The Mediating Effect of Service Quality on The Relationship between Customer Relationship Management and Hotel Performance in Davao Region, Philippines

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Author's contribution

The sole author designed, analysed, interpreted and prepared the manuscript.

Original Research Article

ABSTRACT

This study determined the mediating effect of service quality on the relationship between customer relationship management and hotel performance in Davao region. The descriptive correlational research design was utilized in this study with a sample of 150 hotel employees who are selected using random sampling technique. Sets of validated adapted survey questionnaires were used in obtaining data from the respondents which was distributed and collected in both online and face to face method. The data were analyzed using the Mean, Pearson-r, multiple regression analysis and med graph using Sobel z-test. The results revealed that the levels of customer relationship management, hotel performance, service quality are evident most of the time. Moreover, significant

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relationship existed between these variables. Lastly, a significant partial mediation of service quality on the relationship between customer relationship management and hotel performance in Davao region was proven in the study.

1. INTRODUCTION

Nowadays, the hotel performance of employees and management has been found inadequate. The reason for this was the lack of customer loyalty, efficiency work process, skills of employee and employee satisfaction which resulted in lack of revenue. These were now the challenge of every hotel before and even during the pandemic crisis comes. Hotel employees and management do not give quality service reasons why their hotel guests/clients no longer repeatedly experience their services (Sarwar et al., 2021: Nguyen & Chi, 2020).

Incidentally, in this significant era of competition in whatever field of business, enterprise, and hotel industry to pinpoint or address the improvement of hotel performance despite the stiff competition in local, national, and international settings. Still, the issue of hotel performance continues to be a persistent problem both inside and outside of the country. This indicates a gap somewhere along the line. Ideally, the hotel and lodging industry should empower management and employee welfare to affect customer perspectives and increase profitability harmoniously. Under this work process, every service provider in the hotel should improve in terms of their physical facilities, ability to perform the expected service dependably and accurately, willingness to provide prompt service, displayed by hotel staff (Anwar B., & Haider, S. 2021: Alkahtani et al., 2021).

In today's competitive world, service quality was primarily rooted in the drive to improvement poor hotel performance. It seeks to diagnose the perceived performance of hotel service quality and guest satisfaction. Of course, these things may happen if the management cordially adheres to their corporate standard projections. By evaluating, hoteliers may determine the current condition and circumstance regarding whether the hotel meets the expectation requirements (Kitsios & Grigoroudis, 2020). The hotel and tourism industry serves as the primary market for hotel and restaurant service; increases in visitor traffic over the past twenty years resulted in a corresponding boom in the hotel industry. The hotel industry has flourished even as it struggled to cope with complex challenges. The growth of the hotel industry and several players with their variety of services has been notable during the period (Jeong-Gil & Y-Wei 2022: Nadzri et al., 2022).

In Davao region, there are still hotels and lodging industry that did not adopt an adequate customer relationship management reason why they experience poor hotel performance in their employee and management and thereby did not meet their projections. Hotels must embrace a new strategy like customer relationship management strategies and service quality to equip hotel employees and management with exemplary corporate culture to capture outstanding market share, leading to increased revenue. And this is the ultimate projection of every hotel management (Zaki, 2021). The researcher is interested in conducting a research study in the local setting of service quality as a mediating variable on the relationship between

The customer relationship management strategies and hotel performance among hotels to be conducted. Furthermore, it is in this innermost reason that the researcher was prompted to conduct the study to determine customer relationship management strategy that will influence hotel performance, analyze the customer relationship management strategy that will impact service quality, and find out further if service quality can mediate the relationship between customer relationship management strategy and hotel performance in Davao region.

1.1 Research Objective

This study determined the mediating effect of Service quality on the relationship between customer relationship management strategy and hotel performance in Davao region. Specifically, the study is conducted to seek to answer the following objectives:

1. To ascertain the level of Customer Relationship management strategies among hotels in Davao region?

2. To assess the level of hotel performance in Davao region?
3. To determine the level of service quality among hotels in Davao Region?
4. To establish the relationship that exists between:
   a. Customer relationship management strategies and Hotel performance;
   b. Service quality and hotel performance
   c. Customer relationship management strategies and service quality
5. To determine the significance of mediating effect of service quality on the relationship between customer relationship management strategies and hotel performance.

1.2 Hypotheses

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

1. There are no significant relationships between service quality and customer relationship management, service quality and hotel performance, and customer relationship management and hotel performance.
2. Service quality does not significantly mediate the relationship between customer relationship management and hotel performance.

2. THEORETICAL FRAMEWORK

This study is anchored on several key claims regarding the relationship between customer relationship management (CRM), service quality, and hotel performance. First, Godolja and Spaho (2017), Mukami (2017), and Mohammad (2014) highlighted that service quality acts as a mediator in the link between CRM and hotel performance. A mediating variable explains the relationship between two other variables, in this case, CRM (independent variable) and hotel performance (dependent variable), suggesting that an effective CRM strategy can lead to increased profitability in the competitive hotel industry. Second, Ali and Othman (2021) emphasized a reciprocal relationship between hotel performance and service quality, indicating that both factors influence one another. Similarly, Van and Thai (2020) claimed that service quality is a key determinant of hotel performance. Sofi et al. (2005) posited that CRM serves as the foundation for measuring hotel performance.

Additionally, Goh and Baum (2021) argued that hotel employees who are well-versed in CRM tend to deliver better service quality, improving overall performance. These employees prioritize the interests of their hotels and are motivated to achieve better outcomes. Furthermore, Madhovi and Dhliwayo (2017) also supported the reciprocal relationship between CRM and hotel performance. Lastly, Rahimi and Gunlu (2016) asserted a significant positive relationship between CRM and hotel performance. According to Baron and Kenny (1986), a variable fully mediates the relationship when the following conditions are met: variations in the independent variable significantly affect the mediator, the mediator significantly influences the dependent variable, and the direct path between the independent and dependent variables becomes non-significant when both are included in the model. These theoretical perspectives collectively support the role of service quality as a mediator in enhancing hotel performance through CRM.

3. CONCEPTUAL FRAMEWORK

The independent variable in this study is customer relationship management which indicated needs assessment, customized services, ongoing dialogue, and employee empowerment. Mukami (2017) And mediating variable is service quality measurement Godolja & Spaho (2017).

And dependent variable is hotel performance which is indicated by financial perspective, customer perspective, internal process perspective, and learning and growth perspective (Alem Mohammad, 2014).

Customer relationship management, as indicated, is defined as follows: customer needs assessment is the process of examining and analyzing the existing customer needs to establish the difference between the current and the desired state (Messner, 2009). Firdouzi (2014) Posits that needs assessment can be simple as asking a customer what service or product they would like to have to develop an individualized service for every customer to satisfy their needs.

Customized services are defined as any creation or adjustment of service to fit the individual requirement (Ball, Coelha, Vilares, 2006). Ongoing dialogue is defined as the continuous exchanges between the organization and its

customers (Kanagal, 2012). Employee empowerment is defined as transferring power from the employer to an employee (Randolph & Kemery, 2010).

Further, the dependent variable in this study is hotel performance (Abdul- alem mohammad, 2014) which is indicated by financial perspective, customer perspective, internal process perspective, and learning and growth perspective. The hotel performance is demonstrated as follows; financial perspective involves the idea that businesses that lead to the need finance perspective—getting economic outcomes results from solving a customer problem.

Customer perspective considers external customers' point of view of the organization, which is crucial for creating financial success and revenue from buying products and services.

The internal process perspective refers to metrics based on the view that allows managers to know how well their business is running and whether its products and services conform to customer requirements.

The learning and growth perspective is the foundation of any strategy. It focuses on the intangible assets of any organization, mainly on the internal skills and capabilities required to support the value-creating internal processes.
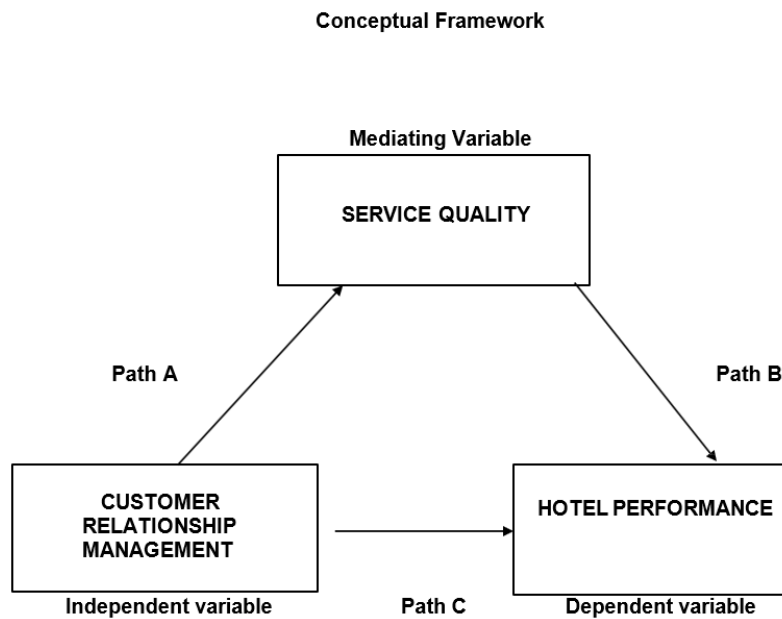
Conceptual Framework

Fig. 1. The conceptual model Showing the relationships of the variables

4. METHODOLOGY

This presents the research design used in the study, the participants and its locale, research instruments, data gathering procedure, statistical treatment of data and ethical consideration.

4.1 Research Design

This study was a quantitative non-experimental design utilizing a correlational technique. In determining the mediating effect, med graph using Sobel z-test was used. The results of this study were first generated using a descriptive correlational method. The study attempts to quantify the relationship between and among the study variables at various levels of measurement. According to Bickman & Rog (1998), descriptive correlational studies describe a phenomenon with a target population and assess the extent to which the variables are linked to each other. Because the research purpose was merely to describe the state of the situation as manifested during the study to investigate the reasons for a phenomenon, this method proved highly effective (Cohen, West & Aiken, 2003). (Kenny, 2007).

The goal of a correlation study was to determine the degree of the link between numerous quantifiable factors (two or more). It entails gathering information to establish whether or not a relationship is meaningful (Creswell, 2003). This study determined the level of customer relationship management, service quality, and hotel performance. The mediating effect of service quality on the relationship between customer relationship management and hotel performance in the Davao region was also investigated by utilizing Medgraph using Sobel z-test.

4.2 Research Locale

The area covered in this study is selected cities and towns in Davao Region. Names of places; are Davao City, Panabo City, Tagum City, Carmen, and Digos City. Names of the hotel are; Seda hotel, Apo view hotel, Hotel Uno, Grand Men Seng Hotel, Tower Inn Business Hotel, Orange Grove Hotel, Imperial Hotel, Avenue one hotel, Ok Hotel, Twin Palms, New tourist hotel, Centro Drive hotel, Golden Palace Hotel, Eagle's view hotel, Rufina hotel, Informatively speaking, the Davao region, or Southern Mindanao designated as Region XI, is one of the regions in the Philippines, located on the South-Eastern portion of Mindanao. Davao Region consist of five provinces, namely: Davao de Oros with municipality of Nabunturan as the capital, Davao del Norte with Tagum City as the capital, Davao Oriental with Mati City as the capital, Davao Occidental with municipality of Malita as the capital and Davao del Sur as Digos City as the capital. The area encloses the Davao Gulf, and its regional center is Davao City.

The region is famous for its rich mineral resource, including vast reserves of gold, copper, manganese, and nickel. Davao Region is also rich in fish and aquatic resources and has beautiful and relaxing beaches. The part is typhoon-free; thus, the area is very suitable for agriculture. Also, Davao city is ranked number three as one of the safest cities in the whole world.

4.3 Population and Sample

The respondents of this study are the manager/branch manager, heads of department, supervisor, and rank file employees of selected hotels in the Davao region from December 2020 up to January 2021. The total size of the sample population is one hundred fifty respondents (150). According to Green (1991), 150 respondents is already sufficient.

In gathering data, the researcher acquired the assistance of the various hotel administrators and duly asked for their permission to conduct the study to reach the respondents. Hence, the study was limited only to hotels in Region XI that gave their approval to conduct this study within the area of operation. A random sampling technique was used to select the hotel employees in the Davao Region regardless of their status and positions held. According to Ghauri & Gronhau (2005), random sampling means that every case of the population has an equal probability of inclusion in the sample. Moreover, the respondents' names and the respective hotels that participated in this study were not presented to protect their identity and confidentiality.

4.4 Research Instruments

The study utilized a three-part questionnaire. The first part questionnaire of Customer relationship management strategies taken from Mukami (2017) was adapted and modified. This part has three items of customer needs assessment, three things of customized services, three items of ongoing dialogue, three items of employee empowerment.

The second part of the questionnaire of hotel performance was taken from Abdul Ahem Mohammad (2012) was adopted and modified; the second part has five items from a financial perspective, four things of customer perspective, four items of internal process perspective, and four items of learning and growth perspective.

The third part of the questionnaire is service quality was taken from Godolja & Spaho (2017) was adopted and modified, the questionnaire for service quality has its items. Each item in the questionnaire for customer relationship management, hotel performance, and service quality are rated on a five-point scale from 1 as strongly disagree to a numeral five is strongly agree. The higher the scores in part one, the higher the customer relationship management (Mukami 2017); the higher the scores in part two, the higher the hotel performance (Abdul Alem Mohammad 2012); and the higher the scores in part three, the greater the service quality, (Pit & Watson 2012).

Fig. 2. Map of the Philippines highlighting Davao Region

The said instrument was submitted to the panel members for finality and validation before the actual conduct of the survey and got an average rating of 4.21. After verification, pilot testing was conducted using Cronbach Alpha to determine the validity and reliability of scales of this survey questionnaire. According to Santos (1999), a score between 0.80-0.90 is considered very good. The Cronbach alpha of this survey instrument was 0.87, which indicates that the tool is very reliable and valid.

In determining the level of customer relationship management, the means were interpreted using the scale below.

List 1. Customer relationship management

Range of Means	Level	Interpretation
4.20-5.00	Very high	Customer relationship management is always evident
3.40- 4.19	High	Customer relationship management is often evident
2.60- 3.39	Moderate	Customer relationship management is sometimes evident
1.80- 2.59	Low	Customer relationship management is seldom evident
1.00- 1.79	Very Low	Customer relationship management is never practice

In determining the level of hotel performance, the means were interpreted using the scale below.

List 2. Level of hotel performance

Range of Means	Level	Interpretation
4.20-5.00	Very high	Hotel performance is always evident.
3.40- 4.19	High	Hotel Performance is often evident.
2.60- 3.39	Moderate	Hotel performance is sometimes evident
1.80- 2.59	Low	Hotel performance is seldom evident.
1.00- 1.79	Very Low	Hotel performance is never evident.

In determining the level service quality, the means were interpreted using the scale below.

List 3. Level of service quality

Range of Means	Level	Interpretation
4.20-5.00	Very high	Service quality is always manifested.
3.40- 4.19	High	Service quality is often manifested.
2.60- 3.39	Moderate	Service quality is often manifested.
1.80- 2.59	Low	Service quality is seldom manifest
1.00- 1.79	Very Low	Service quality is never manifest

4.5 Data Collection

The survey questionnaire was administered to the identified hotels and respondents in the Davao region. After the thorough validation of the questionnaire, both internal and external validators were permitted to conduct the final survey. The following were steps observed in the conduct of the study: First, the researcher wrote a letter of authorization to every hotel manager in the Davao region. Second, when hotel managers approved the letter request to conduct the study, the researcher arranged the schedule of the distribution of the questionnaires to the respondents. Amidst these pandemic crises, the researcher did the completed survey for almost a month. The researcher had a hard time setting an appointment with the hotel manager because of the skeletal schedule of their employee. After retrieving the questionnaires, the data were tallied and presented or sent to the statistician for statistical treatment.

5. RESULTS

The output of the data sets is presented in this segment and ordered Based on the objectives of this research—first, the level of customer relationship management among hotel employees in Davao region. Second, the level of hotel performance among hotel employees and in Davao region. Third, the level of service quality among hotel employees in Davao region. Fourth, the association concerning customer relationship management and service quality, service quality and hotel performance, and customer relationship management and hotel performance; finally, the significance of the mediating effect of service quality on the relationship between customer relationship management and hotel performance.

5.1 Level of Customer Relationship Management

Shown in Table 1 is the descriptive statistics results on assessing the level of customer relationship management as perceived by hotel employee, which has an overall mean of 4.38 (SD=0.489), described as very high. The moderate level is indicative of high to very high levels surmised of its indicators, to include direction ($\bar{x}$=4.50, SD=0.536) and employee

engagement ($\bar{x}$=4.47, SD=0.579), both of which are assessed to be very high, and the following high levels of the following indicators: customized services ($\bar{x}$=4.35, SD=0.548), and ongoing dialogue ($\bar{x}$=4.21, SD=0.643).

5.2 Level of Hotel Performance

Shown in Table 2 are the descriptive statistics results in measuring the level of service quality of hotel employee in Southern Mindanao. Overall mean of hotel performance is 4.39 (SD=0.482), assessed to be very high. The high level could be attributed to predominantly very high ratings given by hotel employee on learning and growth performance ($\bar{x}$=4.39, SD=0.536), Internal process perspective ($\bar{x}$=4.28, SD=0.553) customer perspective ($\bar{x}$=4.28, SD=0.562), and financial perspective (x=4.08, SD=0.607).

5.3 Level of Service Quality

Shown in Table 3 is the descriptive statistics results on assessing the level of service quality as perceived by hotel employee, which has an overall mean of 4.45 (SD=0.464), described as very high. The high level is also reflective of high to very high levels of its indicators, to include

assurance ($\bar{x}$=4.56, SD=0.491), empathy ($\bar{x}$=4.52, SD=0.556), responsiveness ($\bar{x}$=4.50, SD=0.493), reliability ($\bar{x}$=4.41, SD=0.535), and tangibles ($\bar{x}$=4.28, SD=0.576).

5.4 Correlation between Customer Relationship Management, Hotel Performance and Service Quality among Hotels in Davao Region

Displayed in Table 4 are the results of the relationship between the independent (customer relationship management), dependent (hotel performance) and mediator (service quality) variables. Bivariate correlation analysis using Pearson product moment correlation was employed to determine the relationship between the variables mentioned.

The first zero-ordered correlation analysis between customer relationship management and service quality revealed a computed r-value of 0.795 with a Probability value of p<0.000 which is significant at the 0.05 level. This indicates that there exists a positive and strong association between the two variables (Evans, 1996). Thus, the null hypothesis of no significant relationship is therefore rejected.

Table 1. Level of customer relation management

Indicators	Mean	SD	Descriptive Level
needs assessment	4.50	.536	very high
customized services	4.35	.548	very high
ongoing dialogue	4.21	.643	very high
employee engagement	4.47	.579	very high
Overall	**4.38**	**.489**	**very high**

Table 2. Level of hotel performance

Indicators	Mean	SD	Descriptive Level
financial perspective	4.08	.607	very high
customer perspective	4.28	.562	very high
internal process perspective	4.28	.553	very high
learning and growth perspective	4.39	.536	very high
Overall	**4.39**	**.482**	**very high**

Table 3. Level of service quality

Indicators	Mean	SD	Descriptive Level
Tangibility	4.28	.576	very high
Reliability	4.41	.535	very high
Responsiveness	4.50	.493	very high
Assurance	4.56	.491	very high
Empathy	4.52	.556	very high
Overall	**4.45**	**.464**	**very high**

Table 4. Correlation analysis of the variables

Pair	Variables	Correlation Coefficient	*p*-value	Decision on Ho
IV and DV	Customer relationship management and Hotel performance	0.795	0.000	Reject
IV and MV	Customer relationship management and Service Quality	0.806	0.000	Reject
MV and DV	Service Quality and Hotel performance	0.819	0.000	Reject

The first zero-ordered correlation analysis between organizational climate and service quality revealed a computed r-value of 0.795 with a probability value of p<0.000 which is significant at the 0.05 level. This indicates that there exist a positive and strong association between the two variables (Evans, 1996). Thus, the null hypothesis of no significant relationship is therefore rejected.

In the same manner, second bivariate correlation analysis involving customer relationship management and hotel performance yielded an r-value of 0.806 with a probability value of p<0.000, which is significant at 0.05 level. This indicates that there exist a positive yet very weak association between.

The two variables (Evans, 1996). Thus, the null hypothesis of no significant relationship is also rejected.

The third correlational analysis between service quality and hotel performance yielded an r-value of 0.819 with a probability value of p = 0.000, which is significant at 0.05 level. This indicates that there exist a strong association between the two variables (Evans, 1996). Thus, the null hypothesis of no significant relationship is rejected, and that service quality and hotel performance may be independent and non-associated variables of their own.

5.5 Path Analysis

The data entry for the different path is displayed in Table 5. The independent variable is customer relationship management (IV), the dependent variable is hotel performance (DV), and the mediating variable is service quality (MV). There were four steps involved in the path analysis.

In step 1, customer relationship management as the independent variable (IV) significantly predicts hotel performance of hotel employee, which is this study 's dependent variable (DV).

In step 2, customer relationship management significantly predicts service quality, the mediator (MV).
In step 3, service quality significantly predicts hotel performance of hotel employee.

In step 4, (denoted as c '), the effect of customer relationship management on hotel performance was even found to increase after mediated by service quality.

With this, partial mediation took place since the effect was found to be significant at p<0.05 level. Furthermore, the result of the computation of mediating effects is shown in Fig. 3. The Sobel test yielded a z-value of 6.395085 with a p-value of 0.010886, which is significant at 0.05 level. This means that mediating effect is partial, such that the original direct effect of customer relationship management on hotel performance improved upon the addition of service quality. The value of Sobel z indicates that the addition of hotel performance does not reduce, but rather improves the effect of customer relationship management on hotel performance. The figure also shows the results of the computation of the effect size in the mediation test conducted

Table 5. Regression results of the variables in the four criteria of the presence of mediating effect

Step	Path	Beta (Unstandardized)	Standard Error	Beta (Standardized)
Step 1	C	0.797	0.050	0.795
Step 2	A	0.765	0.046	0.806
Step 3	B	0.539	0.078	0.510
Step 4	c'	0.385	0.074	0.383
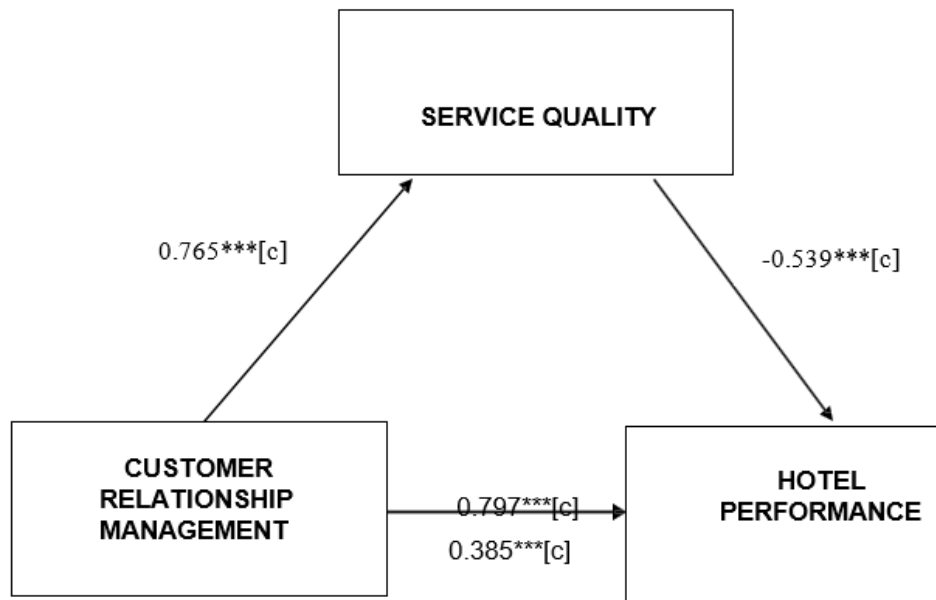
Fig. 3. Med graph showing the variables of the study

List 4. Mediation analysis of the three variables

Sobel z-value	6.395085, $p<0.05$
Percentage of the total effect that is mediated	51.76438%
Ratio of the indirect to the direct effect	1.073157

List 5. Effect Size Measures

Unstandardized Coefficients	
Total:	0.797
Direct:	0.385
Indirect:	0.765
Ratio Index:	0.960

between the three variables. The effect size measures how much of the effect of customer relationship management on hotel performance can be attributed to the indirect path.

The total effect value of 0.910 is the beta of customer relationship management towards hotel performance. The direct effect value of 0.924 is the beta of customer relationship management towards hotel performance with service quality included in the regression.

The direct effect value of 0.765 is the amount of the original beta between the customer relationship management and hotel performance that now goes through service quality to hotel performance (a * b, where —all refers to the path between OC SQ and —all refers to the path between AR SQ). The ratio index is computed by dividing the indirect effect by the total effect; in this case, 0.765 by 0.797 equals 0.960. It seems

that about 96.0 percent of the total effect of customer relationship management on hotel performance goes through service quality, and about 79.1% of the total effect is either direct or mediated by other variables not included in the model.

6. DISCUSSION

This study presents the conclusion and recommendation based on the findings and results of the data gathered and collected.

6.1 Level of Customer Relationship Management

Based on the result of the study, the customer relationship management overall descriptive level was very high/ This means that hotels in the Davao Region practice Customer Relationship

Management in their operation and that their employees are familiar with its concept. This is in line with the findings of Hinlayagan et al. (2020); Quico (2023); Cadotdot (2020) as well as Rabe and Hinlayagan (2023).

Furthermore, all customer relationship management measures gained a very high descriptive equivalent. The result implies that hotel hotels in Davao Region are regularly conducting a needs assessment to evaluate the needs. They believed that by performing these needs assessments, hotel employees could determine the needs of their guests and thereby address their client's concerns which effectively results in better performance.

The result further validated the claims of Yang et al. (2023). He argued that needs assessment is an important activity that enables the identification of customer-specific needs and the creation and delivery of products and services that result in higher levels of business performance, for this reason, Skivington et al. (2023) argued that needs assessment should be comprehensive and continuous and should be done by the right people using the right needs assessment tool.

When done correctly, needs assessment help to fill the gap between customer expectations and firm performance.

In terms of Customized service, the respondent claimed service customization is a regular occurrence in their field. This is because customized services play an essential role in serving the hotel guest by upgrading their product and services inside their hotel.
Although these may seem very costly in the management, this could be a competitive advantage. In addition, customize service plays a vital role in increasing customer loyalty and customer satisfaction in hotels (Carol and Signaru, 2018). This is further supported by Simonson (2005), who explained that the primary goal of customization is to provide solutions to individual customers varied and complex needs or groups of customers.

Moreover, Rane et al (2023) explained that businesses customize services to improve customer retention by creating a better customer experience, enhancing services, and developing trust and loyalty. Therefore, personalized services are a central factor in customer relationship management as it is instrumental in attracting guests and establishing long-term relationships (Al-Gasawneh et al., 2021).

Regarding ongoing dialogue, the result implies that there is continuity of communication between their guests both online and offline. The existence of discussion provides an advantage to continuously build a good relationship with their guests. The result is supported by Soliman and Kamel, (2021) explained why companies can benefit from having a dialogue with their customers by demonstrating that Hotel companies that effectively practice customer relationship management can benefit from customer loyalty and long-term profitability by communicating actively with the customer as regular communication brings value to the users of the brand by providing them with relevant information and correct information will effectively build a connection. Thus, constantly communicating with the customer will increase revenue and customer loyalty.

Furthermore, Leckie and Nyadzayo (2019) explained that ongoing dialogue or communication with customers stimulates customer engagement, increasing firm performance. Moreover, Varadarajan (2020) went further by saying that the interaction between the firm and the business helps create differentiation as firms can take advantage of the information gathered from the customers in these interactions and use it to produce marketing offerings that are tailored to their needs. Thus, ongoing dialogue helps create profitable customer relationships.

Regarding employee empowerment, the result implies that hotels in the Davao Region exhibit management trust to their employees and encourage them to share ideas. Inspiring employees was necessary as these promote pride and confidence as they continue to attain the organization's goal.

The result validated the claims of Al-Nawafah and Almarshad (2020) who described employee empowerment as placing workers in charge of what they do, under minimal direct oversight and control, to take responsibility for their actions. Moreover, the result is also comparable to the definition of Butler (2023). They viewed employee empowerment as giving authority and the autonomy to make decisions in matters relating to their work. In addition, Godbless (2021) stressed that employee empowerment is based on establishing a sense of responsibility,

increasing employee morale and trust, and giving employees a sense of belonging.

6.2 Level of Hotel Performance

The result of the analysis for the hotel performance level gained a very high descriptive equivalent. This portrays that Davao Region is both effective and efficient in their operations as they can minimize their cost without sacrificing results.

Moreover, the results also described those hotels in Davao Region could achieve a high level of customer retention and satisfy their clients due to their practical needs assessment and service customization.

The result further validated the claims of Hernandez-de-Menendez et al. (2020) explained that the metrics in the internal business perspective are related to the essential internal processes and competencies that a business must excel at to delight customers and execute strategy. Managers must ensure that their companies are functioning smoothly based on internal processes and that their products and services are meeting and adding value to customers.

6.3 Level of Service Quality

The level of service quality among the hotel industry indicated an overall descriptive level of very high. This means that hotel establishments in Davao Region is very much responsive to the needs of their clients and can serve their customers with minimal to zero errors and at the least possible time, they customize their services to the specific needs of their guests and provide service from the heart in all their dealings with the customers. Lastly, hotels in Davao Region also provide better ambiance for their customers by using appropriate lightings, music, scent and ensuring that their facilities and employees look good all the time.

The result further validated the revelations of Ali et al. (2021), who established that a company with a high level of service quality is more likely to meet guest and client expectations while being economically competitive in its industry. In addition, the quality of service is typically expressed as a feature of consumer perceptions of the service to be offered based on their previous experience, relative to their understanding of the actual service experience,

the organizational picture of the price of the service. Perceptions are characterized as the output of the service organization's customer judgment.

6.4 Correlation between Measures

Three relationships of variables were tested in the study; between independent variables (MV) and dependent variables (DV); between an independent variable (IV) and mediating variable (MV); and between mediating variable (MV) and dependent variable (DV). To reiterate, the independent variables (IV) in this study are customer relationship management, the dependent variable (DV) is hotel performance, and the mediating variables (MV) service quality.

The overall result on the correlation between customer relationship management and hotel performance reveals that customer relationship management is significantly related to learning growth, internal process, and financial perspectives.

This signifies that customer relationship management is related substantially to hotel performance and therefore rejects the null hypothesis that there is no significant relationship between customer relationship management of hotel and hotel performance.

The result further strengthened the claims of Mohammad & Tahir (2017) as well as Wu & Lu (2012), who stated that customer relationship management and hotel performance have a significant and robust relationship. This is supported by Ibrahim and Rasheed, (2024), who nurtured the idea that customer relationship management affects hotel performance.

6.5 Mediation Analysis of the Three Variables

This study indicates partial mediation; it means part of the IV (Customer relationship management) is mediated by the MV (service quality). In this particular case, the effect of the IV (Customer relationship management) on DV (hotel performance) is significantly lessened after controlling MV (service quality). Therefore, only partial mediation took place since the effect is still significant.

Thus, the result of this study validated the SERVQUAL Model of Parasuraman et al. (1991) that service quality mediates the relationship

between customer relationship management and hotel performance. This was also reinforced by Godolja & Spaho (2017), Mukami (2017), and Al-Gasawneh et al. (2022), who exposed that service quality acts as a mediator in the link between customer relationship management and hotel performance. Mediating variable is one that explains the relationship between the other two variables. Hence, service quality plays a role in customer relationship management and hotel performance.

7. CONCLUSION

In conclusion, the study provides a theoretical model to show the relationship between customer relationship management and hotel performance. It has made a significant contribution for the hotel company because it allows for a comprehensive framework to explain the impact of customer relationship management on hotel performance.

The result of the study implied that customer relationship management among hotels in Davao Region is very high. Furthermore, the hotel performance among hotels is also very high and service quality.

Moreover, there is significant relationship between customer relationship management of hotel employees and hotel performance, and the null hypothesis is rejected.

Likewise, there is also an important relationship between service quality and hotel performance among hotels and also implies that the null hypothesis is rejected. Similarly, there is a significant relationship between customer relationship management of hotel employees and service quality, revealing that the null hypothesis is rejected. Likewise, there is a mediating effect on the relationship between customer relationship management of hotel employees and hotel performance;

However, it implies partial mediation only since the independent variable still significantly affects the dependent variable with the inclusion of the mediating variable.

It is worth mentioning that this study will also increase the hotel manager's attention to the importance of customer relationship management and assess the improvement of the hotel's performance and competitiveness.

8. RECOMMENDATIONS

Based on the findings and result of the study the researcher formulated the following recommendations:

The very high level of customer relationship management of hotel employees suggests that it is essential for the hotel to maintain it. This may be done by providing the hotel employees to their guests with needs assessment, customized services, ongoing dialogue, and employee empowerment among them; which means that the hotel makes an effort to find out what the Critical guest needs are, the key customers always receive personalized services, periodically send an email and send a newsletter to the guest to inform them of the services and new products, also, by consistently conducting seminar and orientation of hotel employee for enhancements of skills. Correspondingly, empower them to perform their task by giving the benefits and compensation on what is due for them despite this pandemic crisis.

Moreover, the very high level of hotel performance implies that it is worthy for hotel employees to maintain the trust or loyalty of their guests, employ an effective and efficient work process, and equip and empower employee skills. Thus, this leads to employee satisfaction.

Similarly, this study can maintain a very high level of service quality through considering the development of a unique product or services of hotel, quick response to competitors 'activity, ability to track the changing needs of a hotel guest, ability to analyze the satisfaction of guest and ability to address quickly on client's complaint and dissatisfaction. In addition, the hotel may have a modern-looking facility and amenities. Whenever a hotel guest has a problem, hotel employees should show sincere interest in solving it, give prompt service to the hotel guest, and service operating service hours convenient to all our guests. These factors ensure a competitive advantage among hotels as they continue to play in the rivalry in the hotel industry.

Moreover, customer relationship management predicts hotel performance. Service quality predicts hotel performance, and service quality indicates customer relationship management.

Since customer relationship management is posted as necessary to attain excellent hotel performance, service quality also implies hotel performance. Service quality is achieved through customer relationship management orientation of employees in the hotel.

These results suggest that the hotel may strengthen the customer relationship management among its workforce to ensure hotel performance and enhance service quality by providing needs assessment, customized services, ongoing dialogue, and employee empowerment.

Since the result of the study indicated that only partial mediation occurs and that customer relationship management of hotel employees predicts hotel performance, customer relationship management predicts service quality, and service quality predicts hotel performance.

This further implies that customer relationship management, hotel performance, and service quality have a complementary effect.

It is worthy for every hotel industry to consider customer relationship management in the hotel for good hotel performance and providing service quality experience in every hotel guest.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of this manuscript.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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