International Journal of Tourism and Hospitality

Publisher's Home Page: https://www.svedbergopen.com/

SvedbergOpen
DISSEMINATION OF KNOWLEDGE

Research Paper

Open Access

Customer Relationship Management of the Front Desk Officers of the Hotels and Resorts in Calbayog City, Samar

Ghilson B. Amor[1*], Donald M. Patimo[2], Marianni Joy D. Lacaba[3] and Mia Cheryl E. Casiracan[4]

[1]Northwest Samar State University, Calbayog City, 6710 Samar, Philippines. E-mail: ghilson.amor@nwssu.edu.ph
[2]Northwest Samar State University, Calbayog City, 6710 Samar, Philippines. E-mail: donald.patimo@nwssu.edu.ph
[3]Northwest Samar State University, Calbayog City, 6710 Samar, Philippines. E-mail: marianni.joy.lacaba@nwssu.edu.ph
[4]Northwest Samar State University, Calbayog City, 6710 Samar, Philippines. E-mail: mia.casiracan@nwssu.edu.ph

Abstract

Customer relationship management is the current trend in any industry most especially in lodging which focused more on building long-term relationships and providing customer satisfaction with its stakeholders. The study was conducted in the four commercial hotels and three resorts in Calbayog City, Samar, Philippines. The descriptive-assessment method of research was used to assess some variables of the study, survey questionnaires as instrument, frequency and percentage distribution and *t*-test. Universal sampling was used for the hotel employees and convenient sampling for the selection of guests as respondents. The profile of the front desk officers showed that majority of them are in the middle age particularly young adults, single, college graduate and has work experience. While the aspects on customer service was highly observed and the level of their skills was 'very satisfactory'. However, there is a significant difference on the perceptions of the two groups of respondents on their customer service and level of skills. The overall mean of the hotel employees is greater compared to the total mean of the hotel guests. This might mean that since these employees are connected to these hotels, they gave higher rating compared to the hotel guests. Aside from this, findings shows that the problems encountered by the guests includes being inattentive to calls or emails, negligence on their wake-up call service and overbooking. This clearly reveals that there is really a need to improve their services.

Keywords: *Customer Relationship Management, Customer service, Lodging, Front Desk Officers, Customer satisfaction*

1. Introduction

The Hospitality industry is one of the major sources of revenue and employment in the Philippines as well as other countries. Hotels, resorts and other establishments for lodging and accommodation play a significant role in the promotion of the hospitality business since they provide most of services needed by tourists and travelers (Rutherford and Michael, 2007). In Calbayog City, it can be observed that many hotels and other business establishments were growing so fast that proves the increase and development of the city's tourism and hospitality industry. The Front Office also known as the "Reception Area" is one of the divisions or departments of a hotel. It is the first contact of guests that

---

* Corresponding author: Ghilson B. Amor et al., Northwest Samar State University, Calbayog City, 6710 Samar, Philippines. E-mail: ghilson.amor@nwssu.edu.ph

makes his first and oftentimes lasting impression about the hotel. This area focused more on room reservations, guest relations assistance, and other related matters.

In a relative manner, Customer Relationship Management (CRM) is currently one of the hottest topics in the fields of business strategy, information technology, and marketing management. It is a management philosophy that calls for the reconfiguration of the firm's activities around the customer. It focuses on dealing or treating the customers properly or intimately by developing a closer relationship (Rutherford and Michael, 2007). If the CRM can be handled properly, it can lead to increase in customer satisfaction and will contribute to the decrease of overall marketing expenditures. In this matter, the researchers conducted this study to assess and evaluate the status of the customer relationship management as to their extent of customer service, level of skills and the problems encountered by the front desk officers of the hotels and resorts in Calbayog City based on the perceptions of their respective customers or guests, as well as their employees. Findings of this study would give clear evidence and detailed information for the training and development of the front desk officers in customer service, customer relationship management and the required competencies.

2. Literature Review

The accommodation sector covers a huge part of a tourist's expenditure during travel. These are facilities where visitors can stay, rest, relax and sleep while away from home. There are a variety of accommodation facilities to meet the customer's needs, preferences, and budget (Badilla, 2021).

Front office is the area that lies within the room division. It is the most visible department in which the hotel usually starts operating. Front office is responsible for the arrival of the guest up to the point that the guests are going to leave the premises of the hotel. Front Office plays an important role because they are the first set of personnel that guests interact with which we all know that this first interaction will make a lasting impression to the guests. This same impression will reflect that of the entire hotel or organization. In this aspect, the front office personnel can make or break a sale (Ismael, 2002). The front desk or reception area is where staff-guest interaction is probably most intense. The front desk manages the room inventory as well as the check-in and check-out process and the account activities for each guests in house. Throughout the day, the front desk associate spends a significant amount of time providing guest services including directions, restaurant and activity recommendation, reservations, and rate inquiries.

According to (Rutherford and Michael, 2007) Customer Relationship Management (CRM) is a managerial philosophy that enables a firm to become intimately familiar with its customers which is currently gaining widespread popularity in many industries. Firms that embrace CRM strive to provide consistent and personal customer service overtime and across multiple touch points. At first glance, the lodging sector, with its emphasis on customer service and multiplicity of customer touch points, seems ideally positioned to take advantage of CRM initiatives. Likewise, he studied a national sample of front office managers (FOMs) and concluded that communication had emerged as a central issue. FOMs had added to the predictable role of department manager responsibilities as facilitator and broker of communication in its various forms among the other hotel departments, the front office, and the hotel guests. A major conclusion of this study was that hotel firms should consider communication skills an important criterion in considering candidates for the position of FOM.

Customer satisfaction is a term frequently used in marketing. It is a measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals."

The hotel industry provides intangible service primarily. Female employees pay more attention to others' strong feelings, have strong communication skill, and are good listeners, thus more easily communicating with other staffs and customers. Consequently, the proportion of females engaged in hotel work is higher, however the turnover rate of male employees is greater compared to female employees. Females are usually not engaged in male positions or some positions where they are required to manage many more male employees such as security department, kitchen and engineering department. However, room division, marketing department, human resources department, front office department, finance department and food and beverage department are considered to be more suitable and best career paths for females (Ismael, 2002).

The elements of CRM range from company's websites and emails to mass mailings and telephone calls. Social media represents one way companies adapt to trends that benefit their bottom line. Special CRM software aggregates customer

information in one place to give businesses easy access to data, such as contact data, purchase history and any previous contact with customer service representatives. This data helps employees interact with clients, anticipate customer needs, recognize customer updates and track performance goals when it comes to sales. CRM software's main purpose is to make interactions more efficient and productive. For successful CRM, companies must learn to discern useful information and superfluous data, and weed out any duplicate and incomplete records that may give employees inaccurate information about customers. With the growth of the Internet and related technologies, customers are concerned over the privacy and safety of their personal information. Therefore, businesses need to ensure the storage and analysis of their customer data has the highest levels of protection against cyber criminals, identity theft and other breaches of security. The entire point of CRM is to build positive experiences with customers to keep them coming back so a company creates a growing base of returning customers. Ultimately, CRM serves to enhance the customer's overall experience (Investopedia, 1999).

Likewise, Investopedia (1999) defined the customer service as the process of ensuring customer satisfaction with a product or service. Often, customer service takes place while performing a transaction for the customer, such as making a sale or returning an item. Customer service can take the form of an in-person interaction, a phone call, self-service systems, or by other means. It is an extremely important part of maintaining ongoing client relationships, which are key to continuing revenue. For this reason, many companies have worked hard to increase their customer satisfaction levels. Although many people may work behind the scenes at a company, it is primarily the personnel that interact directly with customers that form customers' perceptions of the company as a whole. While customer delight is surprising a customer by exceeding his or her expectations and thus creating a positive emotional reaction. This emotional reaction leads to word of mouth.

According to Agilysys Solutions (2003), a company which provides Property Management Systems and Point of Sale for hotels and other companies. A hotel is a unique operation that requires robust system tools supported by an experienced technology partner. It is important to streamline your operations so you can focus on providing exceptional guest service. A property management system will help you make lasting connections that enhance guest satisfaction, boost efficiency of staff and operational workflow, and grow revenue opportunities with automated engagements. A property management systems has a powerful mobile dashboard that displays performance details, including arrivals, departures, VIPs, total guests, rooms booked, house status, housekeeping, revenue and more. If the CRM can be handled properly, it can develop a closer relationship with customers, the firm will gain a competitive advantage, and it can lead to increase in customer satisfaction and will contribute to the decrease of overall marketing expenditures.

3. Methodology

The descriptive-assessment method of research was used to assess some variables related to the study. The respondents of the study consists of the hotel employees and the hotels guests. Thus, universal sampling was used for the employees and convenient sampling for the selection of the guests. The researchers will conduct an actual visit, and will utilize a survey questionnaire for its respondents. The study was conducted in the seven identified hotels and resorts in Calbayog City, Samar, Philippines namely; Ciriaco Hotel and Resort, Marju Krisel and Resort, I's Plant Hotel, Mondejares Puertes Resort, Midtown Inn, Almira Hotel and Sophia Dianne. The researchers conducted an actual visit and survey where the scope of the study and its respondents is located.

Frequency and Percentage Distribution were utilized to determine the profile of the respondents in terms of age, sex, civil status, academic qualification and work experience in the identified hotels. To assess the extent of customer service and the level of skills of the front desk officers, weighted mean and standard deviation were used. The *t*-test was used to find out the result of the significant difference on the perception of the respondents on the extent of customer service and the level of skills of the front desk officers in front office management. To determine the problems encountered by the Front Desk Officers, frequency and ranking was implied.

4. Results and Discussion

This section presents the findings of the study on the front desk officers' profile, extent of customer service, level of skills, and problems encountered. The significant difference on the perception of the hotel guests and personnel on the extent of customer service and level of skills of the front desk officers in identified hotels in Calbayog City are also included. Table 1 presents the frequency distribution on the profile of the front desk officers. The respondents profile was determined in terms of their age, sex, civil status, academic qualification and work experience.

Table 1: Frequency and Percentage Distribution on the Profile of the Front Desk Officers		
Variables	**Frequency**	**Percentage**
AGE (in years)		
20 and below	9	9.1
21 – 30	51	51.5
31 – 40	20	20.2
41 – 50	16	16.2
50 and above	**3**	**3**
TOTAL	**99**	**100**
Mean Age	30.84 years	
Standard Deviation	9.478 years	
SEX		
Male	51	51.5
Females	48	48.5
TOTAL	**99**	**100**
CIVIL STATUS		
Single	59	59.6
Married	38	38.4
Widow	1	1
Separated	1	1
TOTAL	**99**	**100**
ACADEMIC QUALIFICATION		
College Graduate	58	58.6
College Level	21	21.2
High School Graduate	11	11.1
High School Level	3	3
Elementary Graduate	1	1
TESDA NC II Holder	5	5.1
TOTAL	**99**	**100**
WORK EXPERIENCE		
With Experience	88	88.9
Without Experience	10	10.1

Table 1 (Cont.)		
Variables	**Frequency**	**Percentage**
No Answer	1	1
TOTAL	**99**	**100**

As shown in the table, their mean age was 30.84 years old with a standard deviation of 9.478 years. This means that majority of the front desk officers are in the middle age particularly adults. Out of 99 front desk officers, 48 or 48.50% are females and 51 or 51.50 % are males. This indicates that presently, the front desk officers of the hotels in Calbayog City are predominated by male. In terms of civil status majority more than 50% or 59 or 59.60% of the front desk officers were single. While in their educational attainment more than 50% of the front desk officers were college graduate and they have enough education and skills towards their work. While 88% of them has the work experience prior to this job.

Table 2 presents the summary of the perceived extent of customer service of the Front Desk Officers in Selected Hotels in Calbayog City.

Table 2: Summary Table of the Means and Standard Deviations on the Perceived Extent of Customer Service of the Front Desk Officers in Hotels and Resorts in Calbayog City								
Indicators	**Hotel Guests**			**Hotel Employees**			**Overall**		
	Mean	**Desc**	**SD**	**Mean**	**Desc**	**SD**	**Mean**	**Desc**	**SD**
Promptness	4.16	HO	0.564	4.44	HO	0.667	4.23	HO	0.605
Attention to Details	4.23	HO	0.602	4.45	HO	0.699	4.29	HO	0.636
Body Language	4.05	HO	0.664	4.35	HO	0.789	4.13	HO	0.711
Verbal Skills	4.09	HO	0.544	4.28	HO	0.787	4.14	HO	0.622
Physical Appearance	4.06	HO	0.648	4.25	HO	0.703	4.11	HO	0.668
OVERALL	4.12	HO	0.486	4.39	HO	0.750	4.19	HO	0.580

Note: Legend: 4.51 – 5.00(VHO) Very Highly Observed, 3.51 – 4.50 (HO) Highly Observed, 2.51 – 3.50 (MO) Moderately Observed; 1.51 – 2.50(PO) Poorly Observed, 1.00 – 1.50 (NO) Not Observed.

In summary, the overall mean of 4.19 with a standard deviation of 0.580 shows that the customer service skills of the front desk officers as to promptness, attention to details, body language, verbal skills and physical appearance was "highly observed" by the respondents. These data imply that the front desk officers in Calbayog City are hospitable and well-trained in providing customer service and satisfaction, they are well-trained in verbal communication and their customer approach in terms of oral communication was effective and can easily be understood by the guests. This also means that they are properly trained with the appropriate and professional appearance in their work, shows positive body languages while doing their job, attentive to the needs of their guests, prompt and committed in providing their services.

Table 3 presents the means and standard deviations on the perceived level of skills of the front desk officers in front office management in terms of basic competencies.

The overall mean of 4.10 with a standard deviation of 0.672 shows that the competencies of demonstrating quality guest's service, practices and adheres to safety policies and procedures was described as "very satisfactory" by the respondents. This means that the front desk officers of these hotels has the necessary and basic competencies required in the front office.

Table 4 presents the means and standard deviations on the perceived level of skills of the front desk officers in front office management in terms of common competencies.

Table 3: Means and Standard Deviations on the Perceived Level of Skills of the Front Desk Officers in Front Office Management in terms of Basic Competencies

Indicators	Hotel Guests			Hotel Employees			Overall		
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD
Exhibiting a professional appearance by wearing proper uniform and practicing good grooming at all times.	3.94	VS	0.823	4.25	VS	0.861	4.02	VS	0.843
Smiling and greeting internal and external guests; and	4.12	VS	0.852	4.32	VS	0.914	4.18	VS	0.872
Addressing guest and co-workers by name	4.03	VS	0.807	4.14	VS	0.872	4.06	VS	0.825
Relating how safety policies and procedures can benefit both the workplace and the guests; and	4.13	VS	0.701	4.31	VS	0.869	4.18	VS	0.752
Properly using office equipment as per the directions specified in the manual	4.22	VS	0.700	4.36	VS	0.756	4.26	VS	0.716
Responds well to all emergencies that may arise in the hotel	4.14	VS	0.741	4.32	VS	0.836	4.19	VS	0.770
Returns lost and found items in accordance with the property's standards	4.14	VS	0.678	4.36	VS	0.769	4.20	VS	0.708
Demonstrates the highest degree of telephone skills and courtesy	3.85	VS	0.878	4.32	VS	0.774	3.97	VS	0.875
Exhibits high communication skills by relating well with guest	3.85	VS	0.960	4.42	VS	0.716	4.00	VS	0.937
Relates all the facilities and services as well as the surrounding community to guest	3.97	VS	0.790	4.34	VS	0.819	4.07	VS	0.813
Can work in a team environment	4.12	VS	0.772	4.40	VS	0.813	4.19	VS	0.792
Practices career professionalism	3.98	VS	0.783	4.38	VS	0.763	4.08	VS	0.797
OVERALL	4.04	VS	0.604	4.27	VS	0.811	4.10	VS	0.672

Note: Legend: 4.51 – 5.00 (E) Excellent, 3.51 – 4.50 (VS) Very Satisfactory, 2.51 – 3.50 (S) Satisfactory, 1.51 – 2.50 (F) Fair, 1.00 – 1.50 (P) Poor.

Table 4: Means and Standard Deviations on the Perceived Level of Skills of the Front Desk Officers in Front Office Management in terms of Common Competencies								
Indicators	**Hotel Guests**			**Hotel Employees**			**Overall**		
	Mean	**Desc**	**SD**	**Mean**	**Desc**	**SD**	**Mean**	**Desc**	**SD**
Develop and update industry knowledge like media, industry association, reference books, trainings, seminars, workshops and etc.	3.49	S	0.980	4.05	VS	0.953	3.64	VS	1.002
Observes workplace hygiene procedures	3.83	VS	0.854	4.30	VS	0.789	3.95	VS	0.861
Can perform computer operations	3.41	S	1.113	4.15	VS	1.071	3.60	VS	1.148
Performs workplace safety practices	3.88	VS	0.888	4.42	VS	0.757	4.02	VS	0.888
Provides effective customer services	3.76	VS	0.951	4.45	VS	0.812	3.94	VS	0.965
OVERALL	3.67	VS	0.849	4.19	VS	0.878	3.81	VS	0.885

Note: Legend: 4.51 – 5.00 (E) Excellent, 3.51 – 4.50 (VS) Very Satisfactory, 2.51 – 3.50 (S) Satisfactory, 1.51 – 2.50 (F) Fair, 1.00 – 1.50 (P) Poor

Thus, despite the disagreement of the respondents on some aspects of the common competencies in front office management, the overall mean of 3.81 with a standard deviation of 0.885 was described as "very satisfactory". This clearly means that the common competencies which is expected from a front desk officer was delivered and practiced by these hotels. It also implies that they develop and update industry knowledge like media, industry association, reference books, trainings, seminars, workshops and etc., observes workplace hygiene procedures, can perform computer operations, performs workplace safety practices and provides effective customer services.

Table 5: Means and Standard Deviations on the Perceived Level of Skills of the Front Desk Officers in Front Office Management in terms of Core Competencies								
Indicators	**Hotel Guests**			**Hotel Employees**			**Overall**		
	Mean	**Desc**	**SD**	**Mean**	**Desc**	**SD**	**Mean**	**Desc**	**SD**
Can receive and process reservation	3.94	VS	0.844	4.28	VS	1.018	4.03	VS	0.905
Can operate a computerized reservation system	3.41	S	1.163	4.17	VS	1.065	3.61	VS	1.185
Can provide accommodation reception services	3.81	VS	0.875	4.34	VS	0.867	3.95	VS	0.903
Able to conduct a night audit after the shift	4.06	VS	0.858	4.30	VS	0.888	4.12	VS	0.871
Provides porter services to the guests	3.73	VS	1.217	4.32	VS	0.892	3.88	VS	1.169
OVERALL	3.79	VS	0.814	4.18	VS	0.945	3.89	VS	0.867

Note: Legend:4.51 – 5.00 (E) Excellent, 3.51 – 4.50 (VS) Very Satisfactory, 2.51 – 3.50 (S) Satisfactory, 1.51 – 2.50 (F) Fair, 1.00 – 1.50 (P) Poor.

Table 5 presents the means and standard deviations on the perceived level of skills of the front desk officers in front office management in terms of core competencies.

In terms of the core competencies, the overall mean of 3.89 with a standard deviation of 0.867 was described as "very satisfactory". This data implies that they can receive and process reservation, can operate a computerized reservation system, can provide accommodation reception services, able to conduct a night audit after the shift and provides porter services to the guests.

Table 6: Summary Table of the Means and Standard Deviations on the Perceived Level of Skills of the Front Desk Officers in Hotels and Resorts in Calbayog City									
Indicators	Hotel Guests			Hotel Employees			Overall		
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD
Basic Competencies	4.04	VS	0.604	4.27	VS	0.811	4.10	VS	0.672
Common Competencies	3.67	VS	0.849	4.19	VS	0.878	3.81	VS	0.885
Core Competencies	3.79	VS	0.814	4.18	VS	0.945	3.89	VS	0.867
OVERALL	3.84	VS	0.706	4.21	VS	0.795	3.94	VS	0.748
Note: Legend: 4.51 – 5.00 (E) Excellent, 3.51 – 4.50 (VS) Very Satisfactory, 2.51 – 3.50 (S) Satisfactory, 1.51 – 2.50 (F) Fair, 1.00 – 1.50 (P) Poor.									

Table 6 displays the summary of the perceived level of skills of the front desk officers in selected hotels in Calbayog City.

In summary of the perception of the respondents on the level of skills of the front desk officers in selected hotels in Calbayog City, the means of dimensions on basic competencies (4.10), common competencies (3.81) and core competencies (3.89) were described as "very satisfactory". These data generally imply that the expected level of skills as practiced by the front desk officers in the different hotels and resorts in Calbayog City were all practiced and implemented in their workplace.

Table 7: Ranking on the Problems Encountered by the Front Desk Officers in Front Office Management		
Problems Encountered	Frequency	Rank
Unanswered calls and emails by guests	26	1
Overbooking	21	2
Negligence of task in waking up a guest who requested for a wake-up call	19	3
Negligence of handling room transfer and room count	17	4
Negligence in protecting guests valuables	11	5
Giving wrong instructions to the guests	9	6

Table 7 shows the ranking of the problems encountered by the front desk officers in front office management in the selected hotels of Calbayog City.

As seen in the table, the three major problems encountered by the front desk officers includes unanswered calls and emails by guests, overbooking and negligence of task in waking up a guest who requested for a wake-up call. This implies that problems really do exist in any organization, and just like any other service industries there are also many problems encountered in tourism and hospitality specifically in the lodging industry. This also means that people now are more inclined to calls and emails rather than personal conversations or inquiries most especially in the lodging industry which accommodates room reservations, venue, restaurant and etc.

Table 8: Test of Significant Difference on the Perception of the Respondents on Extent of Customer Service of the Front Desk Officers in Hotels and Resorts in Calbayog City

Conditions	Mean Difference	t-value	df	p-value
Promptness	-0.284	-3.854**	157	0.000
Attention to Details	-0.218	-2.809**	160	0.006
Body Language	-0.299	-3.431**	157	0.001
Verbal Skills	-0.192	-2.283*	139	0.024
Physical Appearance	-0.194	-2.540*	387	0.011
OVERALL	-0.269	-3.396**	134	0.001

Note: Legend: ** – Difference is highly significant at 0.05 level (p-value < 0.01);* – Difference is significant at 0.05 level (p-value < 0.05)

Table 8 shows the findings on the test of significant difference on the perception of the respondents on the extent of customer service of the front desk officers in selected hotels in Calbayog City.

The findings imply that the null hypothesis of the study is rejected. There is significant difference on the perception of the respondents in promptness, attention to details, body language, verbal skills and physical appearance. This shows that the two groups of respondents have different perspectives on the extent of customer service of the front desk officers. Hence, it can be observed that there is a greater interaction and relationship between the front desk officers and the hotel employees, compared to the relationship of the front desk officers to the hotel guests which start and ends only during inquiries and business transactions.

Table 9: Test of Significant Difference on the Perception of the Respondents on Level of Skills of Front Desk Officers in Front Office Management

Conditions	Mean Difference	t-value	df	p-value
Basic Competencies	-0.227	-2.967**	387	0.003
Common Competencies	-0.512	-5.114**	175	0.000
Core Competencies	-0.392	-3.739**	160	0.000
OVERALL	-0.377	-4.253**	163	0.000

Note: Legend: ** – Difference is highly significant at 0.05 level (p-value < 0.01).

Table 9 sows the significant difference on the perception of the respondents on level of skills of front desk officers in front office management.

The findings imply that the null hypothesis of the study is rejected. There is a significant difference on the perception of the respondents in basic competencies, common competencies and core competencies. This means that the two groups of respondents have different observation and perspectives on the level of skills of the front desk officers. It also supports the fact that not all front desk officers are practicing properly the basic, common and core competencies expected in front office management.

5. Conclusion

The following conclusions were drawn from the findings of the study:

1. The study revealed that majority of the Front Desk Officers were single, college graduate, and predominantly male belonging to the young adult stage groups of 21 to 30 years old.

2. The findings show that the respondents perception on the extent of customer service was "highly observed" hence, this component in the front office needs serious yet sincere values and abilities to continuously met the expectations of the guests.

3. The level of skills of the front desk officers is very satisfactory in the front office. It means that they really give focused and attention to satisfy the needs of the guests in the hotel.

4. There is a significant difference on the perception of the respondents on the extent of customer service by the front desk officers, which means that the two groups of respondents have different perspectives on the extent of customer service. It supports the fact that the interaction and relationship of the hotel employees to the front desk officers is greater and closer compared to the hotel guests. And it could be the reason why they gave higher rating compared to the rating of the hotel guests.

5. There is a significant difference on the perception of the respondents on the level of skills of the front desk officers. This means that there is really a need to improve their skills in front office management in order to satisfy the needs of the guests.

6. The number one problem in the front office is the unanswered calls and emails by the front desk officer followed by overbooking and negligence of task in waking up a guest who requested for a wake-up call. This means that the front desk officers are not prompt in providing guest services and these things can be reflected as negligence of their duty.

References

Rutherford, D.G. and Michael, J.O.F. (2007). *Hotel Management and Operations*, Fourth Edition. Singapore: John Wiley & Sons, Inc.

Badilla, Maria Criselda G. (2021). *Tourism and Hospitality Marketing, Sampaloc*, Manila: Rex Bookstore, Inc.

Ismael, A. (2002). *Front Office Operations and Management*, 1st edition. Delmar Cengage Learning.

Tourism and Hospitality Development between China and EU (2011). Why Should Gender Differences in Hospitality Really Matter? http://www.tandfonline.com/doi/full/10.1080/1331677X.2014.975516

Point of Sale System for Hotels (POS). https://hotelmanagementsoftware.wordpress.com/2015/03/11/the-impact-of-point-of-sale-system-on-hotel-management/Agilysys PMS and POS Solutions. https://www.agilysys.com/

Investopedia Archives. http://www.investopedia.com/

Customer Service Research Articles. http://customerservicezone.com/db/Research_Articles_For_Customer_Service/z