA and Property Management System (PMS) synchronization can help prevent booking discrepancies, enhance efficiency, and ensure a smoother guest experience.

According to Ham, Kim, and Jeong (2008), they explored how frontline hotel employees perceive and interact with hotel front office systems (HFOS), using an extended Technology Acceptance Model (TAM). The study found that system quality, ease of use, and perceived usefulness significantly influence staff behavior and effectiveness in using reservation and booking systems. It emphasized the importance of reliable, user-friendly systems in enhancing employee performance and guest satisfaction. The findings align closely with the present

study's results, particularly the high level of proficiency in handling reservation systems and the identified need for improved integration with online travel platforms.

I. Level of Practices of the Front Office Operations in Hotel Accommodations as Perceived by the Respondents in Terms of Check-in and Check-out Procedures

Table 4 presents how respondents perceive the level of practice in check-in and check-out procedures within hotel front office operations. These two processes are critical touchpoints in the guest experience, as they often shape a guest's first and last impressions of the hotel. Efficient check-in ensures that guests are welcomed warmly, their reservations are handled smoothly, and they receive all the necessary information about their stay. On the other hand, a seamless check-out process reflects professionalism and attention to detail, leaving guests with a positive closing experience. These operations require not only technical accuracy but also strong communication skills and a courteous attitude from the staff. Evaluating how well these procedures are practiced helps determine the effectiveness of the front office team in maintaining guest satisfaction, managing workflows, and upholding the hotel's service standards.

Table 4 shows that the check-in and check-out procedures in front office operations are highly practiced, with an overall aggregate mean of 3.86. This indicates that hotel staff are consistently performing well in managing guest arrivals and departures. A smooth and efficient check-in process indicates that guests are being welcomed properly, their reservations are confirmed without delay, and they are given the necessary information professionally and courteously. Similarly, a well-handled check-out process reflects accuracy in billing, timeliness, and a positive final interaction with guests. These high ratings highlight the front office team's strong focus on delivering excellent service during the most critical points of a guest's stay, their first and last impressions of the hotel.

The highest-rated practice consistently greets all arriving guests with a genuine and professional demeanor, establishing a positive first impression and making them feel welcome, which received a mean score of 3.90, interpreted as highly practiced. This highlights the front office team's strong focus on making guests feel welcomed and valued from the very start of their visit.

Table 4

Level of practices of the front office operations in hotel accommodations as perceived by the respondents in terms of check-in and check-out procedures		
Indicators	Mean	Level of Practice
Consistently greets all arriving guests with a genuine and professional demeanor, establishing a positive first impression and making them feel welcome.	3.90	Highly Practiced
Efficiently processes check-in procedures with minimal delay, ensuring all necessary steps are completed accurately and swiftly to provide a smooth arrival experience for guests.	3.82	Highly Practiced
Diligently and accurately verifies guest identification and payment information according to established protocols, minimizing errors and ensuring the security of both the guest and the hotel.	3.82	Highly Practiced
Regularly provides clear and comprehensive information to guests about hotel facilities, services, and relevant policies during check-in, proactively addressing potential questions.	3.88	Highly Practiced
Promptly and accurately processes and handles late check-out requests by hotel policy, communicating clearly with guests and relevant departments to ensure a seamless process.	3.88	Highly Practiced
Aggregate Mean	3.86	Highly Practiced

Close behind, with a score of 3.88 and also highly practiced, are regularly provide clear and comprehensive information to guests about hotel facilities, services, and relevant policies during check-in, proactively addressing potential questions, and promptly and accurately processes and handles late check-out requests by hotel policy, communicating clearly with guests and relevant departments to ensure a seamless process. These practices show the team’s dedication to clear communication and guest convenience throughout the stay.

The lowest-rated practices, though still highly practiced, received scores of 3.82. These include efficiently processing check-in procedures with minimal delay, ensuring all necessary steps are completed accurately and swiftly to provide a smooth arrival experience for guests, and diligently and accurately verifying guest identification and payment information according to established protocols, minimizing errors and ensuring the security of both the guest and the hotel. This indicates that these are being done well overall; slight improvements in speed and precision could make the check-in experience even better for guests.

This implies that maintaining warm and professional greetings is essential, as it creates a positive first impression that sets the tone for the guest's entire stay. Strong communication skills, especially during check-in, show how important it is for staff to clearly explain hotel services and policies, helping guests feel informed and at ease. The smooth handling of late check-out requests also reflects good teamwork and coordination behind the scenes. However, there is still room to improve the speed and accuracy of check-in procedures and the verification of guest information. Streamlining these processes can help reduce delays and minimize errors, leading to a more efficient and secure experience for both guests and hotel staff.

According to Mohd, Ali, and Omar (2016), who explored the impact of front office service quality on guest satisfaction in Malaysian hotels. The study highlighted how first impressions, especially during check-in, play a crucial role in shaping overall guest perceptions. It emphasized that warm greetings, clear communication, and efficient handling of procedures are key factors that directly influence guest satisfaction and loyalty. The study also noted that delays or errors during check-in or check-out can negatively affect the guest experience, reinforcing the need for well-trained staff and streamlined front office

operations. This aligns closely with the current findings, which show that professional interaction, smooth processes, and accurate information handling are essential in delivering quality service.

J. Level of Practices of the Front Office Operations in Hotel Accommodations as Perceived by the Respondents in Terms of Handling Guest Complaints

Table 5 presents how respondents perceive the level of practice in handling guest complaints within front office operations. This area is a vital part of hotel service, as it reflects how well staff respond to issues, manage guest concerns, and turn negative experiences into positive ones. How front office teams handle complaints not only affects guest satisfaction but also plays a key role in maintaining the hotel's reputation and encouraging guest loyalty.

Table 5 shows that handling guest complaints is highly practiced, with an overall aggregate mean of 3.90. This indicates that front office staff are consistently effective in managing guest concerns in a professional and timely manner. The high rating reflects the team’s ability to listen actively, respond with empathy, and offer appropriate solutions, turning potential dissatisfaction into positive guest experiences. It also indicates that complaint handling is taken seriously as part of the hotel's service standards, contributing to stronger guest trust and overall satisfaction.

The results in Table 5 reveal that the highest-rated practice in handling guest complaints is the staff’s ability to actively and attentively listen to guests without interruption, which received a score of 3.96 and is interpreted as highly practiced. This shows that front office personnel are genuinely focused on understanding guests’ concerns, which is the first and most crucial step in effective complaint resolution. Following closely, with scores of 3.92, which is interpreted as highly practiced in both consistently emphasizing with guests, expressing concerns, acknowledging their feelings, and validating the importance of their feedback; and proactively attempting to resolve guest complaints promptly and efficiently within the scope of authority, aiming for a satisfactory resolution. These responses reflect not only professionalism but also emotional intelligence, both of which are essential in diffusing tension and restoring guest satisfaction.

The lowest-rated, yet still highly practiced, indicator is the

Table 5

Level of practices of the front office operations in hotel accommodations as perceived by the respondents in terms of handling guest complaints

Indicators	Mean	Level of Practice
Actively and attentively listens to all guest complaints without interruption, demonstrating genuine interest and ensuring a full understanding of the issue.	3.96	Highly Practiced
Consistently empathizes with guests, expressing concerns, acknowledging their feelings, and validating the importance of their feedback.	3.92	Highly Practiced
Proactively attempts to resolve guest complaints promptly and efficiently within the scope of authority, aiming for a satisfactory resolution.	3.92	Highly Practiced
Demonstrates a clear understanding of when and how to appropriately escalate guest complaints to a supervisor or manager, ensuring timely and effective handling of more complex issues.	3.84	Highly Practiced
Follows up regularly with guests after addressing a complaint to ensure their satisfaction with the resolution and reinforce a commitment to service recovery.	3.86	Highly Practiced
Aggregate Mean	3.90	Highly Practiced

ability to demonstrate a clear understanding of when and how to appropriately escalate guest complaints to a supervisor or manager, ensuring timely and effective handling of more complex issues, which scored 3.84. While the score is still strong, it means there may be some uncertainty or hesitation in handling more complex issues that go beyond the staff's decision-making scope.

The results imply that front office staff are well-equipped in the initial stages of complaint handling, listening, empathizing, and acting quickly. This greatly contributes to guest satisfaction and can often turn a negative situation into a positive experience. However, the slightly lower rating in escalating complaints indicates a need for clearer protocols or additional training on when to involve higher management. Strengthening this area will ensure that even more complex or sensitive guest concerns are resolved efficiently and appropriately, maintaining service quality and guest trust across all levels of the front office team.

According to Dinnen and Ahmed Hassanien (2013), encouraging guests to voice concerns can strengthen relationships and improve retention. They strongly advocate for well-trained front-office staff to personally handle complaints, not only to resolve issues swiftly, but also to log and analyze feedback for continuous improvement. This highlights that genuinely listening, empathizing, and taking ownership are highly practiced behaviors that elevate guest satisfaction and loyalty.

K. Level of Practices of the Front Office Operations in Hotel Accommodations as Perceived by the Respondents in Terms of Guest Services and Assistance

Table 6 presents the respondents' perceptions of the level of practice in guest services and assistance within front office operations. This aspect plays a key role in shaping the overall guest experience, as it involves how well the staff attends to guest needs, offers support, and goes beyond basic responsibilities to provide personalized service. How front office teams deliver assistance, whether through responding to requests, offering information, or anticipating needs, can significantly impact guest satisfaction, loyalty, and the hotel's reputation for quality service.

Table 6 shows that guest services and assistance are seen by respondents as highly practiced, with an overall average of

3.84. This means that front office staff are doing well in supporting guests, whether it's helping with special requests, giving directions, offering local tips, or simply being available when needed. The result reflects a strong culture of attentiveness and hospitality, where staff go beyond just doing their job; they genuinely aim to make guests feel comfortable and cared for. This level of service plays a big role in creating a positive guest experience and helps build lasting impressions of the hotel.

The indicator offers assistance with luggage handling courteously and efficiently, ensuring guests' belongings are managed carefully and respectfully. Received a score of 3.92, which is interpreted as highly practiced. This shows that front office staff are consistently helpful and professional when it comes to assisting guests with their luggage. Being courteous and careful with personal belongings may seem like a small task, but it speaks volumes about the hotel's attention to detail and respect for its guests.

Following closely is the indicator that consistently maintains a professional, approachable, and helpful demeanor in all guest interactions, which received a score of 3.90, also interpreted as highly practiced. This reflects that front office staff are not only knowledgeable but also warm and friendly in their approach. Guests feel more at ease and valued when they're met with genuine kindness and professionalism, which creates a welcoming atmosphere throughout their stay. It shows that staff are not just doing tasks, they're building positive connections with guests, which plays a big role in how memorable and enjoyable a guest's overall experience becomes.

The lowest-rated indicator, though still highly practiced, proactively provides guests with comprehensive and up-to-date information about local attractions, transportation options, and other points of interest, with a score of 3.68. This indicates that while staff do offer helpful information, there may be times when it isn't as detailed, updated, or proactively shared as guests might expect. Guests often look to the front desk for guidance on what to do and where to go, especially if they're unfamiliar with the area. Not fully taking advantage of this opportunity means the hotel could be missing a simple yet powerful way to enhance the guest experience. Strengthening this area by keeping staff well-informed and encouraging them to share local tips more actively could make stays even more enjoyable and memorable for guests.

Table 6

Level of practices of the front office operations in hotel accommodations as perceived by the respondents in terms of guest services and assistance

Indicators	Mean	Level of Practice
Proactively provides guests with comprehensive and up-to-date information about local attractions, transportation options, and other points of interest to enhance their stay.	3.68	Highly Practiced
Efficiently and reliably arranges transportation for guests upon request, ensuring timely and accurate bookings.	3.84	Highly Practiced
Offers assistance with luggage handling courteously and efficiently, ensuring guests' belongings are managed carefully and respectfully.	3.92	Highly Practiced
Consistently anticipates and addresses guest needs before they are explicitly expressed, demonstrating a high level of attentiveness and personalized service.	3.86	Highly Practiced
Consistently maintains a professional, approachable, and helpful demeanor in all guest interactions, fostering a positive and welcoming atmosphere.	3.90	Highly Practiced
Aggregate Mean	3.84	Highly Practiced

The results imply that front office staff consistently provide excellent service, especially in professionalism, helpfulness, and careful handling of guests' belongings, key factors in creating a welcoming and memorable stay. Maintaining these strengths is crucial for guest satisfaction and loyalty. However, the lower score in sharing local information suggests a missed opportunity. By equipping staff with updated knowledge and encouraging them to offer it proactively, hotels can further enrich the guest experience and strengthen their role as trusted, helpful hosts.

According to Tsang and Ap (2007) emphasized that frontline service quality, particularly staff attentiveness, professionalism, and willingness to assist, significantly influences guest satisfaction and overall hotel experience. It also highlighted the importance of providing accurate local information, noting that when staff proactively share relevant tips and guidance, it enhances the perceived value of the service and improves guests' overall impression of the hotel, showing that guest services and assistance play a crucial role in shaping positive experiences.

L. Level of Practices of the Front Office Operations in Hotel Accommodations as Perceived by the Respondents in Terms of Billing and Processing

Table 7 highlights how respondents perceive the front office's performance when it comes to billing and processing. This area is a critical part of the guest experience because it involves handling payments, invoices, and ensuring accuracy during check-out. How smoothly and transparently these tasks are managed can greatly affect guests' final impression of their stay, making it essential for front office staff to be precise, efficient, and clear in their billing practices.

Table 7 shows that billing and processing in front office operations are seen as highly practiced, with an overall average score of 3.91. This means that guests generally experience smooth, accurate, and efficient handling of their payments and invoices. The front office team appears to be reliable in managing these important tasks, which helps avoid confusion or delays during check-out. When billing is handled well, it leaves guests with a positive final impression of their stay, reinforcing trust and satisfaction with the hotel's overall service.

The highest-rated practice in billing and processing is the

staff's ability to effectively and professionally address guest billing inquiries and discrepancies, scoring 3.94 and considered highly practiced. This shows that front office personnel are attentive and clear when handling questions or issues about bills, helping guests feel confident and satisfied with how their charges are managed. Close behind, with a score of 3.92, which is interpreted as highly practiced, is the consistent and precise reconciliation of daily financial transactions, which ensures the hotel's records are accurate and any discrepancies are quickly resolved. The lowest-rated, though still highly practiced, is the meticulous generation of guest bills with correct itemization and calculations, scoring 3.88. While this is a strong performance, it points to a small opportunity to further improve accuracy in billing details.

The findings imply that the front office team is generally dependable in managing the financial side of guest stays, which is crucial for building trust and preventing frustrations at check-out. Clear communication about billing issues and accurate transaction records help guests feel secure and respected. However, the slightly lower score in bill generation highlights the need to pay extra attention to detail, ensuring every charge is correct and transparent. Enhancing this area can reduce errors and improve guests' final impression, leaving them with a smooth and worry-free departure experience.

According to Ali, Hussain, and Al-Otaibi (2019) examined billing accuracy and guest satisfaction in hotel front office operations. The study highlighted that clear communication and prompt resolution of billing issues are key factors in building guest trust and loyalty. The study also emphasized that meticulous billing and transaction reconciliation reduce errors, which directly contribute to a smoother checkout process and overall positive guest experiences, highlighting the importance of accuracy and professionalism in billing practices.

M. Summary of the Level of Practices of the Front Office Operations in Hotel Accommodations as Perceived by the Respondents

Table 8 provides a summary of how respondents perceive the overall level of practice in various front office operations within hotel accommodations. This summary consolidates all key areas, including reservations, check-in and check-out, guest services, complaint handling, and billing, providing a clear picture of how effectively the front office team delivers quality

Table 7

Level of practices of the front office operations in hotel accommodations as perceived by the respondents in terms of billing and processing

Indicators	Mean	Level of Practice
Generates guest bills meticulously, ensuring all charges are correctly itemized and calculations are precise.	3.88	Highly Practiced
Proficiently and routinely processes various forms of payment (e.g., credit cards, cash, and mobile payments) by established procedures and security protocols.	3.90	Highly Practiced
Accurately handles all cash transactions, maintaining proper records of receipts and disbursements and ensuring balanced cash drawers.	3.90	Highly Practiced
Consistently reconciles daily financial transactions precisely, identifying and resolving discrepancies promptly to ensure accurate financial reporting.	3.92	Highly Practiced
Effectively and professionally addresses guest billing inquiries and discrepancies, providing clear explanations and implementing appropriate solutions to ensure guest satisfaction.	3.94	Highly Practiced
Aggregate Mean	3.91	Highly Practiced

service. These combined perceptions help highlight the strengths and areas for improvement in creating a smooth and welcoming guest experience.

Table 8

Summary of the level of practices of the front office operations in hotel accommodations as perceived by the respondent

Indicators	Mean	Contentment Level
Reservation and Booking Systems	3.73	Highly Practiced
Check-in and Check-out Procedures	3.86	Highly Practiced
Handling Guest Complaints	3.90	Highly Practiced
Guest Services and Assistance	3.84	Highly Practiced
Billing and Payment Processing	3.91	Highly Practiced
Overall Aggregate Mean	3.61	Highly Practiced

Table 8 presents the summary of the level of practices of the front office operations in hotel accommodations as perceived by the respondents with an overall grand mean of 3.85, indicating that front office operations are generally highly practiced across all areas measured. This indicates that staff consistently perform their duties well, from handling reservations and check-ins to managing guest services and billing. It reflects a strong commitment to providing quality service and meeting guest expectations. Guests likely experience a smooth, efficient, and welcoming process throughout their stay, thanks to the dedication and professionalism of the front office team. Maintaining this level of practice is key to ensuring continued guest satisfaction and loyalty.

The summary in Table 8 shows that billing and payment processing received the highest rating at 3.91 is interpreted as highly practiced, which means guests see this area as highly reliable and efficiently managed. Guests appreciate when their bills are clear, accurate, and handled with professionalism, especially during check-out when a smooth process leaves a lasting impression. Close behind is handling guest complaints, scoring 3.90 is still interpreted as highly practiced, indicating that front office staff are responsive, empathetic, and solution-focused when addressing guest concerns, which is vital for turning negative experiences into positive outcomes.

On the other hand, reservation and booking systems received the lowest rating at 3.73, though still highly practiced. This indicates that while the process is generally effective, there may be occasional issues like delays, system inconsistencies, or communication gaps when managing bookings, especially through online platforms or third-party channels.

The results imply that the high scores in billing and complaint handling show that front office staff are well-trained in managing critical guest interactions that influence trust and satisfaction. These strengths should be continuously reinforced through regular training and performance feedback. However, the slightly lower rating in reservations highlights an area for improvement. Streamlining booking systems, ensuring real-time accuracy, and enhancing staff familiarity with reservation tools can lead to smoother pre-arrival experiences for guests. Investing in better integration with online platforms and regular system updates can also help reduce errors and improve overall efficiency.

According to Kasim and Minai (2009) emphasizes the importance of efficient front office processes, especially in billing accuracy, complaint handling, and reservation systems, is emphasized as critical touchpoints that influence overall guest satisfaction and loyalty. It highlighted that well-managed billing and responsive service recovery (like handling complaints) build trust, while challenges in reservation accuracy can lead to guest frustration, where billing and complaint handling scored highest, and reservations, while still strong, showed room for improvement.

N. Problems Encountered by the Respondents in the Practices of the Front Office Operations in Hotel Accommodations

Table 9 presents the problems encountered by the respondents in the actual practice of front office operations in hotel accommodations. This section highlights the common challenges that front office staff face while performing their duties, from system-related issues to communication gaps or guest-related concerns. These problems are important because they can affect service quality, staff efficiency, and the overall guest experience. Identifying them helps management find

Table 9

Problems encountered by the respondents in the practices of the front office operations in hotel accommodations

Problems Encountered by the Respondents in the Front Office Operations in Hotel Accommodation	Count	Rank Average
Inefficient reservation system	7	9
Errors in reservation management (double bookings, etc.)	28	1
Online booking platform issues	24	3
Delays in reservation confirmations	10	7
Difficulty handling special requests during booking	1	18
Delays in check-in procedures	5	11.5
Delays in check-out procedures	4	14
Inaccurate guest information recording	4	14
Issues with key handling or room assignments	12	6
Improper guest identification/verification	5	11.5
Difficulty handling guest complaints promptly	4	14
Lack of effective complaint resolution	2	16.5
Billing errors (inaccurate charges)	16	5
Payment processing delays	7	9
Lack of billing transparency	0	19.5
Disputes regarding billing	2	16.5
Technology/system issues (PMS, internet)	26	2
Language barriers with guests	23	4
Security concerns (guest info, key handling)	7	9
Others (Please Specify):	0	19.5
Total	187	

ways to improve processes, support their teams better, and enhance day-to-day operations.

Table 9 reveals the top 5 problems respondents encounter in front office operations, shedding light on the real challenges hotel staff face in their daily work.

At the top of the list are errors in reservation management, such as double bookings or incorrect guest details. These issues can cause frustration for both staff and guests, often leading to delays, awkward situations, or lost trust. Following closely are technology or system-related problems, including glitches with the Property Management System (PMS) or unstable internet connections. These technical hiccups can slow down operations and reduce efficiency, especially during peak hours.

The third issue is related to online booking platforms, where inconsistencies or delays in updates can lead to overbookings or mismatched guest expectations. Language barriers with guests come in fourth, highlighting the communication challenges that can arise in serving international visitors, which may affect how well guests' needs are understood or met. Lastly, billing errors, such as inaccurate charges, also appear among the top concerns, potentially causing confusion and dissatisfaction during check-out.

These findings imply that while front office teams are generally performing well, they are also working around some persistent operational hurdles. Improving reservation accuracy through better system training and regularly auditing bookings can help reduce errors. Upgrading or maintaining stable technology and ensuring reliable connections is also crucial for smoother workflows. Strengthening partnerships with online

booking platforms and improving system integration can minimize mismatches and delays. Addressing language barriers through multilingual training or translation tools would support better communication, and improving accuracy in billing processes through double-checking and automated systems can prevent guest dissatisfaction. Tackling these issues not only improves internal efficiency but also leads to a more seamless and positive guest experience.

Law, Leung, and Wong (2004) highlighted how technology-related issues, such as system errors and the lack of real-time updates in online booking platforms, can lead to operational inefficiencies and customer dissatisfaction. It also emphasizes the importance of accurate reservation systems and reliable internet connectivity in ensuring smooth service delivery, particularly reservation errors, technology issues, and online booking inconsistencies, which all impact service quality and guest experience.

O. Significant Relationship between the Profile of the Respondents and the Level of Practices of the Front Office Operations in Hotel Accommodations as Perceived by the Respondents

Table 10 presents the analysis of whether there is a significant relationship between the respondents' profiles, such as age, gender, civil status, educational attainment, and years of service, and their perception of how well front office operations are practiced in hotel accommodations. This helps determine if a respondent's background influences how they view the effectiveness or consistency of front office services. These relationships can offer deeper insights into staff perspectives

Table 10

Significant relationship between the profile of the respondents and the level of practices of the front office operations in hotel accommodations as perceived by the respondents

Variables	n	Chi-Square Value	df	p-Value	Decision	Interpretation
Age						
a. Reservation & Booking System	50	2.59	4	0.629	Do not Reject Ho	No Significance
b. Check-In and Out Procedures	50	1.55	4	0.818	Do not Reject Ho	No Significance
c. Handling Guests' Complaints	50	3.352	4	0.501	Do not Reject Ho	No Significance
d. Guest Services & Assistance	50	2.326	4	0.676	Do not Reject Ho	No Significance
e. Billing and Payment Processing	50	3.352	4	0.501	Do not Reject Ho	No Significance
Gender						
a. Reservation & Booking System	50	0.025	1	0.874	Do not Reject Ho	No Significance
b. Check-In and Out Procedures	50	0.000	1	1.000	Do not Reject Ho	No Significance
c. Handling Guests' Complaints	50	0.060	1	0.806	Do not Reject Ho	No Significance
d. Guest Services & Assistance	50	0.178	1	0.673	Do not Reject Ho	No Significance
e. Billing and Payment Processing	50	0.06	1	0.806	Do not Reject Ho	No Significance
Civil Status						
a. Reservation & Booking System	50	0..52	1	0.471	Do not Reject Ho	No Significance
b. Check-In and Out Procedures	50	0.063	1	0.802	Do not Reject Ho	No Significance
c. Handling Guests' Complaints	50	1.082	1	0.298	Do not Reject Ho	No Significance
d. Guest Services & Assistance	50	0.234	1	0.629	Do not Reject Ho	No Significance
e. Billing and Payment Processing	50	1.082	1	0.298	Do not Reject Ho	No Significance
Educational Attainment						
a. Reservation & Booking System	50	0.353.	1	0.553	Do not Reject Ho	No Significance
b. Check-In and Out Procedures	50	0.213	1	0.644	Do not Reject Ho	No Significance
c. Handling Guests' Complaints	50	0.125	1	0.724	Do not Reject Ho	No Significance
d. Guest Services & Assistance	50	0.169	1	0.681	Do not Reject Ho	No Significance
e. Billing and Payment Processing	50	0.125	1	0.724	Do not Reject Ho	No Significance
Years of Service						
a. Reservation & Booking System	50	3.916	4	0.418	Do not Reject Ho	No Significance
b. Check-In and Out Procedures	50	3.042	4	0.551	Do not Reject Ho	No Significance
c. Handling Guests' Complaints	50	5.221	4	0.265	Do not Reject Ho	No Significance
d. Guest Services & Assistance	50	2.316	4	0.678	Do not Reject Ho	No Significance
e. Billing and Payment Processing	50	5.221	4	0.265	Do not Reject Ho	No Significance

*Significant @=0.05 level

and may help hotel management tailor training or support based on the needs of different employee groups.

Based on the findings presented in Table 10, there was no significant relationship between the respondents' profile and their level of practices in various aspects of front office operations in the hotel industry. The variables explored include age, gender, civil status, educational attainment, and years of service, all examined across five key front office functions: reservation and booking system, check-in and out procedures, handling guest complaints, guest services and assistance, and billing and payment processing.

For all the demographic factors analyzed, the p-values in each case were above the 0.05 significance level, leading to the decision to not reject the null hypothesis. This statistically implies that none of these personal or professional background factors had a meaningful influence on how well front office duties were performed. For instance, regardless of the respondent's age or length of service, there were no significant differences found in how they handled guest reservations or complaints. Similarly, whether a respondent was male or female, single or married, or held varying levels of educational attainment, their performance in check-in procedures or billing processes remained consistent.

Overall, the data suggests a level of uniformity in front office practices among hotel staff, regardless of their background. This could indicate that standardized training or consistent operational procedures are in place, which help maintain a uniform level of service across different employee profiles. It may also reflect the professionalism and adaptability of front office personnel, who are able to perform their roles effectively irrespective of demographic factors.

This concludes that the results of this study show that the personal background of hotel front office staff, such as their age, gender, civil status, educational attainment, or years of service, does not significantly influence how they carry out their responsibilities. Whether it's handling bookings, managing check-ins and check-outs, assisting guests, resolving complaints, or processing payments, employees performed these tasks at a similar level regardless of their profile. This suggests that front office operations are likely guided by consistent standards and training across the board, allowing staff to deliver reliable service no matter their differences. It highlights the importance of proper training and operational guidelines in maintaining service quality, rather than relying on demographic characteristics.

This finding is supported by the study of Dela Cruz (2019), which revealed that employee performance in the hospitality industry is more strongly influenced by training and workplace culture than by personal background factors such as age or educational level. The study emphasized that a well-structured training program plays a crucial role in ensuring consistent service delivery, regardless of who is performing the task.

3. Summary, Findings, Conclusion, and Recommendations

This section presents a summary of the study, highlights the key findings derived from the data analysis, and provides conclusions and recommendations based on the results.

A. Summary

This study aimed to assess the practices of front office operations in hotel accommodations in Dumaguete City, Negros Island Region, Philippines. The findings of the study served as the basis for a proposed front office operations framework.

Specifically, the study sought to answer the following questions:

1. What is the profile of the respondents in terms of:
 1. age;
 2. gender;
 3. civil status;
 4. educational attainment; and
 5. years of experience?
2. What is the level of practice of the front office operations in hotel accommodations as perceived by the respondents in terms of:
 1. reservation and booking systems;
 2. check-in and check-out procedures;
 3. handling guest complaints;
 4. guest services and assistance; and
 5. billing and payment processing?
3. What are the problems encountered by the respondents in the practices of the front office operations in hotel accommodations?
4. Is there a significant relationship between the profile of the respondents and their level of practice of the front office operations in hotel accommodations as perceived by the respondents?
5. Based on the findings of the study, what front office operations framework may be proposed?

This study assessed the front office operations in hotel accommodations in Dumaguete City, Negros Island Region, Philippines, focusing on employee profiles, operational practices, and challenges faced. The findings revealed that front office staff consistently carried out their duties across key areas such as reservations, check-in/out, guest assistance, complaint handling, and billing, regardless of their demographic background. No significant relationship was found between personal profiles and the level of practice, highlighting the role of standardized procedures and training. The insights gathered provided the foundation for proposing a front office operations framework aimed at enhancing service efficiency and consistency in hotel accommodations.

B. Findings

This section presents the results of the study based on the data collected from hotel front office staff in Dumaguete City. It outlines the respondents' profiles, their level of practice across various front office functions, the challenges they encountered, and the statistical relationship between their backgrounds and work performance. These findings serve as the basis for the development of a proposed front office operations framework. The following findings of this study were drawn:

1. Most of the respondents were young adults between 24 to 29 years old, female, single, held a bachelor's degree, and had been working in the hotel industry for

one to three years.

- The level of practices of the front office operations in hotel accommodations, as perceived by the respondents in terms of reservation and booking systems, check-in and check-out procedures, handling guest complaints, guest services and assistance, and billing and payment processing, was *highly practiced* in all the indicators.
- The top 5 highest ranks of the problems encountered by the respondents when checking in the hotel were *errors in reservation management (double bookings, etc.), technology/system issues (PMS, internet), online booking platform issues, language barriers with guests, and billing errors (inaccurate charges)*.

There is *no significant relationship* between the profile of the respondents in terms of reservation and booking systems, check-in and check-out procedures, handling guest complaints, guest services and assistance, and billing and payment processing.

C. Conclusions

This study looked into how front office teams in Dumaguete City hotels handle their daily tasks and found that, overall, they do their jobs effectively across different areas. While they do face some common challenges, things like age or experience didn't seem to affect how well they performed. These insights helped create a framework aimed at making front office operations even smoother and improving guest service in the local hotels.

D. Recommendations

Given the foregoing conclusions, the following recommendations are given:

- The researcher recommends adopting the proposed front office operations framework.
- The researcher recommends that further studies be done on the following topics:
- Identifying Challenges in Front Office Tasks with Lower Performance;
- Effectiveness of Customized Training Programs for Improving Weak Areas; and
- Influence of Work Environment and Support on Front Office Staff Performance.

4. Proposed Front Office Operations Framework

A. Rationale

The front office serves as the vital link between the hotel and its guests, shaping first impressions and overall customer experience. Based on the findings of this study, which highlighted consistent performance across most areas but also identified common challenges such as reservation errors and technology issues, there is a clear need for a structured framework that can support front office staff in delivering seamless, efficient, and high-quality service. This framework aims to standardize key processes, enhance staff training, and incorporate practical solutions to common problems, ultimately improving operational efficiency and guest satisfaction. To

address in both human and technological factors, the framework will help hotels in Dumaguete City maintain consistent service standards while adapting to evolving industry demands.

B. General Objective

The main goal of this study is to understand how front office operations are carried out in hotels in Dumaguete City and use this knowledge to create a practical framework that helps improve the efficiency and quality of service for both staff and guests.

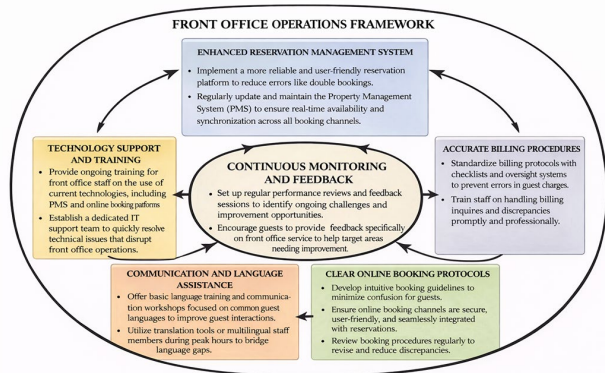


Fig. 2. Front office operations framework

Enhanced Reservation Management System is the critical first touchpoint in the guest journey, focusing on reliability and precision. By implementing a more user-friendly and dependable reservation platform, the front office can significantly reduce technical errors such as double bookings. Furthermore, the regular maintenance and updating of the Property Management System (PMS) ensure that room inventory and guest data remain accurate. A robust system minimizes initial friction, allowing the hotel to secure guest trust before they even arrive at the property.

Technology Support and Training ensures that the human element of the front office is fully equipped to handle modern digital demands. Ongoing training sessions for staff on the latest technologies, including the PMS and various online booking platforms, prevent operational bottlenecks caused by technical unfamiliarity. Additionally, establishing a dedicated IT support team provides a vital safety net, allowing for the quick resolution of technical disruptions that could otherwise compromise the guest experience. Investing in tech-savvy staff leads to a more agile and responsive front office.

Clear Online Booking Protocols are essential for streamlining the complex web of digital reservations. Developing standardized procedures for handling these bookings helps minimize confusion and reduces the risk of manual entry errors. By integrating all disparate booking channels into a single, centralized system, the front office can effectively reduce discrepancies in availability and pricing. This alignment ensures that the digital "storefront" of the hotel remains organized and professional across all third-party and direct platforms.

Communication and Language Assistance directly impacts

the quality of guest interactions and the hotel's inclusivity. Offering basic language training and communication workshops helps staff better understand and serve diverse guest populations. During peak hours, the strategic use of translation tools or the deployment of multilingual staff members ensures that guest needs are accurately met without frustration. Enhancing communication skills fosters a more welcoming environment and helps prevent service breakdowns rooted in language barriers.

Accurate Billing Procedures are fundamental to maintaining financial integrity and guest satisfaction. Standardizing billing protocols through the use of checklists and double-check systems serves as a primary defense against errors in guest charges. When discrepancies do arise, staff must be trained to handle inquiries promptly and with high levels of professionalism. Precise financial handling at the end of a stay ensures that the guest's final memory of the hotel is one of transparency and competence rather than dispute.

Continuous Monitoring and Feedback creates a cycle of constant improvement for the entire front office operation. Setting up regular performance reviews and staff feedback sessions allows management to identify systemic challenges and celebrate operational successes. Moreover, encouraging guests to provide specific feedback regarding their front office experience helps the department target precise areas that require development. This data-driven approach ensures that service standards evolve in direct response to both staff needs and guest expectations.

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