

Service Quality and Customer Satisfaction of Recreational Facilities at Bryztoff Camp Resort, Dulag, Leyte

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Abstract

Service quality has become an essential aspect for customer satisfaction and loyalty in the hospitality and tourism sector. This study primarily aimed to evaluate the service quality and level of satisfaction of Bryztoff Camp Resort in Dulag, Leyte. The study was carried out using the SERVQUAL framework to determine the profile of the respondents, measure the guests' perception of service quality provided by the resort, and assess the relationship between the aspect of service quality and customer satisfaction. The researchers utilized a descriptive-correlational research design involving 80 randomly selected guests of the resort. Data were gathered using a SERVQUAL instrument and analyzed using descriptive and correlation analysis. The study revealed that customers who availed services at Bryztoff Camp Resort were generally satisfied with the services provided by the establishment (3.94). Results of the descriptive analysis indicate that guests gave the highest mean score on tangibility (4.00) and the lowest score on reliability (3.15). Findings further show that among the five dimensions of service quality, responsiveness was significantly related to customer satisfaction ($r = 0.2721$, $p = 0.0146$). Overall, the study suggests that the resort should prioritize improving guest satisfaction with its responsiveness to guests' needs and requests. In doing so, the resort could provide superior service quality, satisfy customers, promote positive word of mouth, and gain competitive advantage over other resorts.

Keywords: Service quality; Customer satisfaction; SERVQUAL; Recreational facilities; Resort.

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INTRODUCTION

The tourism business has risen to become one of the major economic sectors in the world and is now the fastest growing service sector and part of the largest industry in the world with rapid expansion. The “experience” clients have from their stay or visit is the foundation of both the hospitality and tourist sectors. However, regardless of the facilities or amenities provided, the quality of service offered is the essential to creating a pleasurable experience that will lead to repeat business and favorable behavioural goals. Over the years, customer expectations and perceptions of hospitality products and services had evolved a lot before the epidemic. In response to the changing service quality trends, and new business requirements, most business has implemented new relevant processes and established current quality methodologies. Most of the hospitality

businesses are also seeking certification or accreditation to show that the enterprises meet the industry regulations (e.g. star rating for the accommodation establishments such as hotels and resorts, compliance to safety and hygiene criteria etc). “Certified quality systems have helped thousands of companies worldwide to create quality management practices that are audited by independent third parties” (Alonso-Almeida et al., cited in Collado Agudo *et al.*, 2021). Moreover, individuals spend more time on the internet to search for information, purchase products and services, interact with other customers about their experiences, and connect with businesses (Dwivedi *et al.*, 2021).

The idea of service has been characterized by Churchill and Surprenant (1982) and Asubonteng *et al.*, (1996) since the 1980s, who made popular the customer satisfaction theory by evaluating the actual service

delivery of the firm conforming to the expectations of the customers as defined by the achievement of perceived quality, and that is satisfying the customers' wants and needs beyond their aspirations. Based on this premise, Armstrong *et al.*, (1997) expanded the service idea into five dimensions of service quality, which are tangibles, reliability, responsiveness, assurance and empathy. The traditional focus of the existing literature on service delivery on the customer-service provider interaction (Mechinda and Patterson, 2011; Han *et al.*, 2021). Doucet (2004) argues that quality in such traditional settings is a function of the architecture of the site and the behavior of the service provider. More recently, the advent of internet has led to formation of online service centers. In these conditions, the quality of the service provided is vital for communication offline and online. This indicates that the quality of service in hybrid environments is dependent on the quality of communication in social media and the behavioral interactions between the client and the service provider (Doucet, 2004; Palese & Usai, 2018). These factors include subjective judgements by the involved parties and so various persons will have varied judgements of the quality of service experienced.

The success of a business is dependent on how effectively it retains its customers through service and how well they keep their consumers happy, as customer satisfaction and service quality are important components of business (Edward and Sahadev, 2011). According to Chang *et al.*, (2017), if the service efficiency is great, the clients will be happy and this will increase the engagement and interrelationship of the clients. According to González *et al.*, (2007) the satisfaction of the customer is related to the high quality of service that makes the companies more competitive in the market. This study defines service quality using the SERVQUAL paradigm. The approach considers five characteristics of service quality which are Tangibility, Reliability, Responsiveness, Assurance and Empathy. To provide high-quality service, we have to identify problems in service, and client contentment. Furthermore, quality of service can be investigated by analyzing the disparities between intended and perceived service. Results reveal favorable connection of service quality with customer happiness.

Recreation hubs are a significant factor in the development of physical activities, social interrelationships and wellness of persons (Larissa & Davies, 2016; Peter *et al.*, 2022). The increasing popularity of leisure hubs creates a significant challenge in delivering quality services that cater to diverse customer expectations and enhance satisfaction levels, notwithstanding their importance (Adil *et al.*, 2014; Akil and Ungan, 2022). The provision of recreation programs is widely recognized as important for human development and societal engagement (Nichlos, 2007); however, studies tend to focus on generalized frameworks of service quality without fully addressing

the unique demands of public recreation hubs in different cultural and regional contexts.

The quality of service offered in public spaces is increasingly being recognized worldwide as an aspect of user satisfaction and loyalty (Borda Luna, 2021). Models like SERVQUAL have been widely used in many industries to measure the characteristics of service quality, including tangibles, reliability, responsiveness, assurance and empathy (AlOmari, 2020; Mathong *et al.*, 2020; Parasuraman *et al.*, 1988; Salleh *et al.*, 2019). However, these models have been infrequently adapted to public leisure centres, especially in rapidly urbanising places such as South Africa (Luke and Heyns, 2020; Menezes *et al.*, 2020). However, there has been a lack of studies done to examine such situations, causing a gap in understanding of how the appraisal of service quality may fluctuate across cultural, socio-economic, and demographic variables (Liu *et al.*, 2022). Furthermore, there are some challenges for public recreation hubs such as lack of resources and diverse needs of users that are usually ignored in the global service quality models (Li *et al.*, 2009; Yeshitela, 2020; Khanyile, *et al.*, 2025).

Empirical studies have employed the SERVQUAL standard in public recreational environments, and offer some insights on user expectations and service quality gaps. For example, Hughes and Paveglio (2019) studied the utilization of public land for off-road vehicle use and highlighted the importance of balance between environmental protection and user satisfaction. The results highlight the necessity for responsiveness and reliability in the management of public leisure services to meet the needs of multiple users (Hughes and Paveglio, 2019). Afroj *et al.*, (2021) applied SERVQUAL to investigate the urban municipal services of Dhaka Bangladesh. The study showed a moderate level of satisfaction. Tangibles and reliability were identified to be crucial elements. The research was able to point out the importance of participative management and resource optimisation which are closely linked to the difficulties faced by Gauteng's recreational centres (Afroj *et al.*, 2021; Khanyile, *et al.*, 2025).

In the previous years, the association of service quality with user enjoyment has been thoroughly documented. Altuntas and Dereli (2019) have demonstrated that the integrated approach of SERVQUAL, Quality Function Deployment (QFD) and Failure Modes and Effects Analysis (FMEA) may effectively identify service failures and improve customer satisfaction. Their case study in a Turkish hospital demonstrates the necessity of such integration approaches for public recreation centers (Altuntas and Dereli, 2019). Lee and Seong (2020) applied SERVQUAL in the higher education sector to identify the gaps in the services provided and to propose remedies from a global perspective. The results indicated that responsiveness and empathy significantly promote user loyalty, which is consistent with the expectations of

recreation hub users in Gauteng (Lee and Seong, 2020). For the organization to differentiate its services from competitors, high service quality levels that satisfy customers' expectations can be helpful (Dominic *et al.*, 2010).

These service quality related qualities are determined by social media. Customer contact is one of the most crucial business operations (Lambert, 2010) and service quality is a key determinant of success in industry. Likewise, various studies have shown that improvement in service quality leads to better market share, customer satisfaction, responsiveness to customers' orders, customer retention and loyalty, improved return on investment, and reduced production cost (Ali, 2015; Eshetie *et al.*, 2016; Alemneh & Gebremichael, 2018; cited in Okocha *et al.*, 2021). The quality of services rendered also causes repeat visits, customer loyalty and relationship commitment (Okocha *et al.*, 2021). On the other hand, Jansri *et al.*, (2020) observed that assurance, responsiveness and tangibles had significant and favorable effects on the perception of the service quality which in turn has a good effect on the tourists' intention to revisit.

However, most of the present researches focus mostly on hotels and restaurants, measuring the perceived service quality and behavioral intentions with other variables such as satisfaction as a mediator. Rajput & Gahfoor (2020) studied the relationship between fast food quality, restaurant service quality and physical environment quality through the customer's pleasure. De Guzman *et al.*, (2020) focused only on guest's satisfaction employing dimension of responsiveness and loyalty in one of the localities in Batangas province-Laiya, Batangas. Similarly, Festijo (2019) in his study of factors of tourist re-visit intention in CALABARZON used only the dependability and responsiveness portions of SERVQUAL model. Therefore, more research on the relationship between service quality in terms of tangibility, dependability, responsiveness, assurance and empathy and behavioral intentions in terms of revisit intention, intention to refer, desire to pay more and loyalty within the resort industry will add considerably to the growing body of knowledge. Knowing what key service quality characteristics attract customers and foster positive behavioral intentions is vital for service improvement and growth. the economic flexibility of Batangas province resorts The findings of this study would benefit not only the resort management, resort staff, and guests but as well the provincial tourism office, hospitality and tourism educational institutions, and future researchers and industry practitioners who are interested to conduct further research about the breakthrough that exceptional services can bring to the hospitality sector (Torralba and Ylagan, 2023).

This study bridges this gap by identifying the expectations and experiences of the users on the service quality of the public recreation hubs in Bryztoff Camp

Resort, Dulag, Leyte. The paper contextualizes the SERVQUAL framework in a community-based recreational environment focusing on the connection between the global service quality features and the regional socio-cultural realities. This approach enhances the understanding of the determinants of service quality in the Dulag recreation sector and adds to the global conversation on the responsiveness of public service delivery methods to diverse community needs. The study offers a useful framework for policy makers and management interested in improving sustainability and user pleasure of public recreational facilities by connecting theoretical results with practical implications.

The Service Quality Model of Parasuraman, Zeithaml & Berry (1985) was used as a basis for this study. Service quality is measured as the difference between customer expectation of service and the customer's perception of service delivery. The SERVQUAL method has been used in the service companies. The data were divided into five aspects, namely tangibility, reliability, responsiveness, assurance and empathy. This study intends to measure the service quality and customer satisfaction of Bryztoff Camp resorts in the municipality of Dulag, Leyte, Philippines.

The study aimed to:

1. Determine the profile of the respondents; and
2. Assess the levels of costumer satisfactions with service quality.
3. Examine the relationship between service quality dimensions and customer satisfaction.

METHODOLOGY

A descriptive-correlational design was employed to obtain information from the customers visiting the Bryztoff Camp resorts in the municipality of Dulag, Leyte. Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon studied (Creswell, 2014). It is also correlational in the sense that it will find out whether a significant relationship exists between the service quality and customers' satisfaction.

The study was conducted at Camp Bryztoff, a recreational resort located in the Municipality of Dulag, a coastal municipality in the Province of Leyte, Philippines. It is a popular resort that provides many services and entertainment options such as pools, cottages, restaurants, function halls, sports, and other leisure activities. The resort can accommodate different types of events such as company gatherings, family reunions, and other celebrations. In addition, most of the time it is accessible for visitors and is frequently visited by many people. All of these factors make it an ideal resort for determining service quality and customer satisfaction.

The key instrument for data collection was the service quality evaluation derived from Parasuraman, Zeithaml, and Berry (1985). The questionnaire was designed based on the SERVQUAL instrument, which includes five elements of service quality, namely tangibility, reliability, responsiveness, assurance, and empathy. There will be small changes to match the specific case of the research. Interviews were held to clarify the answers, to verify the replies of the respondents, and to ask for additional information. A questionnaire was developed to measure the extent of customer satisfaction with the quality of service (Genove and Tayco, 2023).

The main data collection instrument for this study was a self-administered questionnaire comprised of closed-ended questions (Fink, 2019). The study employed SERVQUAL instrument which was first designed by Parasuraman *et al.*, (1985) and is known to be useful in measuring service quality across different industries. The SERVQUAL measure has been validated and showed significant psychometric features, including high reliability and validated across different service contexts (Cronin and Taylor, 1992).

The questionnaire was divided into three independent sections in order to methodically get a complete profile of the respondents and their expectations: Part 1: Deals with the profile of respondents. It gathers information on variables such as age, gender, frequency of visit, and reason for visit of the respondents. Part 2: Focused on the extent of customer satisfaction on service quality, using 4 items in each variable investigated for the service quality, such as tangibility, reliability, responsiveness, assurance, and empathy, and a total of 20 items in measuring the respondent level of satisfaction on service quality they experience at the resort. Responses were measured on a 5-point Likert scale ranging from 'strongly disagree' to 'strongly agree.'

The scale items were developed into five major characteristics of the SERVQUAL, such as tangibility, reliability, responsiveness, assurance, and empathy. Tangibility is the look of physical buildings, equipment, personnel, and communication materials. Reliability is the ability of the business to deliver the service it promises, consistently and precisely. Responsiveness is the willingness of the firm to support consumers and to ensure that services are responsive, reflecting the firm's commitment to promptly support consumers and ensure timely service delivery. quickly. "Assurance" is the word used to describe the competency, courtesy, and ability of staff to inspire trust and confidence in customers. Basically, empathy points out the organization's desire to provide customized and considerate care to each customer, so they are made to feel important and understood (Parasuraman *et al.*, 1988). The investigators used this scale to ensure that respondents provided their

viewpoints on each statement, eliminating neutral responses and enhancing the accuracy of the data.

The data were analyzed using percentage, standard deviation and weighted mean for descriptive statistics of the demographic data and variables under research correspondingly. The link between service quality and customer satisfaction was determined using the Pearson product-moment correlation coefficient (r). The distribution of the responses across categories was presented in percentage. In contrast, a weighted mean was used to find out the level of their contentment. Besides, Pearson product moment correlation coefficient test of independence was used to identify whether there is significant association between the level of customer satisfaction. For the data analysis, the answers were first entered into Microsoft Excel for initial precoding and then transferred into a Jamovi Statistical Software for additional analysis. Descriptive statistics are often employed to summarize categorical and continuous variables, thereby enabling a characterization of the distribution and central tendencies within the dataset (Field, 2018; Frey, 2022; Sullivan, 2021; Tabachnick and Fidell, 2007; Khanyile, *et al.*, 2025).

In this regard, the correlation analysis was performed to identify the magnitude and direction of the association between the continuous customer satisfaction variables and the continuous customer satisfaction variables regarding service quality. Linear associations have been determined by calculating Pearson's correlation coefficients, denoted by r , the values of which range from -1 to $+1$ and also indicate the strength and direction of the link (Berry *et al.*, 1988). Significant correlations ($p < 0.05$) suggest that frequency of involvement and proximity to recreational hubs are positively related to customer satisfaction with responsiveness and other service quality parameters.

RESULTS AND DISCUSSION

This section presents the findings of the survey assessing Bryztoff Camp Resort's service quality and customer satisfaction in relation to recreational facilities. The collected data were determined using a random sampling technique. Eighty (80) customers were selected as participants in the study. The statistical information below demonstrates the demographic composition of the selected sample, the customers' views on the service quality provided by the resort, and their level of satisfaction with the recreational facilities available at the facility. In particular, the analysis focuses on the five aspects of service quality, including reliability and assurance, as well as other variables affecting customers' satisfaction with the observed recreational facility. The results of descriptive statistics and independent samples t-test in Jamovi Statistical Software are provided in Tables 1-4 below. They are further discussed and evaluated against existing academic literature and prior research findings.

3.1 Respondent Profile

Table 1 below shows the respondents' profile based on the eighty (80) individuals who gave a response to the survey questionnaire. The information gathered was about the respondents' age, gender, number of visits, and purpose of the visit. Starting with the age of the respondents; most of the individuals who participated in the survey were in the twenty-one to thirty-year age bracket (29 out of 80), accounting for 36.25%. This age bracket was followed by those respondents who were thirty-one to forty years old (19 out of 80), accounting for 23.75%. Those respondents who were forty-one to fifty years old comprised 17.50% of the respondents (14 out of 80). The percentage of respondents aged below twenty years was 12.50% (10 out of 80), and those aged fifty-one years and older comprised 10% (8 out of 80).

The majority of the respondents fall within the age bracket of 21-30 years. This implies that young people are the target audience for Bryztoff Camp Resort. Young people are often inclined to engage in adventurous activities. They also like to travel with their family and friends during holidays and weekends. Another thing about them is that they desire vacation spots that allow them to interact with nature and spend quality time with their loved ones. According to Meng and Choi (2018), this age group is among the most active users of tourism and recreation resources. This is because they are willing to seek joy and adventure through the experiences offered by such services. In addition, UNWTO (2023) reveals that young people are the target audience for domestic tourism because they are the largest category of domestic tourists with high interests in wilderness and recreational activities.

In terms of gender, 47 respondents (58.75%) were female and 33 respondents (41.25%) were male. This implies that a greater number of visitors who took part in the study were female compared to male visitors. Perhaps an increasing number of women are getting involved in recreational activities and family tourism. A study conducted by Joung *et al.*, (2016) revealed that female tourists put more emphasis on service, cleanliness, and safety when choosing a tourism site. Moreover, Joung *et al.*, (2016) found out that compared to their male counterparts, females are more concerned about service and customer care. On the other hand, Kotler and Keller (2022) agreed that gender is a significant factor in determining customers' buying

behavior and preferences towards specific services such as hospitality and tourism.

Concerning the frequency of visits, most customers indicated that they visited the resort occasionally (2-3 times), which was recorded by 43 participants (53.75%). In turn, 25 respondents (31.25%) visit the resort frequently (more than 4 times), while only 12 individuals (15%) were first-time visitors. It is evident that the resort attracts more returning customers, which implies that the resort has a good image and ability to retain clients. Indeed, customer loyalty is frequently induced by positive service experiences, satisfaction, and perceived value, as noted by Oliver (1999). Specifically, the author expounded that satisfaction leads to repeat patronage and word-of-mouth communication. Similarly, Zeithaml *et al.*, (2018) explained that superior service quality influences customers' intention to revisit and encourages loyalty in the hospitality and tourism sector.

As to the purpose of the visit, almost half of the respondents (37 or 46.25%) visited the resort to reunite with their families, followed by those who went there for team-building or work-related retreats (18 respondents or 22.50%). At the same time, 15 participants (18.75%) went to the resort for leisure and recreation, and 10 respondents (12.50%) indicated other purposes. The results suggest that Bryztoff Camp Resort is perceived as a place for family communication and socialization, not only recreation. Such demand is explained by the fact that recreational facilities play a critical role in promoting family development and socialization. In particular, according to Nickerson (2016), recreation-based travel and tourism products appeal to a broad range of customers since they address the growing need for leisure and fun. In addition, it is reported by UNWTO (2023) that family tourism continues to be one of the key trends in domestic tourism, driven by the desire of customers to enjoy recreation, leisure, natural landscapes, and socialization.

Overall, based on the respondent profile, it can be concluded that the resort is frequented by young adults and women who come to the resort to spend time with their families. It may be possible to note certain trends in customer satisfaction based on the respondents' age, gender, and reason for travel. Having such information will allow the resort management to understand the needs and desires of their customers in order to improve their service quality in accordance with their expectations.

Table 1: Respondent Profile

Variables	Frequency <i>N=80</i>	Percentage
Age (years old)		
Below 20	10	12.5
21 - 30	29	36.25
31 - 40	19	23.75

Variables	Frequency <i>N=80</i>	Percentage
41 - 50	14	17.5
51 and above	8	10.0
Gender		
Male	33	41.25
Female	47	58.75
Frequency of Visit		
First time	12	15.0
Occasionally (2-3 times)	43	53.75
Frequent (4 times or more)	25	31.25
Purpose of Visit		
Leisure/Recreation	15	18.75
Family gathering	37	46.25
Team building/work activities	18	22.50
Others	10	12.5

3.2 Level of Customer Satisfaction with Service Quality

Table 2 below contains information regarding the respondents' satisfaction level with the service quality of Bryztoff Camp resort based on the five SERVQUAL aspects: Tangible, Reliability, Responsiveness, Assurance, and Empathy.

Tangibility (Facilities and Physical Appearance)

Out of the five service quality dimensions, Tangibility secured the highest weighted mean, namely, 4.00 (SD = 0.431), which can be interpreted as Agree, signifying that respondents were satisfied with the physical facility and appearance of the resort. As can be seen from the table, the indicator "The resort facilities are clean and well-maintained" received the highest mean, which is 4.21 (SD = 0.706), Strongly Agree. It implies that guests were satisfied with the cleanliness and maintenance of the resort facilities and appointed mediums. The next two indicators were "The resort environment is visually appealing," with a mean of 4.14, and "Comfort rooms and amenities are adequate and clean," with a mean of 4.06, both of which fell under Agree. "Recreational equipment is modern and in good condition" was the indicator with the lowest mean, namely, 3.60, which can be interpreted as Agree.

These results suggest that the guests of the resort were highly satisfied with the resort's physical environment, cleanliness, and maintenance. First and foremost, a tangible component of service delivery is frequently the initial point of contact for customers. Facilities that are appealing, clean, and well-presented contribute to positive first impressions, which are critical to enhancing client satisfaction. The results align with the SERVQUAL theory developed by Parasuraman *et al.*, (1988), which recognizes tangibility as a critical attribute of service quality because customers frequently evaluate the physical environment before considering other aspects of service. First and foremost, Zeithaml *et al.*, (2018) highlight the importance of well-kept, attractive, and clean facilities in meeting customers'

expectations and increasing their satisfaction. Similarly, Kotler and Keller (2022) note that the physical environment influences the customers' expectations and perceived value of the service provided, especially in the hospitality industry.

Reliability (Consistency of Service)

Reliability gained the lowest overall weighted mean of 3.15 (SD = 0.446) among the five indicators, which was interpreted as Neutral. The first statement "The resort operates on time as scheduled" got the highest mean (M=3.65) and was agreed upon by the respondents. On the other hand, the lowest overall weighted mean was recorded for the second statement "There is minimal service error or problems" (M=2.26; SD=1.016) and was interpreted as disagree. Moreover, the respondents were neutral about the third (M=3.33) and fourth (M=3.35) statements concerning whether or not services were delivered as promised and if the staff gave precise information.

These results indicate that although the customers recognize the efforts of the resort to ensure that services run smoothly without disruptions, they are still not entirely satisfied with the service provided. This is evident from the customer's concerns about inconsistencies and errors. This is in line with the view of Parasuraman *et al.*, (1988) who identified reliability as the key factor that determines service quality because customers expect the firm to deliver the promised service consistently and accurately. In a similar manner, Cronin and Taylor (1992) arrived at the same conclusion about the role of reliability and stated that it has a significant impact on customer satisfaction and loyalty. On their part, Zeithaml *et al.*, (2018) also stress the importance of reliability by noting that it reduces customer dissatisfaction and fosters long-term relationships with them.

Responsiveness (Prompt Service)

Responsiveness was rated generally agreeable with a weighted mean of 3.65 (SD = 0.433). The item

“Concerns and complaints are handled promptly” was most agreed with, with a mean of 4.07 (SD = 0.671). The items “Employees are willing to help at all times” and “Waiting time for services is reasonable” had mean scores of 3.85 and 3.61, respectively, also agreeing with the statement. On the contrary, the participants were neutral about whether staff respond quickly to customer requests, with a mean score of 3.05.

These results suggest that while they are willing to help their customers; there needs to be an improvement on how quickly they respond to these customers. Customers in a recreation facility need to be helped right away when they ask for help. The results of the present research are consistent with the results obtained by Bitner *et al.*, (1990). The scholars emphasize that responsiveness plays a critical role in service encounters and customer satisfaction. Similarly, Ladhari (2009) demonstrated through research that customers’ resolution of problems leads to increased scores of perceived service quality and positive behavioral intentions. According to Zeithaml *et al.*, (2018), responsiveness means that the service organization focuses on providing fast service to clients.

Assurance (Trust and Confidence)

Assurance achieved an overall weighted mean of $M = 3.42$ ($SD = 0.539$), which indicates Agree. This implies that respondents are inclined towards the perception that the employees are polite and professional. The indicator ‘Staff are courteous and respectful’ had the highest mean; $M = 4.03$, indicating Agree. However, the participants were neutral about employees having knowledge about services; $M = 3.39$, being safe when utilizing the service; $M = 3.01$, and whether staff inspired trust and confidence; $M = 3.26$.

These results suggest that although customers were impressed by staff’s courteous behavior, their professional competence, communicative abilities, and ability to inspire confidence need enhancement. Furthermore, improving these features of service performance can lead to elevating customers’ overall impressions of professionalism and safety. According to Parasuraman *et al.*, (1988), assurance is the consumer’s perception of the employees’ knowledge, courtesy, credibility, and power to influence customers’ behaviors. Kotler and Keller (2022) equally agree that assurance is about having knowledgeable and trustworthy employees, enabling them to gain the organization’s customers’ confidence. Additionally, Zeithaml *et al.*, (2018)

explained that customers generally assess a service provider’s ability based on the employees’ professional skills.

Empathy (Personalized Attention)

Empathy acquired an overall weighed mean of 3.94 ($SD = 0.634$), which can be easily interpreted as Agree (although, in this case, it may be argued that the total mean should be checked against individual means since they seem to differ too much). Within the item level, “Staff are friendly and approachable” appears highest rated ($M=3.84$), followed by “Operating hours are convenient” ($M=3.59$) and “Employees understand customer needs” ($M=3.56$), all of which can be interpreted as Agree. However, respondents were neutral (“Staff give individual attention to customers”), which was only slightly higher than Agree ($M=3.09$).

The above results suggest that customers are satisfied with the friendliness and attentiveness of the resort personnel. However, they are not fully satisfied with the individualized services that the resort offers, which, if improved, may increase customer loyalty. The above results conform to the argument made by Parasuraman *et al.*, (1988), who contended that empathy requires individualized attention to guests. Another researcher, Gremler and Gwinner (2000), also arrived at the same conclusion. They stated that personalized services enhance customer relationships and lead to higher levels of satisfaction and loyalty. Moreover, Zeithaml *et al.*, (2018) also argued that empathy helps service providers understand what customers need so that they can offer more satisfactory experiences.

Overall Discussion

To begin with, overall, it can be concluded that the customers were satisfied with the services rendered by Bryztoff Camp resort. From the five SERVQUAL dimensions, Tangibility was the one that scored highest among the customers. This means that customers preferred a clean and attractive resort environment with well-furnished buildings and structures. On the other hand, the lowest scores were recorded against the reliability factor, which implies that clients are not entirely satisfied with the error-free services. Therefore, from the analysis, it is evident that Bryztoff Camp resort needs to improve on some aspects of its services in order to have more returning customers. The resort needs to ensure that workers are professional and reliable while providing quality services to the clients without any form of mistakes.

Table 2: Level of Customer Satisfaction with Service Quality

Variables	Weighted Mean	Standard Deviation	Qualitative Description
1. Tangibility (Facilities and Physical Appearance)			
1.1 The resort facilities are clean and well-maintained.	4.21	0.706099	Strongly Agree
1.2 Recreational equipment is modern and in good condition.	3.60	0.772960	Agree
1.3 The resort environment is visually appealing.	4.14	0.758809	Agree
1.4 Comfort rooms and amenities are adequate and clean.	4.06	0.717657	Agree
Total Mean	4.00	0.431170	Agree

Variables	Weighted Mean	Standard Deviation	Qualitative Description
2. Reliability (Consistency of Service)			
2.1 Services are delivered as promised.	3.33	0.823315	Neutral
2.2 Staff provide accurate information.	3.35	0.828297	Neutral
2.3 The resort operates on time as scheduled.	3.65	0.982118	Agree
2.4 There are minimal service errors or issues.	2.26	1.015621	Disagree
Total Mean	3.15	0.445962	Neutral
3. Responsiveness (Prompt Service)			
3.1 Staff respond quickly to customer requests.	3.05	1.12396	Neutral
3.2 Employees are willing to help at all times.	3.85	0.901475	Agree
3.3 Waiting time for services is reasonable.	3.61	0.878631	Agree
3.4 Concerns and complaints are handled promptly.	4.07	0.670820	Agree
Total Mean	3.65	0.433366	Agree
4. Assurance (Trust and Confidence)			
4.1 Staff are courteous and respectful.	4.03	0.728706	Agree
4.2 Employees are knowledgeable about services.	3.39	0.999920	Neutral
4.3 I feel safe while using the facilities.	3.01	1.09652	Neutral
4.4 Staff inspire trust and confidence.	3.26	1.18795	Neutral
Total Mean	3.42	0.538977	Agree
5. Empathy (Personalized Attention)			
5.1 Staff give individual attention to customers.	3.09	1.20330	Neutral
5.2 Employees understand customer needs.	3.56	1.19961	Agree
5.3 Staff are friendly and approachable.	3.84	0.933806	Agree
5.4 Operating hours are convenient.	3.59	0.946345	Agree
Total Mean	3.94	0.634258	Agree

3.3 Customer Satisfaction with Bryztoff Camp Resort

Table 3 shows respondents' degree of customer satisfaction with Bryztoff Camp Resort in terms of overall feeling about the service they received, expectation from the recreational facilities, intention to recommend the resort to other people, and desire to go back to the resort again.

The results of the study revealed that the respondents gave a weighted mean of 3.94 (SD = 0.414) which is considered as Agree. This means that the customers are generally satisfied with the services and recreational facilities offered by Bryztoff Camp Resort. In addition, the computed standard deviation is low which means that the respondents have similar perception about the overall satisfaction derived from the resort. Looking at the table, the highest weighted mean is found in "I would recommend this resort to others" with a score of 4.24 (SD= 0.601). This can be interpreted as Strongly Agree. This implies that the participants were willing to recommend this resort to family members, friends, and colleagues because of the experience they had during their stay. It is common that customers who express willingness to recommend a resort to others are those who are satisfied and have had an enjoyable experience in the establishment. As such, word of mouth is considered as the most powerful measure of service excellence as well as client satisfaction.

This finding validates the statement provided by Reichheld (2003), who claimed that customers' willingness to recommend the company is an essential source of measuring satisfaction and loyalty. In a similar manner, Zeithaml, Bitner, and Gremler (2018) stated that being able to provide positive word of mouth leads to

increased satisfaction, which helps to retain clients. Moreover, Kotler and Keller (2022) also mentioned that recommendations from clients are considered a powerful tool for promoting the company's services and products since they are perceived as more trustworthy compared to many other methods of marketing.

The statements "I am satisfied with the overall services of the resort" and "I intend to revisit this resort in the future" had a weighted mean of 3.96 which was interpreted as Agree. The result suggests that the respondents were satisfied with the services rendered and intended to come back to the resort because of their pleasant experience. The likelihood of repeat visits is a significant indicator of customer loyalty since it shows the degree to which customers are convinced about the organization and its services.

The results presented above align with the proposition of the Expectation–Confirmation Theory developed by Oliver (1980). The theory suggests that customer satisfaction is formed "when actual consumption experience meets or exceeds expectations." In turn, consumer expectations have a significant impact on attitudes towards the service provider and the likelihood of repurchasing. Cronin and Taylor (1992) came to the same conclusion, suggesting that satisfaction mediates the relationship between expectation and behavioral intention and thus plays an essential role in repeat patronage or negative word-of-mouth. Han and Ryu (2009) also found satisfaction to be a major predictor of both intentions of revisiting and loyalty for customers of hotel services.

Meanwhile, the indicator “The recreational facilities met my expectations” had the lowest weighted mean, which is 3.59 (SD = 1.040), and was also interpreted as Agree. This implies that the overall perception of the respondents towards the recreational facilities is moderately agreeable. Thus, the management should consider enhancing the recreational facilities, upgrading the equipment, and providing more activity options to improve guest satisfaction. The standard deviation value indicates that some respondents expected more from the recreational facilities than others due to their different perceptions and past experiences.

This statement can be supported by the words of Parasuraman, Zeithaml, and Berry (1988), who stated that satisfaction depends on the comparison between perceived service performance and expectations. In other words, if a specific attribute’s performance is beneath expectations, overall satisfaction will be lower regardless of other services’ performance. Another researcher who agreed with my point is Ladhari (2009). According to him, an enhancement in physical facilities and service performance leads to a better evaluation of service quality and customer satisfaction in the hospitality sector.

Overall, the results indicate that the customers were satisfied with Bryztoff Camp resort, including their intention to recommend the site and return. Thus, the resort has developed a positive image within the target market through meeting the average expectations of the clientele about services and recreational opportunities. Nevertheless, since the customers rated the recreational facilities at the lowest point, the management should

consider improving facilities, providing high-quality maintenance, and enhancing services to meet the guests’ ever-growing demands.

The findings of the research are also congruent with the SERVQUAL model, which “holds that customers form expectations about service quality and evaluate actual performance against these expectations on several dimensions” (Parasuraman *et al.*, 1988). According to Zeithaml *et al.*, (2018), in addition to these aspects, “managers should be aware that they can enhance customer satisfaction and loyalty by providing higher-than-expected service quality, which leads to increased customer satisfaction and competitive advantage in the tourism and hospitality sector.”

The results obtained demonstrate that Bryztoff Camp Resort delivers excellent customer satisfaction reflected in the high score of willingness to recommend and return. This outcome suggests that the resort has managed to meet most of the guests’ expectations, resulting in positive overall impressions. However, the analysis also revealed that the score for recreation facilities was significantly lower than other aspects of services provided. Therefore, it is recommended to Bryztoff Camp Resort to upgrade its entertainment facilities to contemporary standards and provide a comprehensive variety of recreational activities to maximize customer satisfaction and maintain its competitive edge in the regional tourism market. This conclusion aligns with the general understanding of customer satisfaction and the existing theories and research in the field of service operations.

Table 3: Customer Satisfaction with Bryztoff Camp Resort

Variables	Weighted Mean	Standard Deviation	Qualitative Description
1. I am satisfied with the overall services of the resort.	3.96	0.933806	Agree
2. The recreational facilities met my expectations.	3.59	1.03964	Agree
3. I would recommend this resort to others.	4.24	0.600500	Strongly Agree
4. I intend to revisit this resort in the future.	3.96	0.877911	Agree
Total Mean	3.94	0.414339	Agree

3.4 Relationship between Service Quality and Customer Satisfaction

Table 4 below shows the correlation between the five service quality dimensions namely: tangibility, reliability, responsiveness, assurance and empathy, and customer satisfaction of Bryztoff Camp resort guests using Pearson Product-Moment Coefficient of Correlation at 0.05 level of significance.

The results demonstrated that among the dimensions of service quality, only responsiveness significantly predicted customer satisfaction ($r = .2721$, $p = .0146$). The results indicate that although the relationship is weak, it is statistically significant since the p-value is less than 0.05. Therefore, the initial null hypothesis for the first dimension of service quality in

the field of recreational facilities is rejected. It implies that improving employee responsiveness while providing services in a timely, efficient, and proficient manner can increase the level of satisfaction and the likelihood of a customer’s return to the resort.

The research result aligns with the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry in 1988, which highlighted responsiveness as one of the key elements of service quality. According to these researchers, most customers appreciate the willingness of the service providers to render assistance and resolve their problems quickly. Zeithaml, Bitner, and Gremler (2018) added that being responsive to customers enhances their confidence and leads to positive service evaluations and satisfaction. At the same time, Ladhari

(2009) noted that quick responses to customers' requests and willingness to assist them are two vital indicators of service quality in hotel industries.

The results also support the argument of Han and Ryu (2009), who demonstrated that quick and efficient service has a positive effect on customer satisfaction and leads to the development of positive behavioral intentions, such as repeat visits and word-of-mouth communication. In particular, in the context of recreation and tourism, patrons are highly likely to become dissatisfied with the quality of services provided if they feel that their requests are not addressed quickly enough.

On the other hand, the analysis revealed a weak positive but not statistically significant correlation between tangibles and satisfaction ($r = 0.1738$, $p = 0.1231$). As a part of the results, it was identified that overall resort appearance, amenities, and cleanliness tended to meet the guest expectations; however, they were not critical in driving their satisfaction. In other words, although most respondents were pleased with the tangible aspects of the resort, this factor did not appear to be a decisive or overriding element of their experience.

This result contrasts with the results of several prior studies. Thus Cronin and Taylor (1992) found that physical facilities and service performance simultaneously determine customer satisfaction in the hospitality industry. Raza *et al.*, (2012) also established the effect of the influence of tangibility on customer satisfaction in the hotel industry since most clients assess visible aspects of service before moving on to invisible elements. The reason why service performance appeared more significant than facilities at Bryztoff Camp resort could be the fact that the latter's tangible attributes are already satisfactory, and therefore customers are primarily concerned with interpersonal service dimensions and their accessibility.

Similarly, there was a nearly nonexistent positive correlation between reliability and customer satisfaction ($r = 0.0546$, $p = 0.6306$). This result suggests that customer satisfaction was not notably determined by their perceptions of the reliability of the resort's services. While generally speaking, one might assume reliability to be an essential element of service quality, for the respondents surveyed, it appears that it failed to surpass other aspects of service quality, notably responsiveness, in importance.

Contrary to the results obtained by Parasuraman *et al.*, (1988), who argued that reliability is the most critical attribute of service quality because customers seek to be assured that they will be provided with accurate and consistent performance from the service providers, this study did not demonstrate a significant link between reliability and service quality. Similarly, Cronin and Taylor (1992) reported a positive link

between reliability and service quality in terms of customer satisfaction and loyalty. The lack of a significant reliability-service quality link suggests the possibility of inconsistency in service performance, as demonstrated by the descriptive analysis of the results, where the scores for service errors and service provider in delivering promised services were low.

The results also showed that assurance had a very low negative correlation with customer satisfaction ($r = -0.0221$, $p = 0.8454$) and thus, no significant relationship existed between the two variables. Similarly, there was a very low negative relationship between empathy and customer satisfaction ($r = -0.0263$, $p = 0.8166$). The negative value of the correlation coefficient was close to zero which implies that there was almost no relationship between the variables. This also suggests that for each of the variables, increasing one does not lead to an increase in the other.

The insignificance might indicate that customers did not consider staff courtesy, individual attention, and personalized service to be important or differentiating factors for choosing the resort or being satisfied with it. Another reason might be that most customers visited the resort for leisure and socialization purposes, so the accessibility and rapidity of services were more important than individualized care. Contrary to the findings of Amin, Yahya, Ismayatim, Nasharuddin, and Kassim (2013), who reported that assurance and empathy had a substantial influence on customer satisfaction, leading to increased trust, confidence, and affection in the hospitality sector, Marković and Raspor (2010) found that employee competence, courtesy, and attention had a considerable impact on customer satisfaction in the hotel. The difference in findings may be explained by the difference in the research setting, customer expectations, organizational behavior, resort features, or cultural diversity.

In general, it is possible to conclude that, based on the gathered results, among the five dimensions, only responsiveness was a significant predictor of customer satisfaction. Thus, it can be asserted that the customer satisfaction of Bryztoff Camp Resort depends primarily on the staff's responsiveness, which includes such indicators as eagerness to help, willingness to serve, and overall effectiveness. Therefore, it is recommended for the company to focus on training, communication, and other methods to improve the effectiveness of its employees to increase customer satisfaction and loyalty.

The results also suggest that enhancements in such dimensions as intangibility, reliability, assurance, and empathy, isolated from improvement efforts, may prove to be ineffective in raising customer satisfaction in the short term. Resort management should thus focus on improving customer service and maintaining high

standards of physical facilities and procedures to meet the needs of the customers better.

At 0.05 level of significance, the study partially rejected the null hypothesis since there is a relationship between responsiveness and customer satisfaction. Besides, there is no significant relationship between tangibility, reliability, assurance, and empathy and

customer satisfaction. By and large, it can be concluded that there is a relationship between SERVQUAL and customer satisfaction. However, it is responsiveness that has a significant relationship with customer satisfaction which implies that Bryztoff Camp Resort should focus more on being effective and ready to serve their customers to enhance their image.

Table 4: Relationship between Service Quality and Customer Satisfaction

Variables	df	r	p-value	Interpretation
Tangibility & Customer Satisfaction	78	0.1738	0.123087	Not significant
Reliability & Customer Satisfaction	78	0.0546	0.630561	Not significant
Responsiveness & Customer Satisfaction	78	0.2721	0.014630	Significant
Assurance & Customer Satisfaction	78	-0.0221	0.845435	Not significant
Empathy & Customer Satisfaction	78	-0.0263	0.816587	Not significant

$\alpha = 0.05$

CONCLUSION

Overall, the analysis of service quality based on customer feedback indicates that the guests are generally satisfied with the services provided by the resort. In this case, it is possible to note that among the five dimensions of service quality, tangibility was rated the highest, which implies that the clients were satisfied by the state of the resort, equipment, and overall appearance. It denotes that the Bryztoff Camp Resort managed to create an attractive environment that leaves a positive first impression on the guests. On the other hand, the lowest result was revealed for reliability, which suggests that the clients are not completely confident in the services provided by the resort. It denotes that there could be issues with providing consistent services without any mistakes.

In terms of customer satisfaction, the obtained results indicate several positive aspects regarding the resort. Firstly, the survey shows that customers are satisfied with the services provided by the resort. Besides, most respondents planned to return to the resort and recommend it to others. Moreover, the positive attitude towards the resort is evident from the willingness of respondents to recommend it to friends and family. On the contrary, the lowest result was the satisfaction with recreational facilities; therefore, it might be needed to introduce improvements to meet the customers' expectations.

The correlation analysis also revealed that out of the five service quality dimensions, only responsiveness has a significant positive relationship with customer satisfaction. This could mean that customers are more concerned with service providers who are reactive, helpful and able to provide fast service to them. It also means that although customers are expecting tangibles, reliability, assurance and empathy from them, all these factors do not have a significant effect on their satisfaction.

RECOMMENDATIONS

Based on the research results and conclusion derived from them, the following recommendations can be made. In the present study, only responsiveness among the service quality dimensions were found to have a significant impact on customer satisfaction. Therefore, management should consider organizing training courses for employees on a regular basis, which would emphasize the importance of providing responsive service. They should be able to resolve customer complaints in a timely manner. In addition, employees should be encouraged to fulfill guests' requests as efficiently as possible in order to further improve their experience. It is recommended that the resort management develop and implement operating procedures aimed at standardizing service delivery and minimizing service failures. Service operation should be monitored and evaluated on a regular basis to ensure service quality and organizational effectiveness. In addition, management needs to invest in the development and maintenance of recreational facilities to meet the growing demand for adventure tourism and the expectations of their guests. They should consider implementing systems and procedures for gathering and analyzing customer feedback in order to better understand their needs and respond to them in a timely manner. Since a significant number of guests expressed willingness to become repeat visitors and recommend the resort to others, management could consider creating a system of rewards for repeat customers, introducing special promotions, and offering seasonal discounts and referral programs. The future use of the study could involve conducting a similar survey among a bigger population of guests. In addition, other recreational facilities and hospitality business could be included in the study. Future researchers could also attempt to find out the level of satisfaction and the key influencers in other areas, such as customer loyalty, value, destination image, price, service recovery, customer experience, and online promotion.

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