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# Service Quality Management of Scenic Spot Based on Tourists' Experience--Taking the Three Gorges Dam 5A Scenic Area for Example

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**Abstract:** Based on the perspective of tourists, the paper takes the empirical analysis of service quality of the three gorges dam scenic spot, tries to put forward some methods to improve service quality, and provide the reference for the tourism sustainable optimization development of the three gorges dam.

Keywords: scenic spot, service quality, travelers' opinions

## 1. INTRODUCTION

The Three Gorges Dam tourism area is located in San Douping, Yichang. It is 40Km far from Gezhouba Dam. The area takes the Three Gorges Dam as its core landscape, including other sight spot like .It unites the human landscape and natural landscape skillfully, and forms a ring tour visit lines with one centre and six zones. Depending on the construction of the Three Gorges Project, the Three Gorges Dam tourism area has become one of the first 5 a-class tourist scenic spot, industrial tourism demonstration site in China. The tourism benefit of the Three Gorges Dam has become the important section of the benefit of the Three Gorges Project. The tourism in the Three Gorges Dam region has turned into the centre of ecological-cultural tourism district in western Hubei province. All facts demonstrated that the tourism in the Three Gorges Dam is not only the window of the Three Gorges Project, but also the engine of the economic development in the Three Gorges Dam Region.

## 2. QUESTIONNAIRE DESIGN

The questionnaire is constituted with beginning, main, and background three parts. The beginning includes the greeting for visitors and the instruction. Based on the project analysis results of the pilot test questionnaire, the main part was made up some new questionnaire terms, and each question option was set to 5 levels. The both ends is a pair of opposite meaning adjectives, and the score of each level is 1, 2,3,4,5 from the left to the right. In order to make classified and comparative analysis about the tourists, the background part contains some basic information about the visitors, such as age, sex, educational background, the way of traveling and how many times they have gone here.

## 3. DATA COLLECTION

The author organized staffs into 3 groups to issue the questionnaire about the Three Gorges Dam tourism scenic spot service quality from October 1, 2011 to October 10.250 questionnaires were issued and withdraw 212 questionnaires, of which the effective questionnaire was 200, and effective recovery is 80%.

**Table 1. Sample survey**

Basis	items	Numbers	Percent %
Gender	Male	104	52
	Female	96	48
	Total	200	100
Age	Below the age of 15	3	1.5
	...	...	...
	60 years old and Above	3	1.5
	Total	200	100
Educational attainment	Elementary school and the following	7	3.5
	...	...	...
	Total	200	100
Tourism model	With a tour group	58	29
	Independent travel	123	61.5
	Drive travel	19	9.5
	Total	200	100
Visit number	One time	105	52.5
	Two times	43	21.5
	...	...	...
	Total	200	100

From the table 1 we can conclude that the females and male proportion is 13:12 among the 200 effective questionnaires; about age distribution, the largest proportion is the 15 to 24 group, which is similar to the proportion of university degree or above in the educational background. Questionnaire was issued and took back when National Day in China. In this time, university students are in the majority. For the way of traveling, more than half of the tourists' first choice independent travel, the second is traveling with group. For the traveling frequency, 52.5% of the tourists visited here first time, the others were returned customers, which explained that the attraction of the Three Gorges Dam scenic spot is strong, and it has already had the stably potential customers.

#### 4. EMPIRICAL ANALYSES

##### 4.1 Tourism service quality dimensions analysis

According to the scale project analysis, factor analysis and reliability analysis about the pilot test questionnaire, we deleted the options that influence the validity and reliability and formed a scale finally<sup>[1]</sup>. At last, we chose 23 project terms to make questionnaire survey. We used the factor analysis method to make reduction processing for this 23 project dimension, to extracted common factors, and test the basic structure of the pilot test questionnaire scale.

##### 4.1.1 Exploratory factor analysis

- KMO and Bartlett's Test

Before factor analysis, taking KMO and Bartlett's Test to examine whether there are certain linear relationships between assess projects, whether it is suitable to use factor analysis to extract factors. Sampling of appropriate amount KMO number value is 0.917, the index is greater than 0.900. As the table 2 shows, and it has common factors between variables. The scale is suitable to make factor analysis.

**Table 2. KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.917
Bartlett's Test of Sphericity	Approx. Chi-Square	2396.021
	df	253
	Sig.	.000

When it is limited to five common factors, before spindle, the Eigen value of the five common factors are 9.800, 1.558, 1.258, 1.072, 1.030.the five common factors can explain 63.990% of the variance about measurement item, just like the table 3 shows below.

**Table 3. Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	9.800	42.608	42.608	9.800	42.608	42.608	4.010	17.436
2	1.558	6.776	49.383	1.558	6.776	49.383	3.803	16.533	33.968
3	1.258	5.468	54.851	1.258	5.468	54.851	2.401	10.439	44.407
4	1.072	4.660	59.511	1.072	4.660	59.511	2.343	10.185	54.592
5	1.030	4.479	63.990	1.030	4.479	63.990	2.161	9.398	63.990

If a common factor include different measurement item, users could keep more dimensions of the measurement item, and delete the largest load factors which belongs to the original dimensions. At the second common factors contains “responsiveness” and “empathizing” two dimensions. The measurement item of the “responsiveness” has four subjects, and the “empathy” just has one subject. So when it comes to the second common factor, the main thing is the dimension of “responsiveness”, so we deleted the X43,with the same theory, we deleted X42,X33,X23,X32. After deleting the X32, the composition matrix is like the table 4 shows.

**Table 4. Rotated Component Matrix (a)**

	Component				
	1	2	3	4	5
X34	.738	.169	.173	.072	.128
X36	.723	.172	.266	.129	.026
X31	.678	.217	.226	.134	.184
...	...	...	...	...	...
X45	.516	-.042	.109	.672	.046
X22	.216	.126	.251	.186	.796
X24	.237	.332	.132	.049	.731
X21	.314	-.181	.488	.220	.497

Through the above table 4, at last we conclude that the measurement dimension and measurement project of the tourists' feeling about the service quality is roughly same to the before, in other words, including five dimensions, and 17 items. After ensuring the scale project, to consult experts' opinion again, and increase the original project X41 in “reliability”, which item “the tourism route arranged by scenic spot has contained each important scenic spot”. Then we can get a new scale project which concentrate on the Three Gorges Dam scenic spot.

- Reliability testing

Use The Alpha reliability coefficient to test the scale structure reliability. As shown in figure:

**Table 5. Reliability Statistics**

Dimensions name	Cronbach's Alpha	N of Items
Tangible	.781	3
reliability	.749	4
responsiveness	.807	5
empathizing	.718	3
safety	.821	3
Total table	.920	18

The five dimensions Cronbach's Alpha value are greater than 0.7, namely each internal consistency Alpha coefficient of dimensions reached 0.7 standard, it shows that the questionnaire high reliability.

#### 4.2 Tourist service quality dimensions gap analysis

According to the analysis results of the service quality dimensions, the questionnaire data can be reclassified to get gap of expectations and perception value of the tourism service quality dimensions.

**Table 6. Comparison of Tourism service quality perceptions and expectations**

Dimensions name	Expectations		Perceptions		Gap	
	Mean	Sort	Mean	Sort	Mean	Sort
Tangible	4.36	2	3.42	2	-0.94	3
Reliability	4.35	3	3.40	3	-0.952	1
Responsiveness	4.26	4	3.35	4	-0.91	4
Empathizing	4.04	5	3.27	5	-0.77	5
Safety	4.50	1	3.55	1	-0.946	2

Comparison chart can be seen from above, the expectations of the tourists are very high, are all 4 above the mean score that dimensions are "important"; the size of the expectations from sorting, the highest expectation dimension is security, and then in turn is tangible and reliability, and finally responsiveness and empathizing.

In the actual perception, the sort of the perceptions is the same with expectations. The perceptions of all dimensions are three score above, below four points, not a factor to reach the standard of "satisfied". In five tourists' evaluation dimensions, tourists' service quality is from the big gap to small sort in order: reliability, safety, tangible, responsiveness and empathizing. The two gaps of Reliability and safety are about more than 0.95. We found that the highest expectation for tourists is security, but the second gap value, almost the first. The smallest difference between dimensions is empathizing, the expectations of the visitors to the small has close relationship.

#### 4.3 Tourist service quality gap analysis

According to the gap of the values of the positive, negative and zero<sup>[2]</sup>, visitors would make three evaluations, when perception beyond the level of service quality expectations, tourists will service quality in surprise state, show that service quality of scenic spot is first-class. In this case, if the perception of the tourists' service quality greatly exceeds the expectations, it indicates that scenic spot service quality too high, it will increase the scenic spot unnecessary costs, which can lead to service prices too high impact visitors loyalty. So slightly above expectations is the pursuit of the highest service performance of the best state. When the perceptions of service quality equal to the desired level, tourists' service quality is in satisfactory condition; When perception is lower than expected level, tourists service quality is in bad condition, it will make the image of the scenic spot be damaged which must be avoided.

##### 4.3.1 Paired-sample t-test

Use paired-sample t-test to test the average values between expectations and perception of the indexes in

project whether exist significant differences<sup>[3]</sup>. Namely inspection: there is significant differences in the average values between expectations and perception of the indexes in project, using the equation for  $UP \neq UE$ .

**Table 7. The three gorges dam tourism service quality expectations and perceptions comparison (N = 200)**

Number	Expectations		Perceptions		Gap	T	Significant (double tail)	Sort
	Mean	Std. Deviation	Mean	Std. Deviation				
X11	4.28	0.703	3.32	0.837	-0.960	-12.219	0.000	5
X12	4.49	0.601	3.57	0.894	-0.915	-12.264	0.000	8
X13	4.31	0.653	3.37	0.903	-0.945	-11.423	0.000	7
...	...	...	...	...	...	...	...	...
X41	4.04	0.795	3.19	0.941	-0.855	-10.327	0.000	12
X42	3.92	0.742	3.12	0.824	-0.795	-10.355	0.000	14
X43	4.15	0.648	3.50	0.808	-0.655	-8.992	0.000	18
X51	4.50	0.672	3.49	0.940	-1.010	-12.744	0.000	4
X52	4.33	0.619	3.58	0.915	-0.750	-9.628	0.000	16
X53	4.65	0.591	3.57	0.888	-1.080	-14.309	0.000	3

From the table 7 can see all significant inspection probability value p is less than 0.05, to 0.05 significant levels, matching variables that there are significant differences between the averages, accepting: there is significant differences in the average values between expectations and perception of the indexes in project.

#### 4.3.2 Analysis of tourism service quality gap

The table shows some figures about the elements of tourism service quality in the Three Gorges Dam tourism scenic spot. Including the mean and standard deviation of the expected and perceived values, the gap between expectations and perceived value, the check values T for average difference values significantly inspection probability value P and the sort of gap.

- Analysis of various dimensions about the expectations of service quality in the Three Gorges Dam area.

In addition to X42, X43 are lower than 4.00, all others have higher expectations, higher than 4.00 and listed in the "important" position. The two aspects X53 and X51 got a higher expectation, more than 4.50.

- Analysis of perceived values of service quality in the Three Gorges Dam area.

From the perceived values in the table, we can see the scores of the quality of service were all between 3 and 4, that is to say, most tourists think Three Gorges Dam is a "general" little more than "under satisfactory". Score 3.5 and above are X52, X12, X53, X23, X24, X43. All of these have confided the Three Gorges dam area really did well about these, especially its environment were satisfied by lots of the guests. X42, X21, X32 and X41 got a lower score, their mean is lower than 3.20, indicating these areas need to be improved.

- Analysis of tourism service quality gap

When the experience level of service quality is lower than expected, the visitors think that the service quality is in bad condition and the image of the area must be slow on tourist's mind. According to the table 7, the qualities of tourism services are lower than the expectations of tourists in the Three Gorges dam, and there are some expectations of the tourists are not met. So the Three Gorges Dam needs to improve the quality of service urgently and quickly.

As to the test statistic sample, the difference in test T values can be seen a big gap between the quality of service. Gap -1.0 include X21, X32, X53 as well as X51.

## 5. ANALYSIS OF SERVICE QUALITY PROBLEM

The author gives the empirical results respectively from the tourism service quality dimension analysis,

dimension analysis of variance analysis and importance, tourism service quality gap analysis. Through the above analysis, the paper concludes at present three gorges tourism destination dam area service quality problems mainly in the following aspects:

### **5.1 Ignorance of visitors' demise value**

Visitor's demise value is equal to the balance of the total value and cost, it directly affects tourists' evaluation of the services, also is the focus of attention<sup>[4]</sup>. The three gorges dam area as 5A scenic area, and not from the point of view of the visitors to measure the value of services benefits and costs pay, the arrangement activities of the scenic spot are much less pointed. For ticket, compared with the price of the same type of different cities, they did not do the assignment and specific populations flexible Privilege. For shopping, the point-of-sale souvenirs are overmuch; tourism commodities are such as high homogeneity, with low quality make visitors' satisfaction low, led directly to the tourist scenic service bad review<sup>[5]</sup>.

### **5.2 Service consciousness of scenic spot staff is weak**

Service consciousness is the soul of the service work, and directly impacts on the quality of service. When visitors need help and service, because the lack of skills of the staff service and professional training, and do not have the ability to provide emergency services, cannot be in the first time for visitors; when visitors need to complain, there aren't enough employees for the visitor services, and not promptly and properly deal with tourists complain, the perception of the service quality is terrible, so that the entire scenic image is at a discount greatly. Ever more workers are lack of pride and confidence, their service attitude are curt, expression are cold, they don't take the customer's needs seriously; at work, ignoring appearances that are necessary.

### **5.3 Lack of scientific management of scenic area facilities and equipment**

In the eleven travel small peak because too many tourists, visitors' congestion in tourism security center of the three gorges dam area is serious, the advanced nature, convenience of the security apparatus and channel facilities didn't get performance. As 5A scenic area, the three gorges dam is necessary to purchase modern facilities equipment, in accordance with the development of the scenic area and the demand of tourists and appropriately the regular maintenance of facilities and upgrades are needed. In recent years complaints are for the most software facilities and software services. The three gorges dam area in software facilities are lacking, the future development of the related facilities should be paid attraction to strengthening the construction, so as to better meet the needs of the visitors.

### **5.4 Scenic area public security and safety problems**

Some facilities have appeared aging phenomenon; parts of the barrier are not high, and steps appear water slide phenomenon due to lack of maintenance, there are very prone to accidents. In addition, the festival, visitors often find unnecessary property losses, this is mainly due to the lack of safety consciousness caused by tourists, but visitors to the scenic area, scenic area has the responsibility and obligation to ensure personal property safety of tourists, safety monitoring of scenic spot is not in place is also part of the reason, plus the event is not handled in a timely manner, the interests of the tourists are damaged, service perception is very bad, a person with an unpleasant tourism experience will often bring about bad ripples effect, seriously influence scenic image and make potential customers loss<sup>[6]</sup>.

## **6. COUNTERMEASURES**

Through the analysis of the present service quality problems of three gorges dam, the paper try to put forward countermeasures and methods to improve service quality of the dam ,and provide the reference to achieve tourism sustainable optimization development .

### **6.1 Perfecting scenic area facilities**

Increasing investment, and building more relevant supporting facilities. Based on the present situation of the

three gorges dam area, supervisors can increase the functional service facilities and tourists additional tourism experience together to promote transformation and upgrade of experience of the three gorges dam services.

Strictly according to the 5A scenic level standard, implementation of scenic facilities improve transformation should be made, from the visitors, pay attention to the convenience of infrastructure, and not simply pursuit of sex and luxury facilities. Regular maintenance and update of the facilities for scenic spot is necessary, adherence to the principle "prevention, remedy in time", to ensure that equipment in good operation state, and provide satisfactory service to the tourists.

Strengthen the construction of public facilities. Public facilities is the easily ignored place, scenic spot internal public toilets are few. in tour peak the spot is often overcrowded, should increase the number of public toilets.

Ensure safety for tourists, more medical assistance and public security stations can be built, key points such as dangerous Aerial platform should be strengthened controlling, additional safety signs can be made, so as to strengthen the scenic area safety management.

### **6.2 strengthening information service management**

Information service for the traveler can be divided into three stages of the tour visit before<sup>[7]</sup>, in the course and after. For tourists, the information service before visit, the scenic should be active, positive and adheres to convey to the potential information of the tourists in advance and in time. Scenic spot can launch network marketing, and realize the sharing of the network tourism information; visitors can in advance know the route, the best tour scenic attractions, visit time and all kinds of precautions, and so on. In the scenic spot of tourists, setting up electronic circuit diagram of the modern attractions, can not only help visitors arrange the visit, still can tap peak of tourists crowded. Through setting up complaint stations in the scenic spot, supervisor can collect scenic tourist discontent, complaints and Suggestions. To categorize the tourists after visit, the key customer should be in time paid a return visit, and provided favorable activity and the latest information of the scenic spot to tourists, and so on.

Information service management of Scenic spot also can be embodied in the information sharing with the surrounding spot, through the marketing promotion, tickets, and other aspects of the cooperation set, to save the cost of travel concessions to tourists, visitors delivered value can get promoted, satisfaction can be improved.

### **6.3 Managing tourists travel expectations**

Scenic spot administrators to make service standard and service characteristic, should do research work, from the reality of scenic spot thorough understanding of visitors expected. they can understand customers' changing needs by questionnaire, telephone, mail receipt form and return visit, adjust the service quality improvement direction<sup>[8]</sup>; also aim at present and past needs and expectations of customer, in order to realize the customer satisfaction as the goal, increase tourism projects, tourism products.

Scenic area marketing is the important means to raise awareness and stimulate travel desire<sup>[9]</sup>, it to a large extent influences the tourists travel expectations. If the promotion of scenic spot is overstated, and fraud, is inevitable that strong gap of the actual perception and expected, but have anti-propaganda, so scenic spot in the tourist publicity need to be realistic, natural and credible.

### **6.4 Making scenic spot service quality standard**

The three gorges dam area in addition to strictly following 5A grade standard detailed regulations but also should be informed of the staff business operation and management system of the scenic spot, facilities equipped to various aspects the opinion and the suggestion, and according to the tourists constantly, timely feedback to take related measures to fix standard, that is, to strengthen the supervision and administration of service quality standard, make its regularity. To further strengthen the service quality standard training and propaganda work, the spot should make the scenic area management personnel rule-based and prevent arbitrary and blindness of the service quality management; for employees to clear standard service, and avoid service



error.

### 6.5 Promoting service quality of service personnel

Strengthen the training of service consciousness. Service consciousness is the soul of the service work, which impact on the service quality directly<sup>[10]</sup>. According to the characteristics of the employees, through the training and education, allowing employees to strengthen professional pride and enterprise the collective sense of honor, and understand work function and meaning in the service quality system; To pay attention to and respect employees, make staff happy, it can provide visitors hearted smile services; Employees must be properly authorized, arousing the enthusiasm and initiative of the work. Strengthen the team building. Knowledge and professional skill of the service quality can be trained for employees, strengthen and perfect the scenic spot staff pre-job training and on-the-job training, the training process to their aptitude, layered points hillock teaching; And at the same time strengthen evaluation and examination of the service quality, to promote the staff to raise the level of quality. Perfect incentive mechanisms of Scenic spot and at the same time strengthen the employee's emotional investment. Build the service quality and pay the consistent incentive mechanism. Excellent staff can form the demonstration effect through the selection activities and promotion of advanced scenic spot staff, play a role model, increase staff satisfy tourist demand ability and confidence, encourage employees to provide service quality for tourists, improving visitors' satisfaction.

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