

Tech Infused Tranquility: Decoding Digital Shifts in Resort Hospitality

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Abstract. This study assessed the level of digital transformation readiness among Department of Tourism (DOT)-accredited resort hotels in Surigao del Sur and its influence on guest satisfaction. The study involved resort owners/managers, employees, and guests, examining resort profiles and digital transformation readiness in terms of technological, organizational, external environmental, customer-related, economic, operational, and security and privacy factors. The research utilized a descriptive-correlational design, employing survey questionnaires to gather data on digital readiness, guest satisfaction, and challenges encountered in resort operations. The findings reveal that resort hotels are generally extremely ready for digital transformation, with security and privacy as the highest-rated factor and external environment as the lowest, though still rated extremely ready. Guest satisfaction with digital transformation is also extremely high, particularly in booking and reservation systems. However, regression analysis shows that digital transformation variables do not have a significant influence on guest satisfaction, indicating that satisfaction is driven more by service quality and human interaction rather than technology alone. Significant relationships were observed between selected resort profile variables—particularly occupancy rate, guest arrival, and years in operation—and digital transformation readiness, while most demographic variables showed no significant relationship. There is no significant difference in perceived readiness between guests and employees; however, a significant difference exists in the challenges encountered, with guests perceiving moderate challenges and employees perceiving minor challenges.

Introduction

The rapid advancement of digital technologies has transformed the hospitality industry by enhancing service delivery, customer engagement, and operational efficiency. Empirical studies show that the adoption of technologies such as online reservation systems, digital payment platforms, and customer relationship management tools improves customer satisfaction and business performance. However, many resort hotels, particularly MSMEs, face challenges in implementing digital transformation due to financial, technological, and organizational constraints. In tourism-dependent destinations such as Surigao del Sur, assessing digital readiness is essential to determine the capacity of resort hotels to adapt to evolving industry demands. Therefore, this study examines the readiness of DOT-accredited resort hotels in Surigao del Sur for digital transformation and its impact on customer satisfaction and resort operations.

Recent literature shows that digital transformation goes beyond technology adoption and requires organizational readiness, strategic alignment, and strong digital competencies (Wang et al., 2020; Ritter & Pedersen, 2020). Digital readiness includes technological infrastructure, organizational structure, strategy, and workforce capabilities that collectively support successful transformation initiatives (Wang et al., 2020). In the hospitality sector, digital transformation improves operational efficiency, enhances guest experiences, and strengthens competitive advantage, especially in organizations with innovation-oriented cultures and engaged employees (Alrawadieh et al., 2021; Hao et al., 2022; Nassar & Almsafir, 2022). Emerging technologies such as artificial intelligence and big data analytics further enhance service personalization and decision-making, although challenges such as high costs, limited expertise, and data governance

issues remain (Parvez et al., 2022; Sánchez-Medina et al., 2021). In the Philippine context, studies indicate that technological readiness, organizational support, and digital literacy significantly influence digital innovation adoption among small and medium-sized enterprises (Pascual, 2023; Santos et al., 2021).

Despite the growing body of research on digital transformation, there remains a scarcity of studies focusing on resort hotels in provincial tourism destinations such as Surigao del Sur. MSMEs in tourism destinations continue to face challenges such as inadequate digital infrastructure, limited technological resources, and weak digital skills among employees, which hinder effective digital transformation (Omar et al., 2021). Consequently, many small accommodation providers still rely on traditional reservation and marketing systems, limiting their competitiveness in the digital economy. Hence, this study is important as it provides localized empirical evidence on digital transformation readiness in DOT-accredited resort hotels, offering insights that can help improve operational efficiency, enhance customer satisfaction, and guide policy and managerial decisions for sustainable tourism development.

This study is significant as it contributes to the growing body of knowledge on digital transformation in the hospitality industry while addressing practical challenges faced by resort hotels in Surigao del Sur. It provides empirical evidence on the digital transformation readiness of resort establishments, customer satisfaction with digital innovations, and the challenges affecting implementation. The findings may guide resort owners and managers in making informed decisions on technology adoption, workforce development, and service improvement strategies. Likewise, local government units, tourism stakeholders, and policymakers may use the results to design programs and policies that support digital advancement in tourism enterprises. Overall, the study offers context-specific insights that can help improve operational efficiency, enhance guest experiences, and promote sustainable tourism development in the province.

Methodology

The study employed a descriptive-correlational research design to examine the level of digital transformation readiness among DOT-accredited resort hotels in Surigao del Sur, Philippines, and its relationship with guest satisfaction. The descriptive component was used to profile respondents and determine the extent of digital transformation readiness across multiple dimensions, while the correlational component assessed relationships and predictive effects among variables without manipulating any conditions (Creswell & Creswell, 2022).

The study was conducted in the Province of Surigao del Sur, Philippines, specifically in the municipalities of Cagwait, San Agustin, and Hinatuan, which are recognized as major tourism destinations in the region. These areas host a concentration of DOT-accredited resort hotels and are characterized by increasing tourist arrivals, coastal tourism development, and growing adoption of digital technologies in hospitality operations.

The respondents included resort owners, managers, employees, and guests from selected DOT-accredited resort hotels, namely Alima ARQ Beach Resort, Arena Blanca Resort, JPL Sandscape Resort, Camp Soteria Beach Resort, O's Landing Beach Resort, Lizvil Seafont Resort, and DaVince Hidden Paradise Resort. A combination of purposive and stratified sampling techniques was used to ensure representation of both internal stakeholders and guests. Sample size determination was guided by Slovin's formula with a 5% margin of error.

Data were collected using a structured survey questionnaire adapted from established literature on digital transformation in the hospitality industry. The instrument consisted of four sections covering respondent profile, digital transformation readiness (technological, organizational, external environmental, customer-related, economic, operational, and security and privacy factors), guest satisfaction, and challenges encountered in resort operations. Responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

The instrument was validated by experts in hospitality management and research methodology to ensure content relevance and clarity. Reliability testing through pilot administration yielded acceptable internal consistency, with Cronbach's alpha values exceeding the 0.70 threshold.

Data collection was conducted with prior permission from resort management and relevant tourism authorities. Participation was voluntary, and confidentiality was strictly observed. Surveys for guests were administered during or immediately after their stay, while resort personnel completed the instrument during non-peak operational hours.

Data were analyzed using frequency and percentage for demographic profiling, weighted mean for determining levels of readiness and satisfaction, Pearson correlation for testing relationships, multiple regression analysis for determining influence on guest satisfaction, and independent samples t-test for testing differences in perceptions. All statistical tests were evaluated at a 0.05 level of significance.

Ethical considerations were strictly observed throughout the study, ensuring anonymity, voluntary participation, and proper handling of data for academic purposes only.

Results and Discussion

Presentation, Analysis, and Interpretation of Data

This chapter presents the results, analysis, and interpretation of the data gathered in the study. It highlights the profile of the respondents and examines the extent of digital transformation readiness in various aspects of resort operations among Department of Tourism (DOT)-accredited resort hotels in Surigao del Sur, Philippines. Furthermore, it explores the relationship between the resort's profile and digital transformation readiness, assesses guest satisfaction, identifies challenges encountered, and determines significant differences among respondents. Finally, it presents the factors influencing guest satisfaction and proposes a model based on the study's findings.

Demographic Profile of Respondents

The study conducted a comprehensive analysis, beginning with the guests and owners/managers' demographic profile. Table 2 presents the demographic profile of resort owners/ managers in terms of respondent's position, resort size, location, type of resort, frequency of visit to the resort, occupancy rate and guest arrival. Table 2 presents the demographic characteristics of the respondents from DOT-accredited resort hotels in Surigao del Sur. The profile includes, resort size, location, type of resort, frequency of visit, occupancy rate, and guest arrivals.

Indicators	Frequency	Percentage (%)
Resort Size		
Small (10-50 rooms)	45	88%
Medium (51-150 rooms)	3	6%
Large (151+rooms)	3	6%
Location		
Coastal Area	50	98%
Urban Area	0	0%
Rural Area	1	2%
Island/ Remote Area	0	0%
Type of Resort		
Beach Resort	50	98%
Mountain Resort	1	2%
Island Resort	0	0%
Other (Please specify)	0	0%
Frequency of visit to the resort		
Less than 1 year	8	16%
1-5 years	32	63%
6-10 years	11	22%
More than 10 years	0	0%
Occupancy Rate (average over the past year)		
Less than 25%	4	8%
25-50%	9	18%
51-75%	24	47%

More than 75%	14	27%
Guest Arrival (average monthly count over the past year)		
Less than 100 guests	7	14%
101-300 guests	24	47%
301-500 guests	1	2%
More than 500 guests	19	37%

Table 2. Demographic Profile of Respondents (Resort Owners/Managers)

The findings show that the participating resort establishments are predominantly small-scale. This indicates that the resort industry represented in the study is largely composed of locally managed tourism enterprises rather than large hotel chains or highly commercialized accommodation providers. The dominance of small resorts reflects a tourism sector that is community-based, locally anchored, and dependent on flexible management practices. Such establishments may benefit from faster decision-making because owners and managers are often directly involved in operations. However, their scale may also limit access to capital, specialized personnel, advanced systems, and formal digital infrastructure.

In terms of location, the resorts are overwhelmingly situated in coastal areas. This confirms that tourism in Surigao del Sur is strongly associated with beaches, marine attractions, and coastal recreation. The prevalence of coastal resort operations suggests that the province's accommodation sector is closely linked to its natural environment and coastal tourism identity. This location pattern also implies that the business performance of resorts may be affected by seasonal tourism flows, weather conditions, destination accessibility, coastal resource management, and the quality of tourism infrastructure.

The type of resort further reinforces the coastal orientation of the local tourism industry, as the participating establishments are mostly beach resorts. This finding suggests that beach-based tourism remains the dominant accommodation product in the study area. While this strengthens the destination image of Surigao del Sur as a coastal tourism province, it may also create a highly competitive market where many resorts offer similar experiences. Under this condition, digital transformation becomes a strategic tool for differentiation. Resorts that can maintain an active online presence, respond quickly to inquiries, provide convenient digital booking, and manage customer reviews effectively may gain stronger visibility and competitiveness.

The findings also indicate that many participating resorts have already acquired a level of operational experience. This suggests that the establishments are not merely emerging businesses but are active participants in the local tourism market. Operational experience may help resort operators understand guest behavior, service expectations, and recurring business challenges. Such exposure can influence the willingness of owners and managers to adopt digital tools that simplify transactions, improve communication, and support service efficiency.

The results on occupancy and guest arrivals suggest that many resorts maintain a consistent flow of visitors. This pattern is important because regular guest activity increases the need for organized reservation systems, accurate guest records, timely communication, efficient payment processes, and systematic feedback mechanisms. Resorts that experience active guest movement may feel stronger pressure to digitalize key processes in order to reduce errors, manage inquiries, and improve the speed of service delivery.

The findings support the Technology-Organization-Environment (TOE) Framework, which posits that organizational characteristics and environmental conditions influence the adoption of technological innovations. Oliveira et al. (2019) emphasized that organizational size, operational complexity, and market conditions affect an organization's readiness to implement digital technologies. Similarly, Wang et al. (2020) argued that organizational maturity and accumulated experience contribute to successful digital transformation initiatives. In the hospitality sector, Alrawadie et al. (2021) observed that tourism establishments operating in highly visited destinations are more likely to pursue digital innovations to improve service delivery, operational performance, and customer satisfaction. These observations support the present findings, which demonstrate that the participating resorts possess operational characteristics that may facilitate digital transformation efforts.

Extent of readiness on digital transformation in various aspects of the resort's operations

Table 3 presents the extent of digital transformation readiness in various aspects of resort operations as perceived by guests and resort owners or employees. The assessment covered technical factors, organizational factors, external environment, customer-related factors, economic factors, operational factors, and security and privacy. These dimensions

represent the major conditions that support or hinder the ability of resort establishments to adopt and sustain digital technologies. Security and privacy emerged as the strongest area of readiness. This indicates that the resorts place high importance on protecting guest information, securing digital transactions, and maintaining confidentiality in technology-enabled services. This finding is significant because hospitality establishments handle sensitive information, including booking details, contact information, identification records, and payment-related data. A strong readiness in security and privacy reflects the understanding that guest trust is a critical foundation of digital service acceptance.

Indicators	Guests		Owners/ Employees		Grand Mean	Over-all Adj Rating
	Mean	Adj Rating	Mean	Adj Rating		
Technical factors	4.347	Extremely Ready	4.336	Extremely Ready	4.342	Extremely Ready
Organizational	4.249	Extremely Ready	4.203	Extremely Ready	4.226	Extremely Ready
External Environment	4.284	Extremely Ready	4.124	Extremely Ready	4.204	Extremely Ready
Customer Related	4.26	Extremely Ready	4.248	Extremely Ready	4.254	Extremely Ready
Economic	4.354	Extremely Ready	4.325	Extremely Ready	4.34	Extremely Ready
Operational	4.361	Extremely Ready	4.34	Extremely Ready	4.351	Extremely Ready
Security & Privacy	4.372	Extremely Ready	4.366	Extremely Ready	4.369	Extremely Ready
Over-all Mean	4.318	Extremely Ready	4.277	Extremely Ready	4.298	Extremely Ready

Table 3. Extent of readiness on digital transformation in various aspects of the resort's operations

Operational readiness was also interpreted as extremely ready. This suggests that the participating resorts are prepared to integrate digital tools into daily operations such as reservations, guest inquiries, check-in and check-out procedures, internal coordination, payment processing, feedback management, and service monitoring. In the hospitality sector, operational readiness is crucial because service delays, booking errors, and weak coordination can directly affect guest experience. The result implies that resort operators recognize the value of digital systems in improving accuracy, speed, and consistency in service delivery. Technical readiness was likewise interpreted as extremely ready. This indicates that the resorts possess or are prepared to use technological tools and infrastructure necessary for digital transformation. These may include internet-based platforms, online communication channels, websites, social media pages, booking systems, and digital payment options. The finding suggests that the participating establishments have a favorable technological foundation for digital adoption. However, technical readiness must be sustained through reliable connectivity, system maintenance, and continuous platform improvement.

Economic readiness was also interpreted as extremely ready. This suggests that respondents perceive digital transformation as economically beneficial and feasible for resort operations. Resort stakeholders appear to recognize that digital technologies can improve market reach, reduce operational inefficiencies, support revenue generation, and strengthen competitiveness. Nevertheless, economic readiness should not be interpreted as the complete absence of financial constraints. Rather, it indicates that resorts understand the value of investing in digital tools, even if the extent of investment may differ depending on their resources. Customer-related readiness was interpreted as extremely ready, indicating that resorts are prepared to use digital technologies to respond to customer needs and expectations. Guests increasingly expect convenient booking, quick online responses, accessible information, digital payment options, and updated social media platforms. The finding suggests that resort operators are aware that digital transformation must be customer-centered and not limited to internal operations alone.

Organizational readiness was also interpreted as extremely ready. This reflects the presence of management support, employee willingness, internal coordination, and openness to digital change. However, organizational readiness remains an area that requires sustained attention because the success of digital transformation depends heavily on people. Even with available technology, digital initiatives may not succeed if employees are not trained, if management lacks a clear digital direction, or if responsibilities are not properly assigned. External environmental readiness, while still interpreted as extremely ready, appeared relatively less pronounced than other readiness dimensions. This suggests that resorts may be internally prepared but may still depend on external conditions such as internet reliability, availability of service providers, government support, tourism policies, competitive pressures, and destination-level infrastructure. This finding

highlights that resort digitalization cannot be achieved by individual establishments alone. It requires support from local government units, tourism offices, technology providers, telecommunications companies, and industry partners.

The findings support the Technology-Organization-Environment framework by showing that digital transformation readiness is shaped by technological capability, organizational preparedness, and environmental support. They also align with the Resource-Based View, which emphasizes that technological systems, trained personnel, secure processes, and customer-oriented capabilities can serve as valuable resources for competitive advantage. For these resources to create long-term value, resorts must continuously invest in learning, infrastructure, innovation, and collaboration.

Significant relationship between the resort's profile and the extent of readiness on digital transformation in various aspects of the resort operations

Table 4 presents the significant relationship between the profile of the resorts and the extent of readiness for digital transformation in various aspects of resort operations. The analysis examined whether resort size, location, type of resort, years in operation, occupancy rate, and guest arrivals were associated with technical, organizational, external environmental, customer-related, economic, operational, and security and privacy readiness. The findings reveal that only selected resort profile variables were significantly related to particular dimensions of digital transformation readiness. This means that digital readiness is not uniformly determined by all profile characteristics. Instead, certain operational and market-related conditions appear to influence specific areas of readiness more strongly than others.

Factor	Variable	Computed r	P-value	Decision	Conclusion
Technological					
	Size	0.086	0.548	Failed to Reject Ho	Not Significant
	Location	0.099	0.490	Failed to Reject Ho	Not Significant
	Type	0.020	0.889	Failed to Reject Ho	Not Significant
	Years in Operation	0.110	0.444	Failed to Reject Ho	Not Significant
	Occupancy Rate	0.398	0.004	Reject Ho	Significant
	Guest Arrival	0.060	0.674	Failed to Reject Ho	Not Significant
Organizational					
	Size	0.124	0.384	Failed to Reject Ho	Not Significant
	Location	0.053	0.710	Failed to Reject Ho	Not Significant
	Type	0.128	0.372	Failed to Reject Ho	Not Significant
	Years in Operation	0.059	0.680	Failed to Reject Ho	Not Significant
	Occupancy Rate	0.104	0.467	Failed to Reject Ho	Not Significant
	Guest Arrival	0.181	0.204	Failed to Reject Ho	Not Significant
External Environment					
	Size	0.188	0.186	Failed to Reject Ho	Not Significant
	Location	0.023	0.873	Failed to Reject Ho	Not Significant
	Type	0.101	0.481	Failed to Reject Ho	Not Significant
	Years in Operation	0.258	0.068	Failed to Reject Ho	Not Significant
	Occupancy Rate	0.146	0.305	Failed to Reject Ho	Not Significant
	Guest Arrival	0.331	0.018	Reject Ho	Significant
Customer-Related					
	Size	0.011	0.937	Failed to Reject Ho	Not Significant
	Location	0.248	0.080	Failed to Reject Ho	Not Significant
	Type	0.146	0.305	Failed to Reject Ho	Not Significant
	Years in Operation	0.268	0.057	Failed to Reject Ho	Not Significant
	Occupancy Rate	0.367	0.008	Reject Ho	Significant
	Guest Arrival	0.366	0.008	Reject Ho	Significant
Economic					
	Size	0.103	0.471	Failed to Reject Ho	Not Significant
	Location	0.284	0.044	Reject Ho	Significant
	Type	0.054	0.704	Failed to Reject Ho	Not Significant
	Years in Operation	0.341	0.041	Reject Ho	Significant
	Occupancy Rate	0.233	0.100	Failed to Reject Ho	Not Significant
	Guest Arrival	0.250	0.077	Failed to Reject Ho	Not Significant
Operational					
	Size	0.016	0.913	Failed to Reject Ho	Not Significant

	Location	0.096	0.504	Failed to Reject Ho	Not Significant
	Type	0.003	0.983	Failed to Reject Ho	Not Significant
	Years in Operation	0.101	0.482	Failed to Reject Ho	Not Significant
	Occupancy Rate	0.185	0.193	Failed to Reject Ho	Not Significant
	Guest Arrival	0.092	0.519	Failed to Reject Ho	Not Significant
Security & Privacy					
	Size	0.110	0.444	Failed to Reject Ho	Not Significant
	Location	0.013	0.928	Failed to Reject Ho	Not Significant
	Type	0.013	0.928	Failed to Reject Ho	Not Significant
	Years in Operation	0.229	0.106	Failed to Reject Ho	Not Significant
	Occupancy Rate	0.281	0.046	Reject Ho	Significant
	Guest Arrival	0.173	0.223	Failed to Reject Ho	Not Significant

Table 4. Significant relationship between the resort's profile and the extent of readiness on digital transformation in various aspects of the resort operations

Occupancy rate was found to be significantly related to technological readiness, customer-related readiness, and security and privacy readiness. This suggests that resorts with stronger room utilization tend to demonstrate greater preparedness in adopting digital tools, addressing customer needs, and protecting guest information. Higher occupancy creates greater demand for efficient reservation management, accurate guest records, quick communication, secure transactions, and responsive service systems. As a result, resorts with active room usage may be more motivated to strengthen their digital capabilities. The significant relationship between occupancy rate and technological readiness highlights the role of actual business demand in encouraging digital adoption. Resorts that regularly accommodate guests are more likely to experience operational pressure that makes digital systems necessary. In this sense, technology adoption is not driven only by the availability of tools but also by the need to manage customer volume efficiently and reliably.

The relationship between occupancy rate and customer-related readiness further implies that guest activity encourages resorts to improve digital engagement. When rooms are frequently occupied, resorts must manage inquiries, requests, complaints, preferences, and feedback more effectively. Digital communication platforms, online booking systems, and customer relationship tools become valuable in maintaining service quality and guest satisfaction. The significant relationship between occupancy rate and security and privacy readiness suggests that resorts handling more guests also handle more customer information. With increased guest transactions, the need to protect personal data, booking records, and payment-related information becomes more important. This finding shows that data protection becomes more urgent as the volume of customer interaction increases.

Guest arrivals were significantly related to external environmental readiness and customer-related readiness. This indicates that resorts receiving more visitors are more exposed to market demand, customer expectations, industry competition, and tourism trends. Higher guest arrivals may increase the need for online visibility, updated information, digital communication, and convenient service access. Resorts that serve more guests are also more likely to encounter diverse customer preferences, including expectations for faster and more technology-enabled service. Location and years in operation were significantly related to economic readiness. This suggests that the financial capacity or willingness of resorts to invest in digital transformation may be shaped by their market location and operational maturity. Resorts located in tourism-active areas may have greater exposure to potential customers and stronger motivation to invest in digital tools. Meanwhile, resorts with longer operational experience may have developed more stable market knowledge, financial practices, and confidence in technology-related investment.

On the other hand, resort size and type of resort were not significantly related to the dimensions of digital transformation readiness. This finding is important because it indicates that digital readiness is not exclusive to large or highly commercialized establishments. Small resorts can still demonstrate strong readiness when they recognize the strategic value of digital tools and respond to customer expectations. In the context of Surigao del Sur, where small coastal beach resorts dominate the industry, this finding suggests that digital transformation is achievable even among modestly sized establishments. Organizational readiness and operational readiness were not significantly associated with the resort profile variables. This suggests that these dimensions may depend more on internal management practices, employee competence, leadership support, and digital culture than on structural characteristics such as size, location, or resort type. A small or newly operating resort may be organizationally ready if its management supports innovation and its employees are willing to adapt. Conversely, a larger or older resort may not be ready if it lacks coordination, training, or clear digital direction.

These findings support the Technology-Organization-Environment (TOE) Framework, which posits that technological adoption is influenced by both organizational conditions and environmental pressures. The results also align with the observations of Oliveira et al. (2019), who emphasized that external market demands and operational requirements often

serve as stronger drivers of technology adoption than organizational size alone. Similarly, Wang et al. (2020) argued that organizations with greater operational complexity and customer interaction are more likely to pursue digital transformation initiatives to enhance efficiency and competitiveness. However, the findings partially contradict studies suggesting that organizational size is a primary determinant of digital readiness, indicating that even smaller resort establishments can exhibit strong preparedness when supported by favorable operational and market conditions.

Extent of guest satisfaction with digital transformation in various aspects of resort operations

Table 5 presents the extent of guest satisfaction with digital transformation in various aspects of resort operations. Specifically, the assessment focuses on guests' satisfaction with digital technologies used in booking and reservation processes, check-in and check-out procedures, service delivery, information dissemination, personalized services, operational efficiency, data security, and communication. The results provide insights into how digital transformation initiatives influence guests' overall experiences within the selected DOT-accredited resort hotels in Surigao del Sur. Among the indicators assessed, guest satisfaction was highest in the resort's use of digital technologies for booking and reservation processes, which was interpreted as extremely satisfied. This finding suggests that guests highly value the convenience, accessibility, and efficiency provided by technology-enabled reservation systems. The result indicates that digital booking platforms allow guests to obtain information, make reservations, and manage travel arrangements with greater ease and flexibility. Such convenience reduces transaction time and enhances the overall customer experience even before guests arrive at the resort. The finding further implies that the participating resorts have successfully utilized digital tools to improve customer accessibility and streamline service delivery, contributing to a positive first impression among guests.

Indicators	Mean	Adj Rating
I am satisfied with the resort's use of digital technologies in booking and reservation.	4.360	Extremely Satisfied
I am satisfied with the resort's use of digital technologies in check-in and check-out processes.	4.260	Extremely Satisfied
I am satisfied with the resort's use of digital technologies in providing services during my stay.	4.220	Extremely Satisfied
The resort offers accurate and updated information on its website or social media platforms.	4.150	Satisfied
The resort uses digital platforms to provide personalized services tailored to my needs.	4.190	Satisfied
The speed and efficiency of digital services improve the quality of my stay.	4.150	Satisfied
I feel secure sharing my personal and financial information with the resort's digital systems.	4.110	Satisfied
Digital transformation in the resort contributes to better problem resolution and communication with guests.	4.180	Satisfied
Over-all mean	4.203	Extremely Satisfied

Table 5. Extent of guest satisfaction with digital transformation in various aspects of resort operations

In contrast, the lowest assessment was observed in guests' perception of security when sharing personal and financial information through the resort's digital systems, although the indicator remained within the satisfied category. This finding suggests that while guests generally trust the digital services provided by the resorts, concerns regarding privacy, cybersecurity, and data protection continue to exist. The result implies that customers remain cautious when providing sensitive information through online platforms and expect organizations to maintain strong security measures to safeguard their personal data. Similarly, indicators related to digital information accuracy and service efficiency received relatively lower assessments, suggesting opportunities for further enhancement of digital communication channels and customer engagement strategies.

The findings support the Unified Theory of Acceptance and Use of Technology (UTAUT), which posits that users are more likely to embrace technologies that they perceive as useful, convenient, and beneficial to their needs. The results are consistent with the findings of Parvez et al. (2022), who reported that digital technologies contribute significantly to improved customer experiences and service efficiency within hospitality organizations. Similarly, Alrawadieh et al. (2021) found that technology-enabled services enhance guest convenience, satisfaction, and overall service quality. The findings also support Ong et al. (2024), who emphasized that technological innovations positively influence customer satisfaction when they improve accessibility, responsiveness, and service delivery. These studies collectively reinforce the present findings that digital transformation initiatives contribute substantially to positive guest experiences and customer satisfaction within resort operations.

Significant difference of the extent of readiness on digital transformation in various aspects of the resort's operations as perceived by the two (2) group of respondents.

Table 6 presents the significant difference in the extent of readiness on digital transformation in various aspects of resort operations as perceived by the two groups of respondents, namely guests and resort owners/employees. The analysis was conducted to determine whether the perceptions of the two groups significantly differ across technological, organizational, external environmental, customer-related, economic, operational, and security and privacy dimensions of digital transformation readiness.

Sources of variation	Computed t	P-value	Decision	Conclusion
Technical factors	0.33	0.742	Failed to reject H0	Not significant
Organizational	0.33	0.739	Failed to reject H0	Not significant
External Environment	1.29	0.201	Failed to reject H0	Not significant
Customer Related	0.03	0.977	Failed to reject H0	Not significant
Economic	1.19	0.238	Failed to reject H0	Not significant
Operational	0.69	0.491	Failed to reject H0	Not significant
Security & Privacy	0.04	0.966	Failed to reject H0	Not significant

Table 6. Significant difference of the extent of readiness on digital transformation in various aspects of the resort's operations as perceived by the two (2) group of respondents

The findings reveal that no significant differences exist between the perceptions of guests and resort owners/employees across all dimensions of digital transformation readiness. This indicates that both groups generally share similar views regarding the preparedness of resort establishments to adopt and implement digital transformation initiatives. The consistency of perceptions suggests that digital technologies and practices implemented within the resorts are sufficiently visible and experienced by both internal stakeholders and customers. Such agreement may indicate that digital transformation efforts have been effectively integrated into resort operations and customer-facing services, allowing stakeholders to develop comparable assessments of the resorts' readiness. The absence of significant differences across technological, organizational, customer-related, operational, economic, and security dimensions further implies that resort personnel and guests have a common understanding of the extent to which digital technologies support resort services and operations. This finding suggests that the benefits and limitations of digital transformation initiatives are similarly recognized by both groups. The result may also indicate that the participating resorts have maintained consistency in the delivery of technology-enabled services, thereby creating a shared experience among stakeholders regarding digital readiness. The findings support the Technology-Organization-Environment (TOE) Framework, which emphasizes that successful technology adoption is reflected not only in organizational preparedness but also in the experiences of stakeholders who interact with technological systems. The results are consistent with the observations of Hao et al. (2022), who found that effective digital transformation initiatives create shared perceptions among employees and customers regarding service quality and technological capability. Similarly, Alrawadieh et al. (2021) reported that digital innovations in hospitality settings become more effective when technological improvements are evident to both internal and external stakeholders. The findings also support Wang et al. (2020), who emphasized that organizations exhibiting strong digital readiness often demonstrate consistency in stakeholder perceptions because technological initiatives are embedded throughout organizational processes and customer interactions.

Challenges encountered by the respondents on digital transformation in various aspects of the resort's operations

Table 7 presents the challenges encountered by guests and resort owners/employees regarding digital transformation in various aspects of resort operations. Specifically, the assessment covers technological, organizational, external environmental, customer-related, economic, operational, and security and privacy factors that may hinder the successful implementation and utilization of digital technologies within selected DOT-accredited resort hotels in Surigao del Sur.

Indicators	Guests		Owners/ Employees		Grand Mean	Over-all Adj Rating
	Mean	Adj Rating	Mean	Adj Rating		
Technical factors	3.137	Moderate Challenge	2.490	Minor Challenge	2.814	Moderate Challenge
Organizational	3.142	Moderate Challenge	2.422	Minor Challenge	2.782	Moderate Challenge
External Environment	3.247	Moderate Challenge	2.431	Minor Challenge	2.839	Moderate Challenge

Customer Related	3.105	Moderate Challenge	2.353	Minor Challenge	2.729	Moderate Challenge
Economic	3.232	Moderate Challenge	2.520	Minor Challenge	2.876	Moderate Challenge
Operational	3.026	Moderate Challenge	2.490	Minor Challenge	2.758	Moderate Challenge
Security & Privacy	3.021	Moderate Challenge	2.245	Minor Challenge	2.633	Moderate Challenge
Over-all Mean	3.130	Moderate Challenge	2.422	Minor Challenge	2.776	Moderate Challenge

Table 7. Challenges encountered by the respondents on digital transformation in various aspects of the resort's operations

Among the dimensions assessed, economic factors emerged as the most challenging aspect of digital transformation and were interpreted as a moderate challenge. This finding suggests that financial considerations remain a significant concern in the implementation and maintenance of digital technologies within resort operations. The result implies that resort establishments may encounter difficulties related to investment costs, technology acquisition, system upgrades, maintenance expenses, and workforce training requirements. Such challenges are particularly relevant among small and medium-sized tourism enterprises, which often operate under limited financial resources while simultaneously striving to remain competitive in a technology-driven environment. Similarly, external environmental factors were also identified as a considerable challenge, indicating that factors such as internet connectivity, technological infrastructure, government support, and industry-related conditions may affect the pace and effectiveness of digital transformation initiatives. Conversely, security and privacy factors received the lowest assessment among the identified challenges, although they remained within the moderate challenge category. This finding indicates that while concerns regarding data protection, cybersecurity, and privacy management continue to exist, they are perceived to be less problematic compared to financial and environmental constraints. The result may suggest that resort establishments have already implemented certain measures to address security concerns and comply with data protection requirements. Nevertheless, the continued presence of challenges in this area highlights the need for ongoing monitoring, policy implementation, and technological safeguards to ensure the protection of customer and organizational information within digital environments. The findings support the Technology-Organization-Environment (TOE) Framework, which recognizes that technological adoption is influenced by organizational capabilities as well as environmental conditions that may either facilitate or hinder innovation. The results are consistent with the findings of Gamboa and Galicia (2021), who reported that resource limitations, infrastructure constraints, and management support remain significant barriers to digital transformation among Philippine enterprises. Similarly, Hao et al. (2022) found that hospitality organizations frequently encounter financial and environmental challenges during the implementation of digital initiatives despite demonstrating readiness for innovation. The findings also support Nadkarni and Prögl (2021), who emphasized that successful digital transformation requires organizations to continuously address operational, financial, and environmental barriers while strengthening internal capabilities to sustain technological advancement.

Significant difference on the challenges encountered by the respondents on digital transformation in various aspects of the resort's operations

Table 8 presents the significant difference in the challenges encountered by guests and resort owners/employees regarding digital transformation in various aspects of resort operations. The analysis was conducted to determine whether the perceptions of the two groups significantly differ across technological, organizational, external environmental, customer-related, economic, operational, and security and privacy factors.

Sources of variation	Computed t	P-value	Decision	Conclusion
Technical factors	3.210	0.002	Reject Ho	Significant
Organizational	3.980	0.000	Reject Ho	Significant
External Environment	4.090	0.000	Reject Ho	Significant
Customer Related	3.740	0.000	Reject Ho	Significant
Economic	3.900	0.000	Reject Ho	Significant
Operational	2.670	0.009	Reject Ho	Significant
Security & Privacy	3.700	0.000	Reject Ho	Significant

Table 8. Significant difference on the challenges encountered by the respondents on digital transformation in various aspects of the resort's operations

The findings reveal significant differences between guests and resort owners/employees across all dimensions of digital transformation challenges. This indicates that the two groups do not share the same perceptions regarding the barriers encountered in implementing and utilizing digital technologies within resort operations. The result suggests that guests generally experience the challenges from the perspective of service accessibility, convenience, responsiveness, and user experience, while resort personnel encounter challenges associated with system implementation, operational management, resource allocation, staff training, and technological maintenance. Such differences are expected because the two groups interact with digital technologies in different capacities and are exposed to distinct aspects of the digital transformation process. The significant differences observed across technological, organizational, external environmental, customer-related, economic, operational, and security and privacy factors further imply that digital transformation challenges are perceived differently depending on stakeholder roles and experiences. Guests may be more sensitive to issues that directly affect their service experience, whereas resort personnel are more likely to recognize the organizational and operational difficulties involved in adopting and sustaining digital technologies. This finding highlights the multidimensional nature of digital transformation and demonstrates that barriers may be viewed differently by internal and external stakeholders despite operating within the same organizational environment.

The findings support the Technology-Organization-Environment (TOE) Framework, which emphasizes that technological adoption is influenced by multiple organizational and environmental factors that may be perceived differently by stakeholders. The results are consistent with Hao et al. (2022), who found that employees and customers often differ in their assessment of digital transformation barriers because they experience technology from different perspectives. Similarly, Parvez et al. (2022) reported that the implementation of digital technologies in hospitality organizations frequently generates varying perceptions among stakeholders regarding technological complexity, usability, and operational impact. The findings also support Nadkarni and Prügl (2021), who emphasized that successful digital transformation requires organizations to understand and manage the diverse expectations, concerns, and experiences of stakeholders involved in the transformation process.

Digital transformation in various aspects of the resort operations influence guest's satisfaction

Table 9 presents the regression analysis conducted to determine whether digital transformation readiness in various aspects of resort operations significantly influences guest satisfaction. The analysis examined the predictive effects of technological, organizational, external environmental, customer-related, economic, operational, and security and privacy factors on the satisfaction of guests within selected DOT-accredited resort hotels in Surigao del Sur.

Predictors	Coefficient	t-value	P-value	Decision
Technical factors	0.0460	0.290	0.770	Not Significant
Organizational	0.0543	0.430	0.670	Not Significant
External Environmental	0.1667	1.180	0.241	Not Significant
Customer related	0.1969	1.200	0.233	Not Significant
Economic	0.2383	1.630	0.107	Not Significant
Operational	0.1088	0.710	0.478	Not Significant
Security & Privacy	0.2453	1.680	0.097	Not Significant
S = 0.6469	R-Sq=9.8%		R-Sq(adj)=2.5%	
Analysis of Variance				
Source	SS	MS	F	P-value
Regression	3.9486	0.5641	1.35	0.238
Residual Error	36.4044	0.4184		
TOTAL	40.353			

Table 9. *Digital transformation in various aspects of the resort operations influence guest's satisfaction*

The findings reveal that none of the dimensions of digital transformation readiness significantly influence guest satisfaction. This indicates that although the participating resort hotels demonstrate a high level of preparedness in adopting digital technologies, such readiness does not necessarily translate into higher levels of guest satisfaction. The result suggests that guests may evaluate their resort experiences based on a broader range of factors beyond digital readiness alone. Elements such as service quality, employee responsiveness, hospitality, physical facilities, cleanliness, comfort, and overall customer experience may exert a stronger influence on satisfaction than the mere presence of digital technologies. Similarly, the absence of significant predictive relationships across all dimensions implies that guests may perceive digital technologies as basic service expectations rather than factors that substantially enhance satisfaction. In today's hospitality environment, online booking systems, digital communication platforms, and technology-enabled services have become increasingly common. As a result, guests may view these technologies as standard operational requirements rather than distinguishing features that significantly affect their level of satisfaction. This finding suggests that while digital readiness remains

important for operational effectiveness and competitiveness, it may not be sufficient on its own to create highly satisfying customer experiences.

Proposed Model Based on the Findings of the Study

The proposed Resort Digital Transformation Readiness and Guest Satisfaction Enhancement Model was developed based on the findings of the study. The model is designed to assist Department of Tourism (DOT)-accredited resort hotels in Surigao del Sur in strengthening their digital transformation initiatives while continuously improving guest satisfaction and operational performance. The model is anchored on the premise that successful digital transformation requires not only organizational readiness but also strategic interventions that address existing challenges and enhance customer experiences. It integrates the major findings of the study concerning digital transformation readiness, guest satisfaction, and the challenges encountered by resort stakeholders.

The first component of the model is Digital Transformation Readiness, which serves as the foundation of successful digital transformation initiatives. This component consists of technological, organizational, external environmental, customer-related, economic, operational, and security and privacy readiness. The findings revealed that the participating resort hotels were generally extremely ready in these dimensions, indicating that they possess the necessary resources, capabilities, and support systems required for digital transformation. These readiness factors represent the internal and external conditions that enable resort establishments to adopt and sustain digital technologies effectively.

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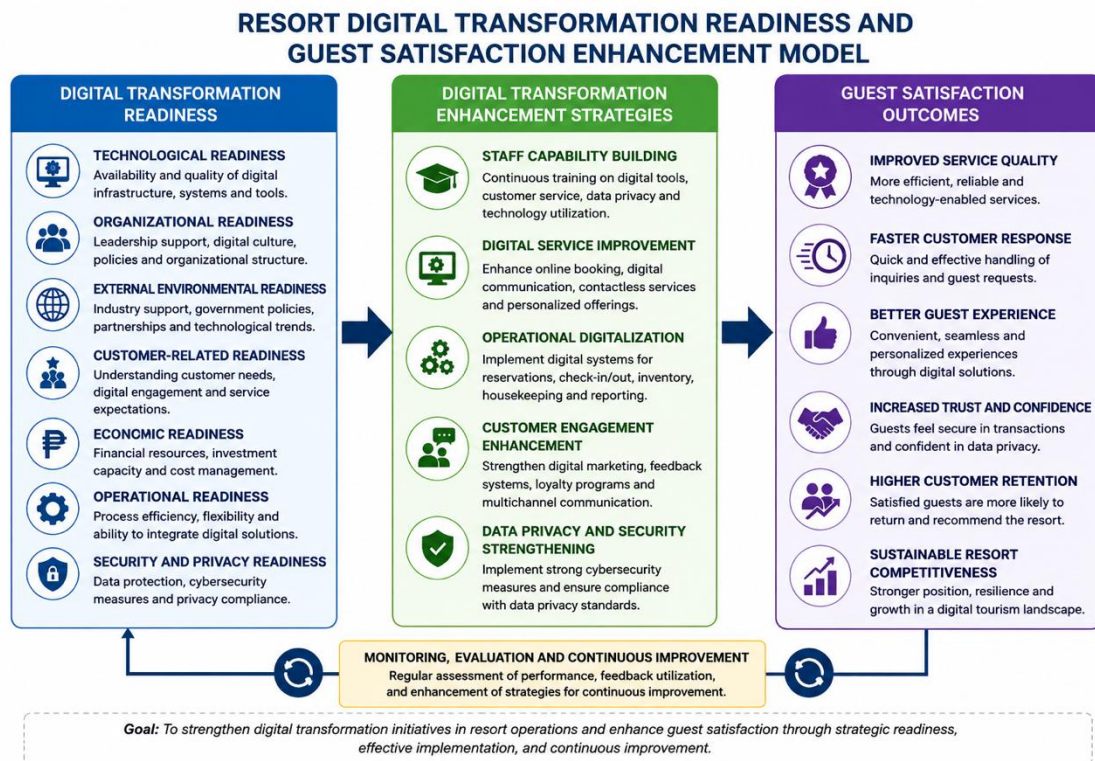


Figure 3. Proposed Model Based on the Findings of the Study

The second component is Digital Transformation Enhancement Strategies. Although the study revealed a high level of readiness, respondents likewise identified moderate challenges related to economic, environmental, organizational, operational, and technological factors. To address these concerns, the model proposes strategic interventions such as staff capability-building programs, digital service improvements, operational digitalization initiatives, customer engagement

enhancement activities, and strengthened security and privacy measures. These strategies are intended to bridge existing gaps, maximize digital capabilities, and ensure the effective utilization of digital technologies within resort operations.

The final component of the model focuses on Guest Satisfaction Outcomes. While the study found that digital transformation readiness did not significantly influence guest satisfaction, guests generally reported being extremely satisfied with the digital services provided by the participating resorts. This finding suggests that customer satisfaction is influenced not only by technological readiness but also by how digital technologies are utilized to enhance service quality, convenience, responsiveness, and customer engagement. Through the implementation of the proposed enhancement strategies, resort hotels are expected to improve service delivery, strengthen customer trust, enhance guest experiences, increase customer retention, and achieve sustainable competitiveness within the tourism industry.

Overall, the model emphasizes that digital transformation readiness alone is insufficient to guarantee positive customer outcomes. Instead, readiness must be translated into concrete actions and strategic initiatives that directly address organizational challenges and customer needs. By integrating readiness factors, enhancement strategies, and desired customer outcomes, the proposed model provides a practical and comprehensive framework that can guide resort hotels in planning, implementing, monitoring, and sustaining digital transformation initiatives. Ultimately, the model serves as a roadmap for improving operational efficiency, strengthening digital capabilities, and promoting guest satisfaction among DOT-accredited resort hotels in Surigao del Sur.

Proposed Program Based on the Findings of the Study

Based on the results of the study, the researcher proposed a community and research-based project titled "RESORT DIGITAL TRANSFORMATION READINESS AND GUEST SATISFACTION ENHANCEMENT PROGRAM (ReDigi-GSEP). This initiative is designed to strengthen digital transformation capabilities among resort operators while enhancing customer experience and improving operational efficiency. The proposal will be presented to North Eastern Mindanao State University extension services, specifically targeting the Department of Hospitality Management. The researcher aims to collaborate closely with the Extension Services Coordinator and Hospitality Management faculty members. Additionally, the researcher will seek support and partnership from the Local Government Units (LGUs) in Surigao del Sur and the Department of Tourism Philippines. The project will undergo proper evaluation and approval processes to ensure the availability of financial resources and technical expertise.

This initiative will serve as a comprehensive, research-based community extension project aimed at empowering resort owners, managers, and employees in Surigao del Sur. The primary goal is to strengthen the local tourism industry by addressing key areas such as digital adoption, service quality, and operational efficiency, while bridging the gap between technological readiness and actual guest satisfaction.

Conclusion and Recommendations

The study concludes that resort hotels in Surigao del Sur are highly prepared for digital transformation but this readiness does not directly influence guest satisfaction. Satisfaction is primarily shaped by service quality and human-centered hospitality experiences.

Operational performance indicators such as occupancy rate and guest arrivals are more influential in determining digital readiness than structural resort characteristics. While challenges remain moderate, differences in stakeholder perceptions highlight the need for aligned digital transformation strategies.

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Competing Interests Statement

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this article.

Data Availability Statement

Data sharing is not applicable to this article as no new data were created or analyzed in this study; all data used were obtained from previously published sources as cited in the reference list.

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Appendices

No appendices are attached to this study.