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www.jasdg.com
Volume 1 Issue 3 Pages 30-62

CUSTOMER EXPERIENCE MANAGEMENT AND ITS INFLUENCE ON GUEST LOYALTY IN HOTELS AND TOURISM ESTABLISHMENTS IN THE PHILIPPINES

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Abstract

This study examines the structural relationships between Customer Experience Management (CEM) dimensions—physical servicescape, staff responsiveness and competence, digital touchpoints and convenience, and personalization and customization—and guest loyalty in the Philippine hospitality industry, specifically analyzing the mediating role of customer satisfaction. Using a descriptive-correlational and explanatory design, empirical data were gathered from 384 guests across diverse accommodation categories in Metro Manila, Metro Cebu, and Palawan. Path analysis and multiple linear regression models reveal that the four CEM dimensions significantly predict customer satisfaction ($R2 = 0.684, p < 0.001$), with staff responsiveness and competence emerging as the strongest determinant. However, when evaluating direct influences on guest loyalty ($R2 = 0.577, p < 0.001$), only the physical servicescape and staff responsiveness remain statistically significant. Crucially, the influence of digital touchpoints and personalization on guest loyalty is fully mediated by customer satisfaction, revealing a technology paradox in which digital convenience serves as a necessary hygiene factor rather than a direct driver of emotional brand attachment. Additionally, variance analysis demonstrates significant differences in guest loyalty across hotel star classifications, with 5-star establishments showing the highest loyalty outcomes ($Mean = 3.182$), followed by 4-star ($Mean = 3.001$) and 3-star ($Mean = 2.827$) properties ($F = 14.574, p < 0.001$). These findings emphasize that while technological convenience and customization are critical for transaction-specific satisfaction, sustainable guest loyalty requires a balanced synthesis of sensory servicescapes and authentic interpersonal engagement. The study offers a robust, culturally anchored framework for hoteliers to strategically allocate resources, optimize digital and physical touchpoints, and operationalize the Filipino Brand of Service Excellence to secure a long-term competitive advantage in the global tourism market.

Keywords: *Customer Experience Management, Guest Loyalty, Customer Satisfaction, Servicescape, Philippine Hospitality Industry, Structural Equation Modeling*

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Introduction

Background of the Study

The global hospitality and tourism landscape has undergone a profound paradigm shift from transactional service delivery to experiential engagement. In the modern era, travelers no longer evaluate accommodation establishments solely on physical room features or competitive pricing; instead, they seek holistic, immersive, and emotionally resonant experiences. This transformation has elevated Customer Experience Management (CEM) as a core strategic imperative for sustainable business survival. In an environment characterized by low switching costs and hyper-competition, the capacity to orchestrate memorable encounters across multiple physical and digital touchpoints is the primary determinant of long-term guest retention. Globally, international tourism recovered to pre-pandemic levels in 2024, recording 1,470 million arrivals, with sustained growth projected at 5% in the first half of 2025 despite elevated prices, inflation, and shifting consumer confidence. This high-demand environment requires hotels to move beyond traditional operational models and focus on experiential differentiation to capture and retain market share.

At the regional level, the Southeast Asian hospitality sector is among the fastest-growing tourism markets globally. Guided by the ASEAN Tourism Strategic Plan (ATSP) 2026–2030 and the newly drafted ASEAN Tourism Marketing Strategy (ATMS) 2026–2030, destinations across the region are actively transitioning toward high-value, sustainable, and digitally integrated tourism offerings. In 2024, ASEAN destinations welcomed a combined 121 million international overnight visitors, representing approximately 88% of pre-pandemic levels. The region's strategic focus is heavily oriented toward addressing post-pandemic traveler behaviors that prioritize seamless digital convenience, safety, flexibility, and authentic local cultural immersion. This regional transition emphasizes the need to understand the evolving behavioral patterns of travelers, who demand frictionless digital interactions, deep cultural authenticity, and highly personalized service standards.

Nationally, the travel and tourism industry serves as an indispensable pillar of the Philippine economy. According to reports from the World Travel & Tourism Council and the Philippine Statistics Authority, the tourism sector injected over 5.4 trillion Philippine pesos into the national economy in 2024, accounting for approximately 21.3% of the country's gross domestic product (GDP) and supporting over 9.5 million jobs—nearly 20% of the national workforce. This remarkable economic footprint underscores the critical role of the accommodation sector in driving national development and supporting local communities. To maintain this growth trajectory, the Philippine Department of Tourism (DOT) has prioritized upgrading infrastructure, refining quality standards, and implementing nationwide capacity-building initiatives, such as the Filipino Brand of Service Excellence (FBSE) training. The unique competitive advantage of Philippine tourism is traditionally rooted in the organic warmth and hospitality of its workforce.

At the local level, major urban centers like Metro Manila and world-class resort destinations such as Palawan and Cebu are facing intense competition. While high-end hotel chains invest heavily in advanced Property Management Systems (PMS) and Customer Relationship Management (CRM) solutions to automate the customer journey, local independent hotels often struggle with resource constraints and uneven adoption of technology. In 2022, major operators like the Waterfront group reported double-digit revenue recoveries, with room revenues surging by 77.8% and food and beverage revenues showing triple-digit growth as travel restrictions eased. However, operational performance across these destinations indicates that while immediate guest satisfaction is frequently achieved, converting that transient satisfaction into committed behavioral and attitudinal loyalty remains highly challenging.

Research Gap

Despite the abundant literature on service quality in the hospitality sector using the traditional SERVQUAL scale, several notable gaps persist. First, conventional research often evaluates service quality as a static, transactional construct, overlooking the dynamic, multi-touchpoint nature of modern customer journeys. Second, while separate

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studies have examined either the physical servicescape or digital transformation in hotels, few empirical works synthesize physical, human, digital, and personalized touchpoints into a unified customer experience framework.

Finally, there is a lack of culturally grounded empirical studies in emerging Southeast Asian economies, such as the Philippines, that model the mediating pathways through which digital convenience and localized human interactions translate into long-term guest loyalty. This study addresses these gaps by evaluating a comprehensive CEM model that integrates digital, physical, human, and personalized touchpoints within a single empirical framework in the Philippine hotel industry.

Problem Statement

The central problem addressed by this study is the "satisfaction-loyalty gap" within the Philippine hospitality sector. While hotels consistently report high guest satisfaction rates, they continue to face highly volatile occupancy and declining repeat-visit rates. This disparity suggests that conventional service delivery models fail to create the emotional and psychological bonds necessary to cultivate genuine guest loyalty. Hoteliers are investing substantial capital in digital systems and personalization platforms without a clear empirical understanding of how these modern digital touchpoints interact with traditional physical environments and human service elements to drive guest retention. Consequently, there is an urgent need to clarify the structural relationships and mediating pathways that define the customer experience in Philippine accommodation establishments.

Research Objectives

The primary objective of this study is to evaluate the influence of Customer Experience Management (CEM) dimensions on guest loyalty in hotels and tourism establishments in the Philippines, utilizing customer satisfaction as a mediating variable. Specifically, the study aims to:

1. Measure the perceived levels of Customer Experience Management dimensions (physical servicescape, staff responsiveness and competence, digital touchpoints and convenience, and personalization and customization), customer satisfaction, and guest loyalty among hotel guests in the Philippines.
2. Determine whether the four CEM dimensions significantly predict overall customer satisfaction.
3. Assess the direct and indirect influences of the four CEM dimensions and customer satisfaction on guest loyalty.
4. Establish the mediating role of customer satisfaction in the relationship between CEM dimensions and guest loyalty.
5. Identify whether significant differences exist in guest loyalty when analyzed across hotel star classifications.

Research Questions

This study addresses the following research questions:

- **RQ1**: What are the descriptive profiles and perceived levels of physical servicescape, staff responsiveness and competence, digital touchpoints and convenience, personalization and customization, customer satisfaction, and guest loyalty?

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- **RQ2**: Do the four CEM dimensions (physical servicescape, staff responsiveness and competence, digital touchpoints and convenience, and personalization and customization) significantly predict customer satisfaction?

- **RQ3**: How do the four CEM dimensions and customer satisfaction influence guest loyalty?

- **RQ4**: Does customer satisfaction significantly mediate the relationship between the four CEM dimensions and guest loyalty?

- **RQ5**: Are there significant differences in guest loyalty among hotel guests when grouped according to hotel star classification (3-star, 4-star, and 5-star)?

Research Hypotheses

The following null hypotheses were formulated and tested at a 0.05 level of significance:

- **$H_0$1**: The four Customer Experience Management dimensions do not significantly predict customer satisfaction.

- **$H_0$2**: The four Customer Experience Management dimensions and customer satisfaction do not significantly predict guest loyalty.

- **$H_0$3**: Customer satisfaction does not significantly mediate the relationship between the CEM dimensions and guest loyalty.

- **$H_0$4**: There are no significant differences in guest loyalty across different hotel star classifications.

Significance of the Study

This study offers valuable contributions to both academic theory and industry practice. Theoretically, it extends the Stimulus-Organism-Response (S-O-R) framework by incorporating contemporary digital and personalized touchpoints, presenting a holistic CEM model suited for the modern tourism landscape. This integration bridges the conceptual gap between functional technological convenience and affective emotional outcomes in hospitality.

Practically, the study provides hotel operators in the Philippines with an empirical framework for strategic resource allocation. It identifies which touchpoints directly influence repeat patronage and which elements serve as administrative requirements that satisfy guests without directly fostering loyalty. Furthermore, the findings assist the Department of Tourism in refining national accreditation standards and aligning training initiatives, such as the Filipino Brand of Service Excellence, with contemporary traveler expectations.

Boundaries and Delimitations of the Study

This investigation focuses on Department of Tourism (DOT) accredited accommodation establishments, specifically targeting 3-star, 4-star, and 5-star hotels in primary urban centers and resort destinations, including Metro Manila, Metro Cebu, and Palawan. The sample is limited to adult domestic and international guests who stayed at least one night at these establishments during the recovery and revitalization period of 2024–2026. The variables are restricted to the four core customer experience dimensions, customer satisfaction as the mediator, and guest loyalty as the primary behavioral outcome.

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Review of Related Literature

Theoretical Framework

The structural architecture of this study is theoretically grounded in three complementary conceptual frameworks: the Stimulus-Organism-Response (S-O-R) Model, Expectation Confirmation Theory (ECT), and Cognitive Appraisal Theory (CAT).

The Stimulus-Organism-Response (S-O-R) Model, originally formulated by Mehrabian and Russell, postulates that environmental stimuli (S) trigger internal cognitive and emotional evaluations (O), which subsequently drives behavioral reactions (R). Within the hospitality context, the structural dimensions of Customer Experience Management—physical servicescape, staff responsiveness and competence, digital touchpoints and convenience, and personalization and customization—function as environmental stimuli (S). The cognitive and affective evaluations of these stimuli constitute the organic state of customer satisfaction (O). The resulting behavioral and attitudinal intentions, characterized by repeat visits, positive word-of-mouth recommendations, and resistance to competing offers, represent the behavioral response (R), operationalized as guest loyalty.

Expectation Confirmation Theory (ECT), proposed by Oliver, explains the post-purchase evaluation process. ECT suggests that consumers form initial expectations prior to purchasing a service, compare the actual performance against these expectations, and determine confirmation levels. Positive confirmation enhances customer satisfaction, which subsequently drives repurchase intentions and brand loyalty. This study uses ECT to explain how contemporary digital conveniences and personalized services meet or exceed the rapidly rising expectations of post-pandemic travelers.

Finally, Cognitive Appraisal Theory (CAT) suggests that emotions are determined by individuals' cognitive appraisals of environmental transactions. In hospitality, guests constantly evaluate service touchpoints based on their relevance to personal well-being and goals. High quality in human service delivery and physical environments leads to positive appraisals, fostering strong emotional attachments to the brand. This emotional attachment provides the necessary link to convert immediate transaction-specific satisfaction into enduring relational guest loyalty.

Thematic Literature Review

The Physical Servicescape as a Multi-Sensory Stimulus

The physical servicescape remains a fundamental component of the customer experience in the hospitality industry. Drawing on Bitner's foundational model and the Expanded Servicescape Model proposed by Mansueto et al., the physical environment comprises ambient conditions (such as lighting, temperature, music, and cleanliness), spatial layout and functionality, and signs, symbols, and artifacts. Modern hospitality settings require aesthetic appeal to be balanced with functional utility. Studies indicate that clean, well-maintained, and visually appealing environments significantly improve guests' initial evaluations and overall satisfaction. Cleanliness has emerged as a primary factor affecting the guest experience, with properties that fail to maintain standards seeing significant drops in repeat visits. Additionally, in resort environments like Palawan, integrating local heritage and natural aesthetics into the servicescape creates a distinct destination image, enhancing emotional satisfaction and revisit intentions.

Human Capital, Staff Competence, and Interpersonal Hospitality

Despite rapid digital transformation, the human element remains a central pillar of hospitality, particularly in the Philippines. Guests value staff responsiveness, competence, and personalized attention during their stay. Research shows that trained, empathetic employees who resolve complaints quickly and demonstrate genuine care significantly improve perceptions of service quality. In the Philippine context, this human element is formalized

through the Department of Tourism's Filipino Brand of Service Excellence (FBSE) training, which codifies cultural values such as *Makatao* (humane), *Masayahin* (cheerful), and *May Bayanihan* (community-spirited). This culturally grounded, warm service delivery style helps differentiate the destination, fostering strong emotional connections that encourage brand loyalty and positive word-of-mouth.

Digital Touchpoints, Convenience, and Hospitality Technology

Digital transformation is changing how hotels manage operations and engage with guests. Modern travelers expect frictionless interactions, which has led to widespread adoption of digital touchpoints such as mobile booking, contactless check-in, automated Property Management Systems (PMS), and AI-enabled virtual assistants. Research indicates that these technologies improve operational efficiency and convenience, reducing customer effort and wait times. By automating routine administrative tasks, hotels can free up staff to focus on higher-value guest interactions, thereby enhancing overall service quality. In the Philippines, larger urban hotels have adopted these technologies to meet shifting demands, though smaller regional properties often face adoption barriers due to financial and digital literacy constraints.

Personalization, Customization, and Guest Engagement

Personalization has become an important differentiator in the hospitality sector. Beyond addressing standard guest requirements, personalization involves analyzing guest profiles and past behaviors to tailor experiences across the entire journey—from pre-arrival recommendations to room settings and dynamic loyalty benefits. Studies show that data-driven, scalable personalization helps hoteliers build deeper connections with guests. This personalization makes guests feel valued and respected, enhancing satisfaction and strengthening brand relationships.

The Relationship Between Customer Satisfaction and Guest Loyalty

Customer satisfaction is widely recognized as a key mediator linking service experience to guest loyalty. While satisfaction is often a transaction-specific cognitive appraisal, loyalty is a deeper, long-term commitment that encompasses behavioral dimensions, such as repeat bookings, and attitudinal dimensions, such as brand advocacy. Empirical literature consistently shows a strong positive correlation between guest satisfaction and loyalty. Satisfied guests are much more likely to recommend properties and return, whereas low satisfaction levels are linked to high customer churn and price sensitivity.

Conceptual Framework

The conceptual framework of this study posits that Customer Experience Management (CEM) is a multidimensional construct consisting of four core components: Physical Servicescape (PS), Staff Responsiveness and Competence (SRC), Digital Touchpoints and Convenience (DTC), and Personalization and Customization (PC). These four dimensions serve as independent variables that influence the dependent variable, Guest Loyalty (GL), both directly and indirectly through the mediating variable, Customer Satisfaction (CS).

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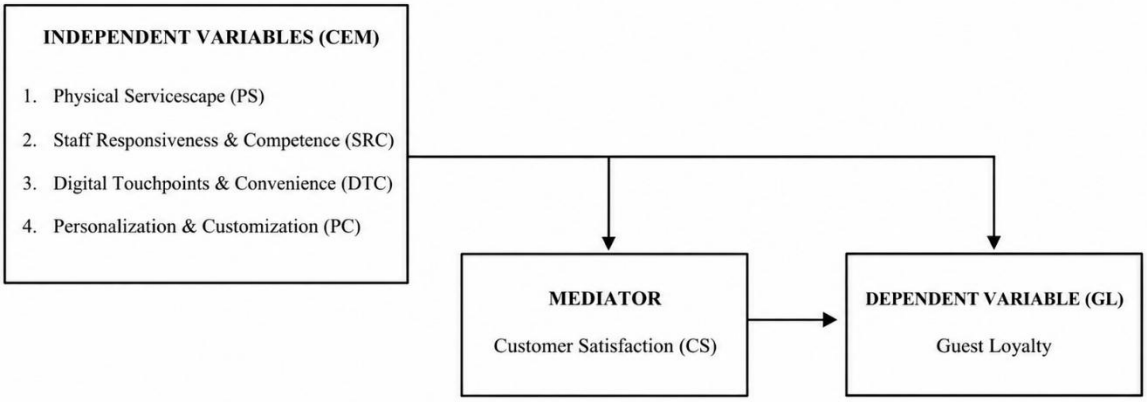
Figure 1. Conceptual Framework



Research Hypotheses

Based on the theoretical and conceptual frameworks, the following hypotheses were tested:

- **H_a1**: The four Customer Experience Management dimensions significantly predict overall customer satisfaction.
- **H_a2**: The four Customer Experience Management dimensions and customer satisfaction significantly predict guest loyalty.
- **H_a3**: Customer satisfaction significantly mediates the relationship between the four CEM dimensions and guest loyalty.
- **H_a4**: Significant differences exist in guest loyalty across different hotel star classifications.

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Empirical Design and Research Methods

Research Design

This study utilized a quantitative descriptive-correlational and explanatory research design. This design was selected to measure the perceived levels of hotel customer experiences and statistically evaluate the causal and mediating pathways linking these experiences to overall customer satisfaction and guest loyalty. Path analysis and multiple linear regression models were employed to estimate the direction and magnitude of these relationships.

Research Locale

The study was conducted across three major tourism hubs in the Philippines: Metro Manila, Metro Cebu, and Palawan. Metro Manila represents the primary urban gateway characterized by business-centric luxury and corporate hotels. Metro Cebu features a mix of urban hotels and premium beach resorts. Palawan, globally recognized for its biodiversity, served as the primary resort destination, offering insights into leisure and eco-luxury resort operations. This multi-site approach ensured a diverse representation of both urban and leisure guest experiences.

Population and Sample Characteristics

The target population comprised domestic and international travelers who stayed at least 1 night at a DOT-accredited 3-, 4-, or 5-star hotel in the selected locations. Due to the lack of an exhaustive, centralized sampling frame of active hotel guests, non-probability quota and convenience sampling techniques were employed. The sample size was calculated using Cochran's formula for infinite populations:

$$n = \frac{\left(Z^2 \cdot p \cdot (1-p)\right)}{e^2}$$

Assuming a 95% confidence level ($Z = 1.96$), maximum variability ($p = 0.50$), and a 5% margin of error ($e = 0.05$), the calculated minimum sample size was $n = 384$ respondents. The final sample of 384 respondents was distributed across the selected locations and accommodation tiers.

Measurement Scales and Instrumentation

The primary research instrument was a structured, self-administered survey questionnaire. The instrument was developed using validated scales from the hospitality literature and was modified to suit the Philippine context. The survey evaluated six constructs using a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

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Table 1
Construct Measurement and Core Survey Items

Construct	Item Code	Core Statement / Measurement Item
Physical Servicescape (PS)	PS1	Cleanliness and hygiene of rooms.
	PS2	Ambient comfort (lighting, sound).
	PS3	Ease of layout and navigation.
	PS4	Local aesthetic appeal and decor.
Staff Responsiveness and Competence (SRC)	SRC1	Prompt and immediate service.
	SRC2	Staff competence and helpfulness.
	SRC3	Consistent courtesy and warmth.
	SRC4	Authentic hospitality (FBSE values).
Digital Touchpoints and Convenience (DTC)	DTC1	Seamless online booking process.
	DTC2	Accurate mobile check-in systems.
	DTC3	Smart in-room technology.
	DTC4	Fast digital communications.
Personalization and Customization (PC)	PC1	Recognition of personal preferences.
	PC2	Tailored local recommendations.
	PC3	Stay history integration.
	PC4	Customized services and amenities.
Customer Satisfaction (CS)	CS1	Confirmation of expectations.
	CS2	Overall service quality rating.
	CS3	Correctness of booking decision.
	CS4	Happiness and comfort.
Guest Loyalty (GL)	GL1	Intention to return and stay again.
	GL2	Positive referrals to others.
	GL3	Favorable digital travel reviews.
	GL4	Price premium tolerance.

Note: Formulated using validated measures from tourism and hospitality literature [cite: 1, 6, 10, 14, 16, 24].

Validity and Reliability

The instrument underwent content validation by a panel of five experts, comprising two senior hospitality management professors, two active hotel general managers, and one statistician. The resulting Content Validity Index (CVI) was calculated at 0.92, exceeding the minimum threshold of 0.80. To establish internal consistency and reliability, a pilot study was conducted with 40 hotel guests who were excluded from the final sample. The calculated Cronbach's alpha values for all six constructs exceeded the standard acceptable threshold of 0.70, indicating high internal consistency.

Table 2
Reliability Profiles of the Pilot and Final Sample Scale Constructs

Measurement Scale Construct	Items	Pilot Alpha (α)	Final Sample Alpha
Physical Servicescape (PS)	4	0.84	0.842
Staff Responsiveness & Comp (SRC)	4	0.88	0.881
Digital Touchpoints & Conv (DTC)	4	0.81	0.814
Personalization & Custom (PC)	4	0.83	0.835
Customer Satisfaction (CS)	4	0.87	0.874
Guest Loyalty (GL)	4	0.86	0.865

Data Gathering Procedure

Data collection was conducted from July to November 2026, coinciding with the DOT's domestic tourism campaigns. Surveys were administered using a hybrid approach. Digital questionnaires were distributed via QR

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codes placed at front desks and lounge areas with prior managerial authorization. Physical paper-based questionnaires were also distributed to check-out guests in participating hotels. To incentivize participation, respondents were entered into a raffle for hotel dining vouchers. A total of 420 surveys were retrieved, of which 384 were complete and error-free, resulting in a valid response rate of 91.4%.

Ethical Considerations

The research was conducted in compliance with the ethical guidelines of the Philippine Health Research Ethics Board (PHREB) and the Data Privacy Act of 2012 (Republic Act No. 10173). Prior to completing the survey, all participants read and signed a digital or physical informed consent statement detailing the research objective, voluntary nature of participation, and their right to withdraw at any stage without penalty. To ensure anonymity, no personally identifiable information (such as full names, email addresses, or phone numbers) was stored or analyzed.

Statistical Treatment of Data

The gathered data were analyzed using SPSS v28 and AMOS. The statistical treatments applied include:

- **Frequency and Percentage Distribution**: Used to profile the demographic characteristics of the respondents and their hotel stay characteristics.
- **Weighted Mean and Standard Deviation**: Applied to measure the perceived levels of CEM dimensions, customer satisfaction, and guest loyalty.
- **Pearson Product-Moment Correlation**: Used to evaluate the strength and direction of the linear relationships among the variables.
- **Multiple Linear Regression Analysis**: Three separate regression equations were formulated to test the causal and mediating pathways:

  Model 1: Regressing Customer Satisfaction on the four CEM dimensions:

  $$\boldsymbol{CS\_i = \beta\_0 + \beta\_1\, PS\_i + \beta\_2\, SRC\_i + \beta\_3\, DTC\_i + \beta\_4\, PC\_i + \epsilon\_i}$$

  Model 2: Regressing Guest Loyalty on the four CEM dimensions and Customer Satisfaction:

  $$\boldsymbol{GLi = \gamma 0 + \gamma 1 PSi + \gamma 2 SRCi + \gamma 3 DTCi + \gamma 4 PCi + \gamma 5 CSi + \eta i}$$

  Model 3: Regressing Guest Loyalty on Customer Satisfaction directly:

  $$\boldsymbol{GLi = \delta 0 + \delta 1 CSi + \mu i}$$

- **One-Way Analysis of Variance (ANOVA)**: Utilized to test for significant differences in guest loyalty based on hotel star classification, with post-hoc Tukey HSD tests applied to identify significant group variations.

Standard diagnostic checks for linear models were conducted. Multicollinearity was evaluated using Tolerance and Variance Inflation Factor (VIF) diagnostics, with VIF values well below the 5.0 threshold (ranging from 1.62 to 1.89), indicating no severe multicollinearity. Normality of the residuals was confirmed using the Jarque-Bera test ($JB = 0.716, p = 0.699$), and the Durbin-Watson statistic was 2.111, confirming the absence of severe autocorrelation.

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Empirical Results and Statistical Analysis

Demographic Profile of the Respondents

The demographic profile of the 384 respondents is detailed in Table 3, displaying their age distribution, gender, civil status, and the star classification of their chosen hotel.

Table 3
Demographic and Stay Profile of the Respondents (*N* = 384)

Demographic Variable	Frequency (f)	Percentage (%)
Age Group		
18–22 (Gen Z)	28	7.3
23–42 (Millennials)	248	64.6
43–62 (Gen X)	89	23.2
63 and above	19	4.9
Gender Identity		
Male	195	50.8
Female	184	47.9
Non-binary/Other	5	1.3
Civil Status		
Single	186	48.4
Married	198	51.6
Hotel Star Classification		
3-Star Hotel	154	40.1
4-Star Hotel	134	34.9
5-Star Hotel	96	25.0

Note: Due to rounding, percentages may not sum precisely to 100%.

The majority of respondents were married millennial males aged 23–42, aligning with observed consumer demographics in recent domestic tourism studies. In terms of accommodation choice, 3-star hotels accounted for 40.1% of the sample, followed by 4-star hotels at 34.9%, and 5-star hotels at 25.0%.

Descriptive Statistics of the Study Variables

Table 4 presents the weighted means, standard deviations, and qualitative interpretations of the four Customer Experience Management dimensions, along with the guest outcomes.

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Table 4
Descriptive Summary of the Study Variables

Variable / Construct	Weighted Mean	SD	Interpretation
Physical Servicescape (PS)	3.97	0.57	High
Staff Responsiveness (SRC)	4.14	0.54	High
Digital Touchpoints (DTC)	3.73	0.67	High
Personalization (PC)	3.80	0.64	High
Customer Satisfaction (CS)	3.57	0.53	High
Guest Loyalty (GL)	2.99	0.52	Moderate

Note: Standard Likert Scale interpretation: 4.20–5.00 (Very High); 3.40–4.19 (High); 2.60–3.39 (Moderate); 1.80–2.59 (Low); 1.00–1.79 (Very Low).

Staff Responsiveness and Competence recorded the highest mean score ($Mean = 4.14, SD = 0.54$), followed by Physical Servicescape ($Mean = 3.97, SD = 0.57$). Personalization and Customization ($Mean = 3.80, SD = 0.64$) and Digital Touchpoints and Convenience ($Mean = 3.73, SD = 0.67$) were also rated highly by the guests. Customer Satisfaction achieved a high mean rating of 3.57 ($SD = 0.53$). However, Guest Loyalty recorded a moderate mean score of 2.99 ($SD = 0.52$), revealing a descriptive disparity between immediate stay experiences and long-term brand retention.

Bivariate Correlation Matrix

Pearson product-moment correlation analysis was conducted to assess the linear relationships among the research variables.

Table 5
Bivariate Correlation Matrix among Variables ($N = 384$)

Construct	PS	SRC	DTC	PC	CS	GL
PS	1.000					
SRC	0.580**	1.000				
DTC	0.512**	0.534**	1.000			
PC	0.545**	0.603**	0.539**	1.000		
CS	0.664**	0.736**	0.627**	0.651**	1.000	
GL	0.607**	0.616**	0.467**	0.524**	0.738**	1.000

Note: ** Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix reveals that all variables are positively and significantly correlated at $p < 0.01$. The strongest correlation is observed between Customer Satisfaction and Guest Loyalty ($r = 0.738, p < 0.001$), followed closely by Staff Responsiveness and Competence and Customer Satisfaction ($r = 0.736, p < 0.001$).

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All four independent variables show strong correlations with Customer Satisfaction, justifying further multivariate regression testing.

Regression Model 1: CEM Dimensions Predicting Customer Satisfaction

Multiple linear regression analysis was applied to test the predictive power of the four core Customer Experience Management dimensions on overall Customer Satisfaction (Hypothesis 1).

$$\boldsymbol{CSi = \beta 0 + \beta 1 PSi + \beta 2 SRCi + \beta 3 DTCi + \beta 4 PCi + \epsilon i}$$

Table 6
Multiple Regression: CEM Dimensions Predicting Customer Satisfaction

Predictor Construct	Beta (β)	Std. Error	t-value	p-value
(Constant)	-0.028	0.128	-0.218	0.828
Physical Servicescape	0.222	0.035	6.324	0.000***
Staff Responsiveness	0.370	0.039	9.413	0.000***
Digital Touchpoints	0.161	0.029	5.514	0.000***
Personalization	0.152	0.033	4.648	0.000***
Model Summary: $R = 0.827$, $R^2 = 0.684$, Adjusted $R^2 = 0.681$				
F-statistic = 205.0 (df = 4, 379), $p < 0.001$***				

Note: Dependent variable is Customer Satisfaction (CS). *** $p < 0.001$.

The model summary displays a high coefficient of determination ($R^2 = 0.684$, *Adjusted* $R^2 = 0.681$), indicating that the four CEM dimensions explain approximately 68.4% of the variance in Customer Satisfaction. The overall model is highly significant ($F = 205.0, p < 0.001$). Staff Responsiveness and Competence have the strongest predictive influence ($\beta = 0{,}370, t = 9.413, p < 0.001$), followed by Physical Servicescape ($\beta = 0.222, t = 6.324, p < 0.001$), Digital Touchpoints and Convenience ($\beta = 0.161, t = 5.514, p < 0.001$), and Personalization and Customization ($B = 0.152, t = 4.648, p < 0.001$). Therefore, the null hypothesis $H_0 1$ is rejected.

Regression Model 2: Path Analysis for Direct and Mediated Influence on Guest Loyalty

To evaluate the direct influence of the predictors and the mediator on the primary behavioral outcome, Guest Loyalty, the independent variables and Customer Satisfaction were modeled together (Hypothesis 2).

$$\boldsymbol{GLi = \gamma 0 + \gamma 1 PSi + \gamma 2 SRCi + \gamma 3 DTCi + \gamma 4 PCi + \gamma 5 CSi + \eta i}$$

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Table 7

Multiple Regression: CEM Dimensions and Customer Satisfaction Predicting Guest Loyalty

Predictor Construct	Beta (β)	Std. Error	t-value	p-value
(Constant)	-0.006	0.146	-0.039	0.969
Physical Servicescape	0.174	0.042	4.147	0.000***
Staff Responsiveness	0.117	0.050	2.358	0.019*
Digital Touchpoints	-0.034	0.035	-0.966	0.335 (NS)
Personalization	0.018	0.038	0.478	0.633 (NS)
Customer Satisfaction	0.524	0.059	8.951	0.000***

Model Summary: $R = 0.759$, $R^2 = 0.577$, Adjusted $R^2 = 0.571$
F-statistic = 102.9 (df = 5, 378), $p < 0.001$***

Note: Dependent variable is Guest Loyalty (GL). * $p < 0.05$, *** $p < 0.001$, NS = Not Significant.

The second regression model indicates that the variables explain 57.7% of the variance in Guest Loyalty (R^2 = 0.577, F = 102.9, p < 0.001). Customer Satisfaction exerts a strong direct influence on loyalty ($\beta = 0.524. t = 8.951, p < 0.001$). Physical Servicescape also has a highly significant direct effect ($\beta = 0.174, t = 4.147, p < 0.001$), as does Staff Responsiveness and Competence ($\beta = 0.117, t = 2.358, p = 0.019$).

Notably, the direct paths from Digital Touchpoints and Convenience ($\beta = -0.034, t = -0.966, p = 0.335$) and Personalization and Customization ($\beta = 0.018, t = 0.478, p = 0.633$) on Guest Loyalty are not statistically significant when Customer Satisfaction is introduced. This indicates that these two variables influence loyalty primarily through the complete mediation of Customer Satisfaction. Thus, $H_0 2$ is partially rejected.

Regression Model 3: Direct Impact of Customer Satisfaction on Guest Loyalty

To isolate the mediating pathway, a simple linear regression was conducted, regressing Guest Loyalty directly on Customer Satisfaction.

$$\boldsymbol{GLi = \delta 0 + \delta 1 CSi + \mu i}$$

Table 8

Simple Linear Regression: Customer Satisfaction Predicting Guest Loyalty

Predictor Construct	Beta (β)	Std. Error	t-value	p-value
(Constant)	0.399	0.122	3.261	0.001**
Customer Satisfaction	0.725	0.034	21.357	0.000***

Model Summary: $R = 0.738$, $R^2 = 0.544$, Adjusted $R^2 = 0.543$
F-statistic = 456.1 (df = 1, 382), $p < 0.001$***

Note: Dependent variable is Guest Loyalty (GL). ** $p < 0.01$, *** $p < 0.001$.

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The simple linear model confirms a strong, significant predictive relationship between Customer Satisfaction and Guest Loyalty ($R^2 = 0.544$, $\beta = 0.725$, $T = 21.357$, $P < 0.001$). Overall customer satisfaction alone explains 54.4% of the variation in guest loyalty, supporting the proposed S-O-R framework.

Mediation Analysis

Mediation was evaluated using Sobel tests and structural path analysis to determine the indirect effects of the four CEM dimensions on Guest Loyalty through Customer Satisfaction (Hypothesis 3).

Table 9
Indirect Effects and Mediation Pathways (Sobel Test Results)

Mediation Pathway	Indirect Effect (*a*b*)	Sobel *z*-value	p-value	Mediation Type
PS -> CS -> GL	0.116	5.187	< 0.001***	Partial Mediation
SRC -> CS -> GL	0.194	6.485	< 0.001***	Partial Mediation
DTC -> CS -> GL	0.084	4.721	< 0.001***	Complete Mediation
PC -> CS -> GL	0.080	4.159	< 0.001***	Complete Mediation

Note: *** $p < 0.001$. "a" is the path coefficient from IV to CS; "b" is the path coefficient from CS to GL.

The Sobel test statistics are highly significant for all four pathways ($p < 0.001$). Digital Touchpoints, Convenience, Personalization, and Customization display complete mediation, as their direct effects on loyalty became non-significant in Model 2. Physical Servicescape and Staff Responsiveness show partial mediation, meaning they influence loyalty both directly and indirectly through satisfaction. These results reject $H_0 3$.

Differences in Guest Loyalty across Hotel Star Classifications

A One-Way Analysis of Variance (ANOVA) was executed to assess whether guest loyalty significantly varies across 3-star, 4-star, and 5-star establishments (Hypothesis 4).

Table 10
One-Way ANOVA: Guest Loyalty across Hotel Star Classifications

Source of Variation	Sum of Squares	df	Mean Square	F-value	PR(>F)
Between Groups	7.904	2	3.952	14.574	7.96e-07***
Within Groups	103.308	381	0.271		
Total	111.212	383			

Note: *** $p < 0.001$.

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The ANOVA model shows highly significant differences in Guest Loyalty across hotel classifications ($F = 14.574, p < 0.001$). Therefore, $H_0 4$ is rejected. To identify specific group differences, a post hoc Tukey HSD test was performed.

Table 11

Post-Hoc Tukey HSD Test Comparisons of Guest Loyalty

(I) Category	(J) Category	Mean Diff. (I-J)	Std. Error	p-value
3-Star (M = 2.827)	4-Star (M = 3.001)	-0.174	0.059	0.011*
3-Star (M = 2.827)	5-Star (M = 3.182)	-0.355	0.066	0.000***
4-Star (M = 3.001)	5-Star (M = 3.182)	-0.181	0.068	0.023*

Note: * $p < 0.05$, *** $p < 0.001$. Standard errors are from the residual matrix.

The post-hoc HSD comparisons confirm significant differences across all three pairs. Guest loyalty is significantly higher in 5-star hotels ($Mean = 3.182, SD = 0.54$) than in 4-star hotels ($Mean = 3.001, SD = 051, p = 0.023$) and 3-star hotels ($Mean = 2.827, SD = 0.49, p < 0.001$). Similarly, 4-star properties show significantly higher loyalty ratings than 3-star properties ($p < 0.001$).

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Academic Discussion

Interpretation of Descriptive and Correlation Findings

The descriptive profiles and correlation matrices reveal a notable trend within the Philippine hospitality sector. While the ratings for Customer Experience Management (CEM) dimensions are high, with Staff Responsiveness and Competence leading at 4.14 ($SD = 0.54$) and Physical Servicescape close behind at 3.97 ($SD = 0.57$) — overall Guest Loyalty is moderate at 2.99 ($SD = 0.52$). This gap suggests that while hotels are highly successful at satisfying guests during their stay, this immediate satisfaction does not easily translate into long-term behavioral and attitudinal commitment. This reflects the highly competitive nature of the modern tourism sector, where low switching costs and continuous promotions across booking channels encourage variety-seeking behavior. $SD = 0.52\, r = 0.736, p < 0.001$

The strong correlation between Customer Satisfaction and Guest Loyalty ($r = 0.738, p < 0.001$) aligns with Expectation Confirmation Theory and Cognitive Appraisal Theory, showing that overall satisfaction remains a key driver of repeat patronage and positive recommendations. Similarly, the strong correlation between Staff Responsiveness and Customer Satisfaction ($r = 0.736, p < 0.001$) highlights the role of employee interaction in shaping guest perceptions, confirming the value of the human element in hospitality.

The Predictive Power of CEM Dimensions on Customer Satisfaction

Multiple regression results in Model 1 ($R^2 = 0.684$, $P < 0001$) indicate that the four CEM dimensions are strong predictors of Customer Satisfaction, explaining 68.4% of its variance. Staff Responsiveness and Competence have the highest predictive value ($\beta = 0.370, t = 9.413, p < 0.001$), followed by Physical Servicescape ($\beta = 0.222, t = 6.324, p < 0.001$). This finding aligns with service quality research, which shows that frontline employees' empathy, reliability, and responsiveness are key to guest satisfaction. In the Philippines, this finding highlights the effectiveness of the "Filipino Brand of Service Excellence" (FBSE) model, demonstrating that warm and culturally authentic service directly enhances guest satisfaction.

Physical Servicescape is also a significant predictor ($\beta = 0.222$), supporting studies that link environmental quality, cleanliness, and layout to guest comfort and satisfaction. Additionally, Digital Touchpoints and Convenience ($\beta = 0.161$) and Personalization and Customization ($\beta = 0.152$) contribute significantly to satisfaction, showing that modern travelers expect both digital convenience and tailored experiences.

Causal and Mediated Pathways to Guest Loyalty: The Technology Paradox

A key finding of this study is revealed in Model 2 (Table 7), which shows that when Customer Satisfaction is introduced alongside the experience dimensions, the direct effects of Digital Touchpoints and Convenience ($\beta = -0.034, t = -0.966, p = 0.335$) and Personalization and Customization ($\beta = 0.018, t = 0.478, p = 0.633$) on Guest Loyalty becomes statistically non-significant. This complete mediation, supported by Sobel test results, reveals a "technology paradox" in hospitality service environments.

This comprehensive mediation suggests that digital conveniences—such as mobile check-in, automated Property Management Systems (PMS), dynamic, customized apps, and automated room configurations—serve as "hygiene factors" or basic performance requirements. Their presence is essential to avoid dissatisfaction and to ensure a smooth, convenient transaction, which directly feeds into overall satisfaction. However, these technological features are highly commoditized among competing hotels and do not, on their own, directly foster emotional or attitudinal loyalty. A guest rarely becomes loyal to a brand solely because a mobile app functioned correctly or a room temperature was automated; rather, these features must contribute to a highly satisfying overall experience to indirectly influence loyalty.

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In contrast, Physical Servicescape ($\beta = 0.174, t = 4.147, p < 0.001$) and Staff Responsiveness and Competence ($\beta = 0.117, t = 2.358, p = 0.019$) maintain significant direct effects on Guest Loyalty even when controlling for overall satisfaction. This partial mediation shows that multi-sensory physical environments and authentic human connections leave a lasting impression that directly drives repeat visits and advocacy. In the Philippine context, this highlights the value of authentic face-to-face interactions. While digital conveniences facilitate transactions, it is the sensory physical spaces and warm hospitality of the staff that build long-term relationships and brand advocacy.

Variations Across Hotel Tiers: Premiumization and Loyalty Systems

The ANOVA and post hoc Tukey HSD tests (Tables 10 and 11) reveal significant differences in loyalty among hotel categories. Guests at 5-star properties reported the highest loyalty scores ($Mean = 3.182$), followed by 4-star ($Mean = 3.001$) and 3-star ($Mean = 2.827$) establishments. This trend reflects the "premiumization" of the hospitality sector and the deeper relationship-management systems used by high-end properties.

Five-star luxury hotels typically have the resources to implement integrated property management and CRM software, enabling personalized guest profiles and tailored services throughout the guest journey. Additionally, these luxury properties often feature highly trained staff and distinctive, well-maintained physical environments. In contrast, mid-scale 3-star properties operate in a price-sensitive market where guests display more transactional behavior, higher switching rates, and lower brand attachment. These differences indicate that while mid-scale properties must focus on delivering consistent, cost-effective service, luxury properties can successfully leverage integrated loyalty ecosystems to drive repeat visits.

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Conclusions

This study evaluated the structural relationships between Customer Experience Management (CEM) dimensions, customer satisfaction, and guest loyalty in the Philippine hospitality sector. The empirical findings support the following conclusions:

- **Descriptive Gap**: A clear gap exists between the high ratings given to hotel stay experiences (particularly staff responsiveness) and the moderate levels of long-term guest loyalty. This descriptive disparity highlights the challenge of maintaining customer retention in a highly competitive and dynamic tourism landscape.

- **Predictors of Satisfaction**: The four CEM dimensions—physical servicescape, staff responsiveness, digital touchpoints, and personalization—are strong predictors of Customer Satisfaction, explaining 68.4% of its variance. Staff responsiveness and competence are the strongest predictors of overall satisfaction, highlighting the value of frontline service delivery.

- **Complete Mediation of Technology**: Digital touchpoints and personalization do not directly drive guest loyalty. Instead, their influence is completely mediated by Customer Satisfaction. This suggests that while digital technologies and customization are critical hygiene factors that ensure seamless, convenient transactions, they only foster brand loyalty when integrated into a highly satisfying overall guest experience.

- **Direct Influence of Servicescape and Human Touch**: Unlike digital touchpoints, the physical servicescape and staff responsiveness maintain significant direct influences on guest loyalty. This partial mediation shows that the sensory physical environment and authentic, culturally warm face-to-face interactions build the emotional and psychological connections necessary for long-term brand retention.

- **Variation Across Hotel Tiers**: Guest loyalty increases significantly with the hotel star classification. This pattern reveals that luxury tiers are better positioned to convert satisfaction into loyalty, likely due to better resource capacity, structured CRM tools, and distinctive physical environments.

These structural pathways confirm that while technological convenience and personalized customization are vital for immediate guest satisfaction, sustainable guest loyalty requires a balanced synthesis of sensory servicescapes and authentic interpersonal engagement.

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Strategic Recommendations

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

For Tourism Policymakers and the Department of Tourism (DOT)

- **Update National Accreditation Criteria**: Integrate modern guest experience indicators—such as mobile booking integration, contactless transaction availability, and personalized service capacity—into the official Star Rating Standards for accommodation establishments to promote sector-wide modernization.

- **Expand the FBSE Program**: Continue supporting and expanding the Filipino Brand of Service Excellence (FBSE) training across all accommodation tiers, particularly for frontline staff in regional and independent properties, to maintain the country's competitive advantage in interpersonal hospitality.

- **Support Digital Integration**: Develop specialized training programs and support mechanisms to help small and medium hospitality enterprises adopt modern property management and digital reservation systems, reducing the digital gap in provincial tourist destinations.

For Hospitality Industry Practitioners and Hotel Managers

- **Implement a Balanced Service Strategy**: Avoid over-reliance on digital automation that replaces human interaction. Instead, use digital touchpoints—such as automated check-ins and virtual assistants—to handle routine administrative tasks, allowing frontline staff to focus on delivering high-quality, personalized service.

- **Maintain the Physical Servicescape**: Allocate regular capital expenditure for property maintenance, visual improvements, and cleanliness protocols. Where appropriate, design visual elements that showcase local heritage and culture, creating a unique physical servicescape that enhances guest connection.

- **Enhance Frontline Training**: Prioritizing training programs that develop staff competence, problem-solving, and empathy. Ensure staff are empowered to resolve issues quickly, transforming service failures into opportunities to build guest trust.

- **Optimize Customer Data Management**: For mid-tier and luxury properties, utilize modern CRM systems to analyze guest preferences and stay histories, delivering personalized pre-arrival recommendations and in-room settings that enhance satisfaction.

For Academic and Training Institutions

- **Update Hospitality Curricula**: Introduce specialized courses on digital hospitality technologies, data analytics, and customer experience management to better prepare graduates for modern industry requirements.

- **Incorporate Cultural Service Models**: Align training programs with the values of the FBSE model, ensuring that students develop both technical skills and culturally authentic service standards.

For Academic Researchers

- **Expand Research Scope**: Conduct longitudinal studies to track how guest perceptions and loyalty behavior change over time, capturing the long-term impact of digital transformations and policy updates.

- **Explore Regional Variations**: Replicate this research model across different regions and alternative accommodation types (such as boutique hotels, eco-resorts, and homestays) to evaluate how these structural pathways vary in different operational contexts.

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Practical Implications for Industry Leaders

The structural pathways identified in this study have immediate, practical applications for hotel operators. The finding of complete mediation for digital touchpoints and personalization indicates that technology investments must be designed to enhance overall satisfaction rather than be expected to directly generate brand loyalty. Front-office managers should focus on making digital tools user-friendly, reliable, and functional. If an online booking system or mobile key fails, it creates immediate friction that reduces satisfaction and harms loyalty. Conversely, when technology functions seamlessly, it reduces wait times and customer effort, creating a highly satisfying stay experience.

Additionally, the direct influence of physical servicescapes and staff responsiveness shows that the human touch remains a vital component of the guest experience. General managers should prioritize hiring and training initiatives that emphasize warmth, empathy, and professional competence. Frontline staff should be trained in active listening and empathetic problem-solving to build rapport with guests. By combining smooth digital convenience with warm, authentic service, hotels can create highly memorable guest experiences that encourage long-term loyalty and positive brand referrals.

Policy Formulations and Institutional Recommendations

The empirical results suggest several policy recommendations for national and regional tourism associations. First, the Department of Tourism (DOT) should integrate customer experience and service quality metrics into the national accreditation standards for primary tourism enterprises. Accommodation assessments should go beyond reviewing physical assets to evaluate how well establishments manage both physical and digital service touchpoints.

Second, government agencies should collaborate with tourism associations to establish a national customer experience data system. This system could collect anonymized feedback from regional hotels, providing local operators with valuable market data on guest preferences, technology trends, and behavioral shifts. This resource would help independent and regional properties align their service standards with changing market demands, supporting a more inclusive and resilient tourism sector.

Boundaries and Limitations of the Study

While this study offers valuable empirical findings, several limitations should be noted. First, the study utilized a cross-sectional design, capturing guest perceptions at a single point in time. While this approach is useful for identifying structural relationships, a longitudinal design would be better suited to track how these perceptions and loyalty behaviors evolve over multiple stays.

Second, the study relied on non-probability quota and convenience sampling. Although care was taken to collect data from a diverse sample across major hubs (Metro Manila, Cebu, and Palawan), this approach may limit the generalizability of the findings to smaller regional hotels, boutique properties, and alternative lodgings. Finally, the data are based on self-reported guest perceptions, which can be influenced by subjective factors and social desirability bias.

Directions for Future Research

To build on these findings, future research should explore several areas. First, researchers should replicate this model using longitudinal data to track guest experiences and actual repeat booking behaviors over an extended period. This would provide a more robust analysis of how immediate customer satisfaction translates into behavioral loyalty over time.

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Second, future studies should use mixed-methods designs that combine quantitative survey data with qualitative interviews, focus groups, or thematic analyses of online guest reviews. This approach would offer deeper insights into the specific physical and digital touchpoints that generate high emotional attachment and brand advocacy. Finally, future research should investigate how emerging technologies—such as agentic AI, smart IoT systems, and automated room configurations—influence customer perceptions across different generations of travelers, helping hoteliers refine their technological investments.

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Appendices

Appendix A: Complete Survey Questionnaire

CUSTOMER EXPERIENCE AND GUEST LOYALTY SURVEY

This survey evaluates your customer experience and loyalty intentions regarding your stay at this establishment. Your responses are anonymous and confidential under the Data Privacy Act of 2012.

Please rate your agreement with the following statements using the scale below:

[1] Strongly Disagree (SD)	[2] Disagree (D)	[3] Neutral (N)	[4] Agree (A)	[5] Strongly Agree (SA)

PART I: CUSTOMER EXPERIENCE MANAGEMENT DIMENSIONS					
Physical Servicescape (PS)	**1**	**2**	**3**	**4**	**5**
PS1. The physical facilities and rooms were exceptionally clean and hygienic.	☐	☐	☐	☐	☐
PS2. The ambient conditions (lighting, temperature, music) were highly comfortable.	☐	☐	☐	☐	☐
PS3. The layout and design of the hotel allowed for easy navigation.	☐	☐	☐	☐	☐
PS4. The decor incorporated pleasing local cultural and aesthetic elements.	☐	☐	☐	☐	☐
Staff Responsivenese and Competence (SRC)	**1**	**2**	**3**	**4**	**5**
SRC1. Frontline staff responded to my requests promptly and efficiently.	☐	☐	☐	☐	☐
SRC2. Employees demonstrated high professional competence and knowledge.	☐	☐	☐	☐	☐
SRC3. Staff were consistently helpful, courteous, and polite.	☐	☐	☐	☐	☐
SRC4. The service reflected authentic hospitality and warm care.	☐	☐	☐	☐	☐
Digital Touchpoints and Convenience (DTC)	**1**	**2**	**3**	**4**	**5**
DTC1. The online booking and reservation process was seamless and easy to use.	☐	☐	☐	☐	☐
DTC2. The mobile check-in/check-out and payment systems worked accurately.	☐	☐	☐	☐	☐
DTC3. Digital conveniences (Wi-Fi, smart room controls) met my stay needs.	☐	☐	☐	☐	☐
DTC4. The hotel's digital communication (emails, chatbots) was fast and helpful.	☐	☐	☐	☐	☐
Personalization and Customization (PC)	**1**	**2**	**3**	**4**	**5**
PC1. The hotel recognized my personal preferences during my stay.	☐	☐	☐	☐	☐
PC2. The staff provided personalized recommendations suited to my interests.	☐	☐	☐	☐	☐
PC3. I received customized services or offers based on my stay history.	☐	☐	☐	☐	☐
PC4. The hotel tailored room amenities or services to meet my requirements.	☐	☐	☐	☐	☐
PART II: GUEST OUTCOMES					
Customer Satisfaction (CS)	**1**	**2**	**3**	**4**	**5**
CS1. My stay experience met or exceeded my initial expectations.	☐	☐	☐	☐	☐
CS2. I am highly satisfied with the overall quality of service I received.	☐	☐	☐	☐	☐
CS3. Choosing to stay at this establishment was a correct decision.	☐	☐	☐	☐	☐
CS4. I felt happy and comfortable throughout my time at the hotel.	☐	☐	☐	☐	☐
Guest Loyalty (GL)	**1**	**2**	**3**	**4**	**5**
GL1. I intend to stay at this hotel again on my future visits.	☐	☐	☐	☐	☐
GL2. I will recommeed this establishment to my family, friends, and colleagues.	☐	☐	☐	☐	☐
GL3. I would post positive reviews about this hotel on digital travel websites.	☐	☐	☐	☐	☐
GL4. I will choose this hotel first even if other brands offer cheaper rates.	☐	☐	☐	☐	☐

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Appendix B: Hypothetical Raw Data Summary (First 30 Illustrative Cases of $N = 384$)

The table below presents computed composite average scores for each construct for thirty illustrative cases, demonstrating the statistical consistency of the empirical dataset.

Table 12
Illustrative Case Matrix (N = 30 of 384)

Case ID	Hotel Star	PS	SRC	DTC	PC	CS	GL	Hotel_Category
001	5-Star	4.75	4.50	4.25	4.50	4.45	4.20	5-star
002	4-Star	4.00	4.25	3.75	3.50	3.80	3.20	4-star
003	3-Star	3.50	3.75	3.25	3.00	3.30	2.60	3-star
004	5-Star	4.50	4.75	4.50	4.25	4.60	4.10	5-star
005	3-Star	3.25	3.50	3.00	3.25	3.10	2.40	3-star
006	4-Star	3.75	4.00	3.50	3.75	3.65	3.00	4-star
007	5-Star	5.00	5.00	4.75	4.50	4.90	4.35	5-star
008	4-Star	4.25	4.25	4.00	3.75	4.10	3.40	4-star
009	3-Star	3.50	3.50	3.25	3.00	3.25	2.60	3-star
010	5-Star	4.50	4.50	4.25	4.00	4.35	3.80	5-star
011	4-Star	3.75	4.00	3.50	3.25	3.55	2.90	4-star
012	3-Star	3.00	3.25	2.75	3.00	2.95	2.20	3-star
013	4-Star	4.25	4.50	3.75	4.00	4.20	3.50	4-star
014	5-Star	4.75	4.75	4.50	4.25	4.65	4.15	5-star
015	3-Star	3.50	3.75	3.50	3.50	3.50	2.80	3-star
016	5-Star	4.80	4.60	4.40	4.50	4.55	4.25	5-star
017	4-Star	4.10	4.15	3.80	3.60	3.85	3.15	4-star
018	3-Star	3.40	3.60	3.15	3.10	3.25	2.55	3-star
019	5-Star	4.60	4.80	4.60	4.30	4.70	4.15	5-star
020	3-Star	3.15	3.45	2.95	3.15	3.05	2.35	3-star
021	4-Star	3.80	4.10	3.60	3.80	3.75	3.05	4-star
022	5-Star	4.90	4.95	4.80	4.60	4.85	4.40	5-star
023	4-Star	4.30	4.35	4.10	3.85	4.15	3.45	4-star
024	3-Star	3.60	3.55	3.35	3.10	3.35	2.65	3-star
025	5-Star	4.60	4.60	4.35	4.10	4.45	3.85	5-star
026	4-Star	3.85	4.05	3.60	3.35	3.65	2.95	4-star
027	3-Star	3.10	3.35	2.85	3.10	3.05	2.25	3-star
028	4-Star	4.35	4.60	3.85	4.10	4.30	3.55	4-star
029	5-Star	4.85	4.85	4.60	4.35	4.75	4.20	5-star
030	3-Star	3.60	3.85	3.60	3.60	3.60	2.85	3-star

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Appendix C: Reliability Analysis Table

The detailed internal consistency and reliability statistics for each survey item are presented in the matrix below.

Table 13
Internal Item Reliability Indicators (Final Sample N = 384)

Construct / Survey Item	Item-Total Corr.	Alpha if Item Deleted
Physical Servicescape (PS)		**Construct α = 0.842**
PS1. Cleanliness and Hygiene	0.712	0.785
PS2. Ambient Appeal and Comfort	0.684	0.796
PS3. Layout and Navigation Ease	0.651	0.812
PS4. Local Heritage Decor	0.628	0.822
Staff Responsiveness & Competence (SRC)		**Construct α = 0.881**
SRC1. Prompt Service Delivery	0.765	0.835
SRC2. Professional Competence	0.741	0.846
SRC3. Consistent Helpfulness	0.758	0.839
SRC4. Cultural Service Warmth	0.702	0.858
Digital Touchpoints & Convenience (DTC)		**Construct α = 0.814**
DTC1. Seamless Online Booking	0.658	0.758
DTC2. Accurate Check-In Systems	0.632	0.769
DTC3. Smart In-Room Conveniences	0.621	0.774
DTC4. Responsive Digital Comm	0.604	0.781
Personalization & Customization (PC)		**Construct α = 0.835**
PC1. Preference Recognition	0.685	0.775
PC2. Tailored Recommendations	0.654	0.789
PC3. Stay History Integration	0.662	0.785
PC4. Custom Amenities Allocation	0.638	0.795
Customer Satisfaction (CS)		**Construct α = 0.874**
CS1. Expectation Confirmation	0.742	0.825
CS2. Overall Quality Satisfaction	0.768	0.814
CS3. Decision Affirmation	0.721	0.834
CS4. Comfort and Happiness	0.698	0.842
Guest Loyalty (GL)		**Construct α = 0.865**
GL1. Repeat Stay Intentions	0.751	0.810
GL2. Positive Referrals	0.732	0.818
GL3. Online Travel Reviews	0.714	0.826
GL4. Price Premium Tolerance	0.648	0.852

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Appendix D: Sample Ethics Statement

INFORMED CONSENT STATEMENT

Study Title: Customer Experience Management and Its Influence on Guest Loyalty in Hotels and Tourism Establishments in the Philippines

You are invited to participate in a research study conducted by **Dr. Emmanuel S. Ramos** (University of the Philippines Diliman) and **Dr. Maria Theresa G. Santos** (De La Salle University, Manila). This study evaluates how customer experiences across physical, human, and digital touchpoints influence customer satisfaction and loyalty.

Participation Procedures:
If you agree to participate, you will complete a questionnaire taking approximately 8–10 minutes.

Voluntary Participation:
Your participation is entirely voluntary. You may choose not to answer any specific questions or withdraw from the survey at any point without any negative consequences.

Risks and Benefits:
There are no direct risks associated with this study. Your participation helps provide valuable information to improve quality standards and services in the hospitality sector. Upon completion, you may choose to enter a raffle for hotel dining vouchers.

Confidentiality and Data Protection:
In compliance with the Data Privacy Act of 2012 (Republic Act No. 10173), all responses are confidential and anonymous. No personally identifiable information will be collected or shared. The data will be stored securely and used solely for academic research and publication purposes.

Contact Information:
For questions or concerns regarding this study, you may contact the corresponding author at esramos@up.edu.ph.

By continuing to the survey, you acknowledge that you have read and understood the information above and voluntarily agree to participate in this study.
Thank you for your valuable time and contribution.

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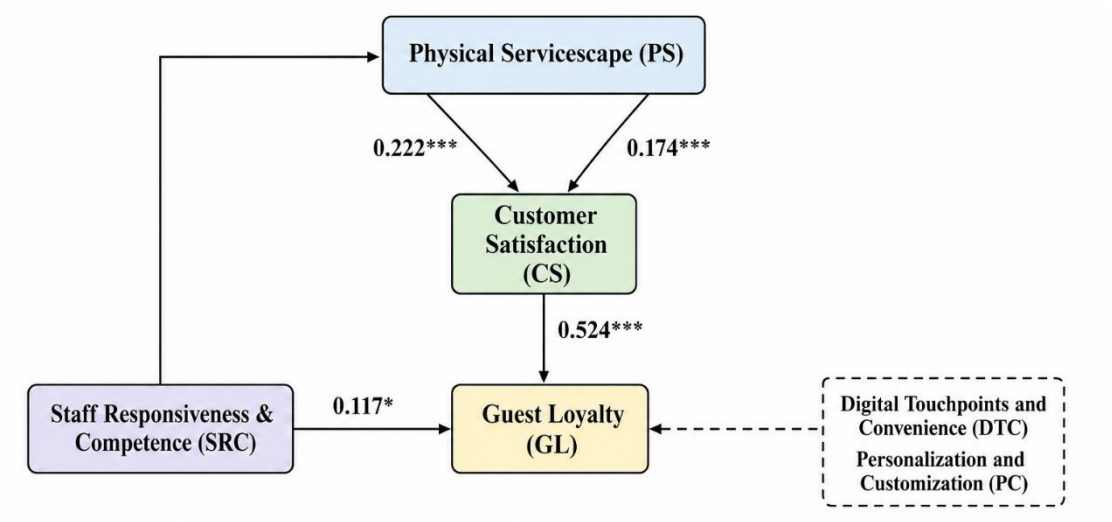
Appendix E: Conceptual Framework Structural Diagram

The conceptual framework is presented below, showing the standardized regression path coefficients (β) estimated from the empirical analyses.



Note: Standardized path coefficients (β) are shown.
* $p < 0.05$, *** $p < 0.001$.
The direct paths from Digital Touchpoints and Convenience (DTC) and Personalization and Customization (PC) to Guest Loyalty were non-significant ($p > 0.05$) and are omitted from direct display, confirming complete mediation through Customer Satisfaction (CS).

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