



**THE INFLUENCING FACTORS OF PERFORMANCE
MANAGEMENT OF ZHANGJIAJIE TOURIST ATTRACTION**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
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This Independent Study has been approved as a Partial Fulfillment of the
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ABSTRACT

The number and scale of tourist attractions in China have expanded rapidly, making the market competition of tourist attractions increasingly fierce. The market competition of tourist attractions is the competition between services and talents, so the performance management related to the competition between services and talents has a direct impact on the market competition of tourist attractions. Therefore, the research objectives were: to determine whether the marketing strategy had a positive impact on the performance management of Zhangjiajie tourist attraction; to analyze whether the service quality had a positive impact on the performance management of Zhangjiajie tourist attraction; to analyze whether the staff quality had a positive impact on the performance management of Zhangjiajie tourist attraction; to analyze whether the industry competition had a positive impact on the performance management of Zhangjiajie tourist attraction.

Based on the theory of performance management, this study used the quantitative research method to investigate the influencing factors of the performance management of Zhangjiajie tourist attraction. A total of 200 questionnaires were distributed in this survey, and 165 valid questionnaires were recovered. The final conclusions were: the marketing strategy had a positive impact on the performance management of Zhangjiajie tourist attraction; the service quality had a positive impact on the performance management of Zhangjiajie tourist attraction; the staff quality had a positive impact on the performance management of Zhangjiajie tourist attraction; the industry competition had a positive impact on the performance management of Zhangjiajie tourist attraction.

Therefore, when improving the level of performance management, Zhangjiajie tourist attraction can focus on optimizing and improving the following aspects to meet the needs of tourist: improving system construction, establishing organizational guarantees, and ensuring effective communication and feedback to improve the level of service and stand out in the highly competitive tourism market.

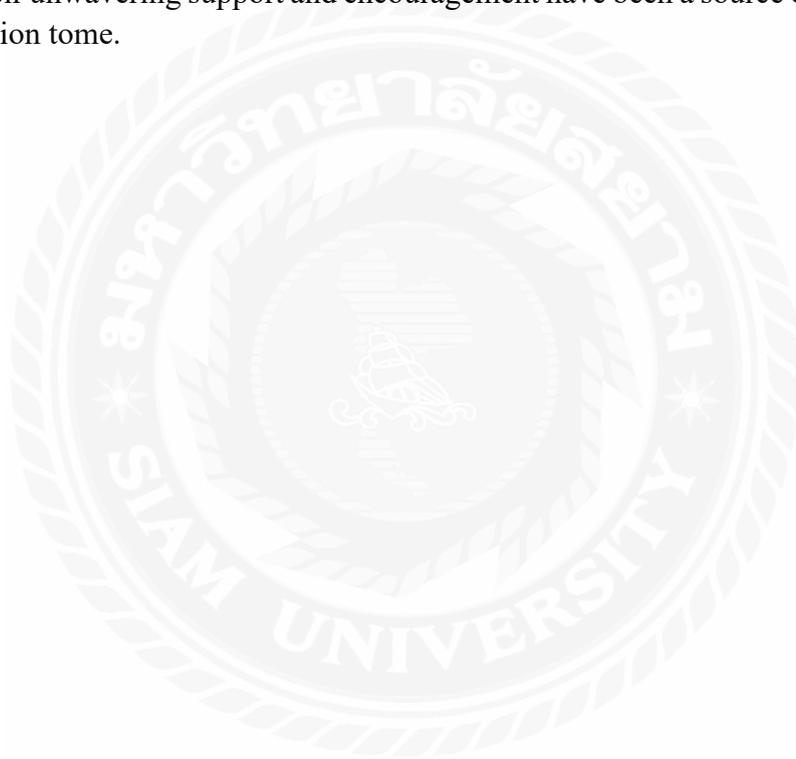
Keywords: tourist attractions; performance management; influencing factors; Zhangjiajie tourist attraction

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Declaration

I, Yu ShengMing, at this moment certify that the work embodied in this independent study entitled 'The Influencing Factors of Performance Management of Zhangjiajie Tourist Attraction' is a result of original research and has not been submitted for a higher degree to any other university or institution.



CONTENTS

ABSTRACT.....	I
ACKNOWLEDGEMENT	II
CONTENTS.....	IIV
TABLE CONTENTS	VI
FIGURE CONTENTS	VII
Chapter 1 Introduction	1
1.1 Background of Study	1
1.2 Research Questions	2
1.3 Objectives of Study	2
1.4 Significance of Study	3
1.5 Limitations of Study	4
1.6 Scope of Research.....	4
Chapter 2 Literature Review	5
2.1 Introduction.....	5
2.2 Literature Reviews	5
2.2.1 Performance Management Theory.....	5
2.2.2 Influencing Factors of Performance Management.....	7
2.3 Zhangjiajie Tourist Attraction	11
2.4 Conceptual Framework.....	12
Chapter 3 Research Methodology.....	14
3.1 Introduction.....	14
3.2 Research Design.....	14
3.2.1 Marketing Strategy Scale.....	14
3.2.2 Service Quality Scale	15
3.2.3 Staff Quality Scale	15
3.2.4 Industry Competition Scale.....	16
3.3 Population and Sample Size.....	17
3.4 Data Collection	17
3.5 Data Analysis	17
3.6 Hypothesis.....	18

3.7 Reliability and Validity Analysis.....	18
3.7.1 Reliability Analysis of the Questionnaire	18
3.7.2 Validity Analysis of the Questionnaire.....	18
Chapter 4 Findings.....	20
4.1 Introduction.....	20
4.2 Descriptive Statistical Analysis of Variables	20
4.2.1 Sample Size.....	20
4.2.2 Descriptive Statistics.....	21
4.3 The Impact of the Marketing Strategy on the Performance Management of Zhangjiajie Tourist Attraction	22
4.4 The Impact of the Service Quality on the Performance Management of Zhangjiajie Tourist Attraction	23
4.5 The Impact of the Staff Quality on the Performance Management of Zhangjiajie Tourist Attraction	24
4.6 The Impact of the Industry Competition on Comprehensive Management of Zhangjiajie Tourist Attraction	25
Chapter 5 Conclusion and Recommendations	27
5.1 Conclusion	27
5.1.1 The Marketing Strategy has a Positive Impact on the Performance Management of Zhangjiajie Tourist Attraction	27
5.1.2 The Service Quality has a Positive Impact on the Performance Management of Zhangjiajie Tourist Attraction	27
5.1.3 The Staff Quality has a Positive Impact on the Performance Management of Zhangjiajie Tourist Attraction.....	28
5.1.4 The Industry Competition Technology has a Positive Impact on the Performance Management of Zhangjiajie Tourist Attraction.....	29
5.2 Recommendation	29
References.....	31
Appendix.....	34

TABLE CONTENTS

Table 3.1 Marketing Strategy Scale.....	14
Table 3.2 Quality of Service Scale	15
Table 3.3 Staff Quality Scale	16
Table 3.4 Industry Competition Scale	16
Table 3.5 Reliability Analysis of Overall Questionnaire.....	18
Table 3.6 Validity Test Results of the Overall Questionnaire.....	19
Table 4.1 Sample Basic Information Table (N=165).....	20
Table 4.2 Descriptive analysis of the Scales.....	21
Table 4.3 Correlation Analysis of the Marketing Strategy on Performance Management of Zhangjiajie tourist attraction.....	22
Table 4.4 Regression Analysis of the Marketing Strategy on Performance Management of Zhangjiajie tourist attraction.....	22
Table 4.5 Correlation Analysis of the Service Quality on the Performance Management of Zhangjiajie Tourist Attraction	23
Table 4.6 Regression Analysis of the Service Quality on the Performance Management of Zhangjiajie Tourist Attraction	23
Table 4.7 Correlation Analysis of the Staff Quality on Performance Management of Zhangjiajie Tourist Attraction.....	24
Table 4.8 Regression Analysis of the Staff Quality on Performance Management of Zhangjiajie Tourist Attraction.....	24
Table 4.9 Correlation Analysis of the Industry Competition on Performance Management of Zhangjiajie Tourist Attraction	25
Table 4.10 Regression Analysis of the Industry Competition on Performance Management of Zhangjiajie Tourist Attraction	26a

FIGURE CONTENTS

Figure 2.1	Conceptual Framework	13
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Chapter 1 Introduction

1.1 Background of Study

The rapid development of China's economy has promoted the development of tourism in China. The share of tourism economy in the economic and social development of China is increasing day by day. Tourism has changed from the traditional quantity-driven to the innovation-driven. With China's "515" tourism strategy and "Tourism Plus" strategy put forward, the tourism industry has now developed to the national strategic level and entered a golden period of development, with a significant increase in scale and strength (Zhang,2016).

Tourism is a branch of service industry, which pays attention to the development and management of human resources. Performance management is an indispensable part of human resources development and management (Tang,2020). The role of human resource management is to manage personnel. It is mainly responsible for two activities: one is to recruit high-quality talents for the company and act as a carrier of "blood". The second is to improve the work efficiency of employees, cultivate loyal and capable high-level employees, and improve the company's ability of self-hematopoiesis and self-improvement.

Performance management conducts performance appraisal through scientific identification and rational use of employees' work behaviors and achievements, and can make corresponding adjustments to employees' rewards and punishments according to the obtained assessment results, which can stimulate production enthusiasm, eliminate unqualified employees, improve the overall quality of employees, and make employees' personal development adapt to the overall strategy of the unit (Wang,2022). And adjust the income and position of employees accordingly. And create a fair and just environment for employees to give full play to their talents and provide their labor.

In recent years, the development of Zhangjiajie tourist attraction is very significant. This area has attracted countless tourists with its unique natural scenery and tourism resources, and has become one of the important destinations of China's tourism industry. With the deepening of China's reform and opening up, Zhangjiajie began to gradually develop tourism and became China's first national forest park in 1982. Since then, Zhangjiajie tourist attraction continues to expand and develop, adding many new attractions and tourist projects, such as Tianmen Mountain, Huanglong Cave, Baofeng Lake and so on. In recent years, the development of Zhangjiajie tourist attractions has made great progress. In order to enhance the tourist experience, Zhangjiajie has continuously strengthened its infrastructure, including road, rail and air transport networks as well as hotel and accommodation facilities. At the same time, Zhangjiajie also pays attention to improving the quality of tourism services and tourists' satisfaction, and strengthens tourism management and training.

In order to further improve the quality of tourism services, Zhangjiajie tourist attraction must establish a scientific and effective performance management system to mobilize the enthusiasm of employees, improve service awareness, and then better serve tourists, enhance tourists' goodwill and recognition for employees and scenic spots, win more economic benefits for the scenic spots, and at the same time make employees get more economic benefits.

1.2 Research Questions

In recent years, more and more scholars have begun to pay attention to the performance management of tourist attractions. Among them, Xie(2019) proposed that human resource management is one of the important factors affecting the performance of scenic spots. High-quality employees can provide high-quality services, improve tourists' satisfaction, and thus improve the performance of scenic spots. Based on the above background, this study aims to explore the influencing factors of performance management of Zhangjiajie tourist attraction, and analyze the mechanism of each factor on the performance of scenic spots from multiple angles. Through in-depth analysis of the relationship between various factors, this paper provides effective management suggestions for Zhangjiajie tourist attraction and promotes their sustainable development. Therefore, this study puts forward the following research questions:

1. Does the marketing strategy have a positive impact on the performance management of Zhangjiajie tourist attraction?
2. Does the service quality have a positive impact on the performance management of Zhangjiajie tourist attraction?
3. Does the staff quality have a positive impact on the performance management of Zhangjiajie tourist attraction?
4. Does the industry competition have a positive impact on the performance management of Zhangjiajie tourist attraction?

1.3 Objectives of Study

Performance management is of great significance in tourist attractions. Good performance management can help scenic spots to improve tourists' satisfaction and enhance their competitiveness, thus achieving sustainable development. As a famous tourist attraction in China, Zhangjiajie's performance management directly affects the tourists' experience and the sustainable development of the scenic spot. However, there are many factors that affect the performance of Zhangjiajie tourist attraction. How to identify and optimize these factors and improve the management level and service quality of the scenic spots is an important issue at present. Therefore, the main objectives of this study are as follows:

1. To determine whether the marketing strategy has a positive impact on the

performance management of Zhangjiajie tourist attraction;

2. To determine whether the service quality has a positive impact on the performance management of Zhangjiajie tourist attraction;

3. To determine whether the quality of employees has a positive impact on the performance management of Zhangjiajie tourist attraction;

4. To determine whether the industry competition has a positive impact on the performance management of Zhangjiajie tourist attraction.

1.4 Significance of Study

1. Theoretical significance

From a theoretical point of view, a comprehensive analysis of the performance management of Zhangjiajie tourist attraction will fill many gaps in the existing research on the performance management of specific scenic spots, and further enrich and improve the theoretical system of tourist attractions management. This interdisciplinary integrated research will also promote the integration of theories in different fields and produce more new academic ideas and viewpoints. With the help of the theoretical framework and methods of performance management, this study can analyze, evaluate and improve the operation and management of scenic spots in order to achieve quality service and sustainable development. The practical experience of performance management in Zhangjiajie tourist attraction can also be used for reference and application by other scenic spots to improve the performance management level of the whole industry.

2. Practical significance

The performance management of Zhangjiajie tourist attraction provides guidance and support for the long-term sustainable development of the scenic spot. Through performance management, problems in scenic spots can be found and solved in time, service quality and tourists' satisfaction can be improved, and the visibility and attraction of scenic spots can be increased. At the same time, performance management can help scenic spots to maximize benefits, improve income and economic benefits, and provide support and guarantee for investment and development of scenic spots. In addition, the performance management of Zhangjiajie tourist attraction also plays an important role in regional economic development. Zhangjiajie tourist attraction is an important local economic pillar, and the effective implementation of performance management can promote the development of tourism, attract more tourists and investment, and promote the prosperity of regional economy. The performance management of scenic spots has a positive impact on employment, income distribution, tax contribution and other aspects, and has important practical significance for promoting the coordinated development of regional economy.

1.5 Limitations of Study

This study may have the following limitations:

Difficulty in data acquisition: To comprehensively analyze the influencing factors of performance management of Zhangjiajie tourist attraction, a large number of relevant data are needed as support. However, in practice, it may be difficult to obtain high-quality and comprehensive data, which may affect the accuracy and reliability of the research.

Complexity of external influencing factors: There are many external influencing factors of performance management in Zhangjiajie tourist attraction, and the relationship between them may be complicated. Therefore, it is difficult to completely clarify the specific mechanism of all external factors on the performance of scenic spots in the study.

Subjectivity of evaluation index: There may be a certain degree of subjectivity when constructing the performance management evaluation index system. Although researchers will try their best to ensure the objectivity and scientificity of evaluation indicators, it is still difficult to completely eliminate the influence of subjective factors.

Despite the above limitations, the accuracy and reliability of the research can be gradually improved by continuously improving the research methods and perfecting the data collection process, and more valuable suggestions and guidance can be provided for the performance management of Zhangjiajie tourist attraction.

1.6 Scope of Research

This study focuses on the influencing factors of performance management in Zhangjiajie tourist attraction. Based on the theory of performance management, this paper reviews more than 40 literatures about performance management of scenic spots at home and abroad. This study comprehensively covered the internal and external influencing factors of performance management of Zhangjiajie tourist attraction, aiming at providing theoretical basis and practical guidance for improving the performance of scenic spots. At the same time, the research results also provided reference and inspiration for the performance management of other similar tourist attractions, and promote the sustainable development of tourism.

Chapter 2 Literature Review

2.1 Introduction

Based on the literature review of performance management at home and abroad, this study deeply analyzes the key factors affecting the performance of tourist attraction, including marketing strategy, service quality, staff quality, industry competition . The comprehensive research results provide a solid theoretical basis and rich empirical basis for the follow-up research

2.2 Literature Reviews

2.2.1 Performance Management Theory

1. Concept explanation

Performance management refers to a continuous cycle process of making performance plans, conveying performance guidance, evaluating performance appraisal, applying performance results and improving performance goals to achieve organizational goals (Boland & Fowler, 2000). In short, it is a process of monitoring and evaluating employees through their work processes and achievements, rewarding and punishing employees' work results and continuously communicating with employees to strengthen the above processes, so as to achieve the goal of continuously improving the performance of employees, departments and organizations (Armstrong,2006). Conveying performance guidance is an important part of performance management, which can guide and guarantee the real implementation of performance management. The key and difficult point of performance management lies in the evaluation of performance appraisal, which requires careful work to ensure that there are no major problems, otherwise it will adversely affect the performance management of the organization. The application of performance achievements is the key to the continuous circulation in the performance management process. Only when performance can be successfully applied to the incentives and constraints of employees can performance management really play a role, thus promoting the development of individuals and organizations (Helmold & Samara, 2019). Performance management seeks the consistency of employees' personal and organizational goals, and regards the common progress of organizations and individuals as the goal.

2. Main Methods

(1) Management By Objectives (MBO)

In the middle of 20th century, Drucker(1976) first mentioned "management by objectives". Management by objectives (MBO) means that all employees of the company will discuss together, implement the short-term tasks set at each level

according to the company's long-term goals, and implement these goals at each level, and realize accountability at each level (Drucker,1976). In 1980s, management by objectives began to be widely used in China. By setting goals, we can further divide and confirm our respective tasks (Wang, 2004). Design detailed implementation methods, statistical methods and implementation measures, evaluate the implementation effect with these processes and quantitative standards, and finally improve employees' work motivation through high-level supervision and self-management. The basic feature of management by objectives is that it is based on the organization's objectives, helps the organization to complete the planned tasks by comprehensively using different management methods, improves the enthusiasm of employees and departmental objectives, and helps the staff to have a positive attitude towards the performance management of organizational workers and participate in it (Wang, 2011). At the same time, this method is cyclical, and organizations can provide guidance and reference for future performance management work according to the experience and lessons summarized from previous performance management work, and update it iteratively.

(2) Key Performance Indicators (KPI) method

KPI is a key performance indicator system based on improving strategic indicators (Marr, 2012). Key indicators are selected from three levels: organizational goals, departmental goals and personal goals, and each indicator has been clearly defined. Then the performance is evaluated through the defined indicators. Measure the core activities of the organization to improve the profit of the organization more accurately (Lindberg et al,2015). In the concrete implementation, the organization must first make clear the key performance indicators, and this process needs to choose the indicator design method and model. An important part of this is the selection of key performance indicators, including "SMART Principle" (Ishak et al, 2019): Smart Principle S refers to concrete, M refers to measurable, A refers to achievable, R refers to relevant, and T refers to time-limited. And the "28 principle": "28 principle" means that 20% of the organization's behavior determines 80% of the work completion in the whole organization's business. Therefore, organizations should focus on these 20% key behaviors, evaluate them, drink well, find out and solve problems from them, which can help organizations achieve their set goals with less efforts. KPI in the "28 Principle" will not evaluate all links, but only these 20% important business activities, which has a great directive effect on organizational activities and can save operating costs and improve work efficiency.

The formulation of KPI condenses the wisdom of people at all levels of the organization, which is a process from top to bottom. It can gradually divide the organizational strategic objectives into departmental objectives, and then subdivide them into operational and measurable individual work objectives. It combines the real state of the organization at the present stage with the future development goals, reduces the contradiction in work distribution and is more harmonious and democratic (Wannes & Ghannouchi,2019). From the results, it has promoted the rationalization of major

strategic planning of all levels and all employees of the company. KPI method is concise enough to speed up the performance evaluation, especially suitable for companies that do not have a perfect management system or performance management system. The disadvantage is that it is difficult to quantify all performance indicators.

(3) 360-Degree Assessment Method

The 360-degree assessment refers to the assessment and rating by the superior leaders, subordinate employees, customers they serve, people at the same level and themselves (Craig, & Hannum, 2006). The advantage of this method is that it can obtain evaluation information from different roles. In addition, these roles stand in different angles, and the evaluation information they provide is more comprehensive, more objective from a certain point of view, more easily accepted by the appraisers, and can provide important reference for the future development of the appraisers. The disadvantage is that it is not suitable for all organizations and employees (Xu et al, 2020). From the actual situation, this method is most suitable for evaluating candidates in the process of post adjustment, but not suitable for performance appraisal.

(4) Balanced Scorecard Method

American scholar Robert Kaplan (2015) creatively put forward the balanced scorecard method. This method means that the organization must always abide by the overall development strategy of the organization in the process of performance management. It transforms the organization's tasks and strategies into comprehensive operational objectives and performance indicators, and becomes a strategy implementation tool, an effective management and communication method and a monitoring means (Liang, 2015). It is analyzed from four aspects. First, financial aspects; The second is the customer side; The third is internal operation; the fourth is learning and development. The use of these four aspects can locate and evaluate the performance level of the organization at all levels. The advantage of this method is that it is easy to operate and provides important guiding significance, which helps to improve the performance management ability of the organization, thus providing more efficient and high-quality services to customers, striving to achieve customer satisfaction and bringing more benefits to the organization.

2.2.2 Influencing Factors of Performance Management

With the rapid development of tourism, performance management in scenic spots has become a topic of great concern. The performance management of scenic spots refers to the process of reasonably evaluating and measuring the performance of scenic spots. By evaluating and monitoring the performance, the economic, social and environmental benefits of scenic spots can be maximized (Ouyang, 2020).

The key factors affecting the performance management of scenic spots can be considered from both internal and external aspects. From the perspective of external environment, the key factors of scenic spot performance management mainly include

the demographic structure of the industry where the scenic spot is located, the development level of the scenic spot, policies and regulations, industry competition and other factors. The internal factors are mainly reflected in the management system, service quality, marketing strategy and human resources of the scenic spot. Generally speaking, the key factors that affect the performance management of scenic spots are very complex, and we must comprehensively consider and analyze them from many aspects in order to effectively improve the performance of scenic spots. Therefore, the influencing factors of performance management mainly involved in this study are as follows:

1. Marketing Strategy

Marketing strategy is the key for enterprises to achieve marketing objectives. It not only involves product pricing, channel selection, market promotion, etc., but also needs to combine consumer behavior characteristics and market competition, and constantly innovate and adjust strategies. Therefore, it is very important for enterprises to formulate effective Marketing Strategy. In this paper, many literatures related to marketing strategy will be reviewed, and the research contents and methods of marketing strategy from different angles will be introduced. Su(2000) introduced all aspects of modern enterprise marketing strategy, including market positioning, differentiation, brand building, marketing, products and pricing. He put forward the basic principles and methods of formulating and implementing Marketing Strategy. Chen (2005) discussed the innovation and application of enterprise marketing strategy. He expounded innovative strategies in marketing, service marketing and network marketing, which provided ideas for enterprises to formulate personalized Marketing Strategy. Sutton & Klein (2006) put forward a new concept and method of enterprise marketing management, covering market analysis, brand management, marketing mix, customer relationship management and so on, emphasizing that enterprise marketing management needs globalization and informationization.

Li (2010) focused on how enterprises formulate Marketing Strategy according to consumer behavior and demand, including market segmentation, target market, consumer behavior, marketing mix, word-of-mouth marketing and so on. Wang Qihe (2014) focused on the influence of big data on enterprise marketing strategy and marketing strategy, and put forward new connotations of enterprise marketing, such as detail, multi-channel and customization. Zamlynskyi et al (2018) analyzed the characteristics and trends of tourism, and expounded the importance of scenic spots and tourism enterprises to adopt comprehensive marketing methods and strategies to improve market share and competitiveness. Based on the positioning theory, Lu & Yang (2020) discussed how to position the target market through Marketing Strategy in scenic spots through case studies, and made marketing plans and marketing combinations on this basis. Agzamov et al (2021) reviewed the development of modern enterprise marketing strategy, and put forward new ideas and methods of enterprise marketing strategy, such as eco-marketing, social media marketing and user experience marketing.

Sanjarbek (2022) discussed the role of high-tech marketing in improving the efficiency and benefit of enterprise marketing services, and how to realize high-tech marketing by using IT technology and digital marketing.

2. Service Quality

In enterprise performance management, service quality is a crucial factor, which directly affects the image of the enterprise, customer satisfaction and market competitiveness. With the continuous progress of economic globalization, enterprises are facing increasingly fierce market competition pressure, and excellent service quality has become one of the keys to their success. In this paper, a number of documents related to service quality in enterprise performance management are reviewed to explore the role and influence of service quality in enterprise performance management.

Coo& Verma (2002) studied service providers and discussed the relationship among quality system, service quality and performance excellence. The results show that the quality system and service quality have a significant impact on performance Excellence, and some management suggestions are put forward. Wei (2006) proposed a method of assessment by analyzing users' needs and evaluating service quality, which can comprehensively evaluate service quality by means of assessment system, management indicators and service standards, so as to better meet and improve users' needs and thus enhance the performance of enterprises. Karatepe & Karadas (2012) discussed the role of management's commitment to service quality, and the impact of this commitment on employee job embeddedness and performance results. Through the investigation of the staff in Turkish hospitals, it is concluded that management commitment has a significant impact on the job embeddedness degree and performance results of employees. Zhao et al. (2014) studied the influence of internal service quality on enterprise performance, and analyzed the mechanism of this influence. It is found that internal service quality has an important impact on enterprise performance. Wu et al (2016) discussed the influence of hotel internal service quality on employee service performance. The results show that the internal service quality has a significant impact on the service performance of employees of different generations.

Izadi (2017) through the importance-performance analysis, others can understand different service quality characteristics and their influence on user satisfaction, and thus formulate corresponding service quality improvement strategies. The author also analyzes the relationship among service quality, customer satisfaction and performance, and puts forward management suggestions and improvement measures. Yang (2023) analyse the influence of service quality, service value and customer satisfaction on enterprise performance was studied. Through empirical analysis, it is concluded that quality management practice will have a positive impact on enterprise performance under the background of service, and management strategies and suggestions are put forward.

3. Staff Quality

Staff quality is one of the important factors in enterprise performance management. Under the background of current economic development, enterprises need to pay attention to the comprehensive quality of employees and build a team with both professional skills and high sense of responsibility and management ability in order to improve their performance and competitiveness. This paper will summarize many documents related to the quality of employees in enterprise performance management and discuss the role and influence of employee quality in enterprise performance management.

Mellahi et al(2006) studied the decision of enterprises to choose entry mode in the international market. It is found that the quality of employees is one of the important factors for enterprises to choose the entry mode in the international market, which has an important impact on enterprise performance. Ren.(2010) used the grey theory to analyze the correlation between employee quality and performance indicators, and established an analysis model of the correlation between employee quality and performance, and applied it to enterprise performance evaluation. The results show that there is an obvious correlation between employee quality and performance indicators, and employee quality has a significant impact on performance. Yu et al. (2011) used decision tree method to study the correlation between employee quality and performance. By analyzing the data of employee quality and performance index, the correlation analysis model of employee quality and performance is established. The results show that employee training and skill upgrading have a significant contribution to the improvement of performance. Levashina, & Huang (2016) found that employee quality has an important impact on employee turnover rate and retention rate, and has a direct and indirect impact on enterprise performance. Renwick & McNulty (2016) studied the importance of resource management at the team and organizational level to employee engagement and performance. The research results support that effective resource management will improve the quality of employees and enterprise performance. Zhou et al. (2019) focused on performance management and employee's ability and quality construction. They believe that enterprise performance management needs to pay attention to the improvement of employees' ability and quality and the assessment and reward of performance. In enterprise performance management, we should pay attention to the correlation between employee quality and performance, and take effective measures to improve employees' working ability and quality, so as to improve the overall performance of enterprises. Yu (2020) thought that performance appraisal is a very important work content in the process of enterprise human resource management, which directly affects the final effect of enterprise human resource management, which can affect the overall quality and working ability of enterprise employees, and then affect the overall quality and working level of enterprise employees.

4. Industry Competition

In enterprise performance management, industry competition is an important factor, which is one of the keys for enterprises to succeed and maintain their competitive advantage. With the economic globalization and the continuous development of the market, enterprises are facing increasingly fierce competitive pressure. Only by adopting scientific performance management measures to adapt to and cope with market changes can they be invincible in the competition. This paper summarizes many literatures related to industry competition in enterprise performance management, and discusses the influence of industry competition on enterprise performance.

Acquaah (2003) discussed the relationship among enterprise management, industry competition and the sustainability of abnormal profits. He found that effective enterprise management can improve the sustainability of the company's abnormal profits, especially in highly competitive industries. Chen (2015) discussed the influence of corporate reputation on corporate financial performance based on the intensity of industry competition. It is found that corporate reputation has a positive impact on improving corporate financial performance, especially in highly competitive industries. The research of Huang & Wen (2018) mainly discusses the relationship among advertising expenditure, industry competition and company performance. They found that appropriate advertising expenditure can improve the company's performance, especially in highly competitive industries. Peng & Shi's (2019) research explores the relationship among executive equity incentives, industry competition and corporate financial performance. The research results show that executive equity incentive can have a positive impact on the financial performance of enterprises, especially in highly competitive industries. Jia (2020) discussed the relationship between corporate social responsibility activities and corporate performance, and analyzed the regulatory role of strategic focus and industry competition. The results show that corporate social responsibility activities can improve the company's performance, especially in industries with clear strategic focus and fierce competition. Tirole (2023) focused on the competition and industrial challenges in the digital age. He emphasized the importance of competition in promoting the development and innovation of enterprises and industries.

2.3 Zhangjiajie Tourist Attraction

Zhangjiajie tourist attraction is a prefecture-level city under the provincial jurisdiction of Hunan Province, China, located in the northwest of Hunan, in the middle and upper reaches of Lishui River, in the hinterland of Wuling Mountain, and one of the most important tourist cities in China. In September 1982, Zhangjiajie became the first national forest park in China. In August 1988, Wulingyuan was included in the second batch of 40 key scenic spots in the country. In 1992, Wulingyuan Natural Scenic Area, consisting of Zhangjiajie National Forest Park, Suoxiyu Scenic Area and Tianzishan Scenic Area, was United Nations Educational Included in the World Natural Heritage List.

Zhangjiajie tourist attraction is located in Zhangjiajie City, Hunan Province, and it is one of the famous tourist attractions in China and even the world. The scenic spot is famous for its magnificent landscape, peculiar geological landforms and rich ecological resources. As a famous tourist attraction, Zhangjiajie attracts a large number of domestic and foreign tourists to enjoy its unique scenery every year. Tourism revenue is one of the important indicators to evaluate the performance of scenic spots, and high-quality tourism services and attractiveness will directly drive the high growth of tourism revenue.

Zhangjiajie has formed a unique brand image through its long history and unique natural landscape. Scenic spots need to strengthen publicity and promotion, constantly enhance brand awareness and reputation, and increase the attraction and competitiveness of scenic spots. As a natural scenic spot, protecting the ecological environment is very important for the performance management of Zhangjiajie. Scenic spots need to take measures, such as rational development and utilization of resources, controlling the number of tourists, and building a strict environmental protection system to maintain the ecological balance of scenic spots. Zhangjiajie tourist attraction also have rich historical and cultural heritage resources, including cultural relics, folk customs and so on.

Generally, Zhangjiajie tourist attraction need to pay attention to tourism income, service quality, environmental management, brand building and cultural heritage protection in performance management, so as to continuously enhance the attraction and competitiveness of the scenic spots, ensure tourists' satisfaction and realize long-term sustainable development.

2.4 Conceptual Framework

The performance management of Zhangjiajie tourist attraction can improve the economic benefits of the scenic spots, improve the service quality, ensure the safety and environment of tourists, and comprehensively enhance the competitiveness of the scenic spots, which is a necessary means of scenic spot management. Therefore, this paper focuses on the factors of performance management of Zhangjiajie tourist attraction, and the conceptual framework is shown in Figure 2.1:

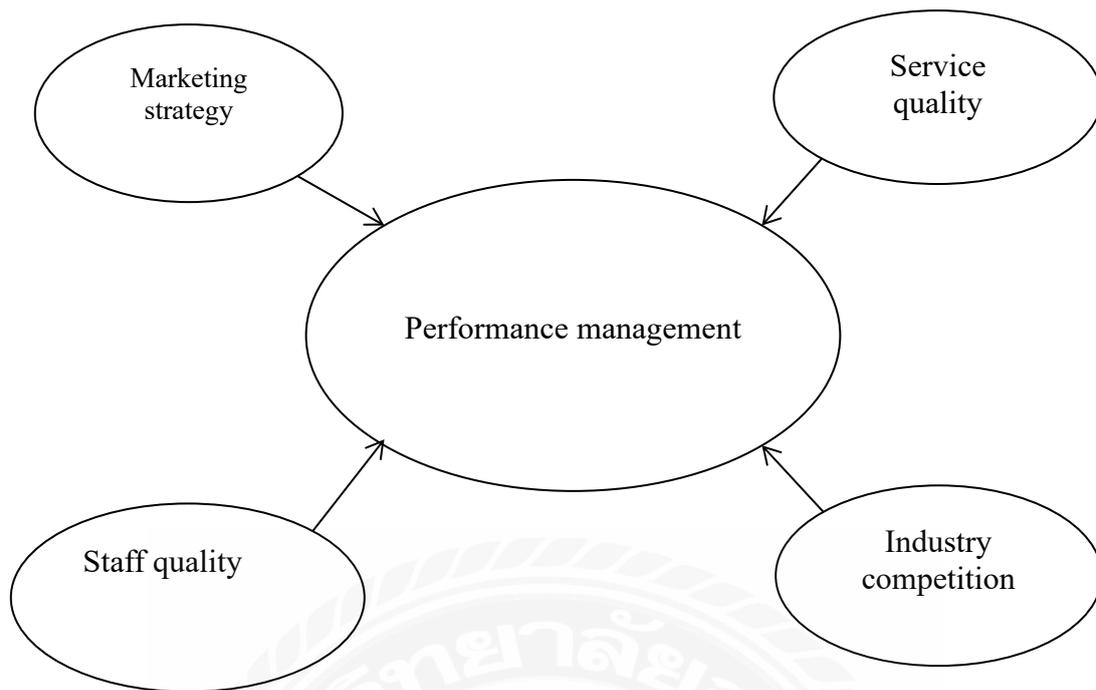


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Introduction

This study mainly uses quantitative analysis method to discuss the performance management of Zhangjiajie tourist attraction, puts forward research design, designs the evaluation scale of performance management, puts forward relevant research hypotheses accordingly, and analyzes the reliability and validity of relevant scales to ensure the accuracy of data analysis.

3.2 Research Design

3.2.1 Marketing Strategy Scale

Kotler& Keller (2012) proposed that the evaluation of marketing strategy effect should be considered from the aspects of market share, customer satisfaction and brand awareness. Among them, market share reflects the business performance and market position of enterprises, customer satisfaction is an important indicator to measure the quality of products or services of enterprises, and brand awareness is an important indicator to measure brand value and influence. Therefore, this study takes the marketing strategy as the evaluation index of the performance management of Zhangjiajie tourist attraction, as shown in Table 3.1:

Table 3.1 Marketing Strategy Scale

Primary index	Secondary index	Problem statement
Marketing Strategy	Market share	I think the competitive position of scenic spots in the market is relatively stable.
		I think scenic spots should continue to strengthen marketing and brand building.
		I think our market share is large enough.
	Customer satisfaction	I think our customer satisfaction is up to expectations.
		I think the scenic spot should further strengthen the level of reception services and tourism facilities
	Brand recognition	I think our brand awareness is high enough.
		I think the brand value of the scenic spot has been widely recognized by tourists.

3.2.2 Service Quality Scale

Other evaluation indicators of service quality include reliability, responsiveness, assurance and empathy. These evaluation indicators come from the service quality gap model proposed by Clement & Selvam (2006). Service quality depends on the gap between customer expectation and service delivery, which is influenced by four implementation gaps within the company. Therefore, this study regards service quality as the evaluation index of performance management of Zhangjiajie tourist attraction, and the specific index distribution is shown in Table 3.2:

Table 3.2 Quality of Service Scale

Primary index	Secondary index	Problem statement
Service Quality	Reliability	I think scenic spots need to ensure the reliability and stability of services when providing services.
		I think the scenic spot should establish a perfect service process and quality control system
	Responsiveness	I think scenic spot is quick enough to respond to customers' needs.
		I think the scenic spot should establish a perfect customer service system
	Guarantee	I think the guarantee of our services or products is excellent.
		I think scenic spots need to ensure professional and normative services
	Empathy	I think scenic spot really care about and understand the needs and emotions of our tourists.
		I think scenic spots should pay attention to the feedback and opinions of tourists.

3.2.3 Staff Quality Scale

Wang & Zhang (2004) proposed that communication ability, learning ability and personal quality are important standards to measure the quality of employees. Communication ability includes effective communication and cooperation ability between employees and colleagues, superiors and subordinates; Learning ability includes the ability of employees to adapt to the new environment, new skills and new knowledge; Personal qualities include employees' honesty, self-discipline and professional ethics. These indicators are of great significance to the career development of employees and the long-term development of enterprises. Therefore, this study takes

the quality of employees as the evaluation index of performance management in Zhangjiajie tourist attraction, and the specific indicators are distributed as shown in Table 3.3:

Table 3.3 Staff Quality Scale

Primary index	Secondary index	Problem statement
Staff quality	Communication ability	I think our team has good communication skills.
		I think the communication ability of employees directly affects the satisfaction of tourists.
	Learning ability	I think employees need to improve themselves and be sensitive to new knowledge and skills.
		I think continuous learning ability is the core quality of employees
	Personal qualities	I think the personal qualities of our team meet the company's expectations.
		I think employees should have a high sense of responsibility and professional ethics.

3.2.4 Industry Competition Scale

Industry competitive bidding system is an important tool to evaluate the competitiveness and market position of tourist attractions. Wei & Zhou (2004) put forward many factors that affect the market competitiveness of scenic spots, and merged them into economic benefits, demand structure, environmental support and other elements of tourist attractions. In this study, industry competition is regarded as the evaluation index of performance management of Zhangjiajie tourist attraction, and the specific index distribution is shown in Table 3.4:

Table 3.4 Industry Competition Scale

Primary index	Secondary index	Problem statement
Industry competition	Economic benefits	I think our economic benefits are healthy and growing continuously.
		I think scenic spots should strengthen financial management and cost control
	Demand structure	I think the demand structure of our products or services is reasonable.
		I think scenic spots should pay attention to the dynamics of competitors and market trends
	Environmental support	I think our working environment and

		resources are sufficient.
		I think the development of scenic spots has sufficient policy support.

3.3 Population and Sample Size

In this study, the internal staff of Zhangjiajie scenic spot was selected as a sample, mainly involving management personnel, tourist service personnel, partners, etc. The internal staff of Zhangjiajie scenic spot is an important force to ensure the normal operation of the scenic spot. They are responsible for maintaining the facilities of scenic spots, managing tourists' behavior, and providing travel advice. A total of 200 questionnaires were distributed in this survey, which deepened the specific management of Zhangjiajie tourist attraction.

3.4 Data Collection

In this survey, 200 questionnaires were distributed, and 165 valid questionnaires were collected. The validity of the questionnaires was 82.5%. By sorting and summarizing the collected data, the main opinions and attitudes of the respondents in the performance management indicators of tourist attractions were obtained, and the importance of the respondents to various evaluation indicators, such as market share, tourist satisfaction and brand awareness, were sorted out.

3.5 Data Analysis

In order to evaluate the performance management of Zhangjiajie tourist attraction, this study adopts questionnaire survey, Likert five-point scale and SPSS analysis to conduct comprehensive research. The questionnaire survey is designed to collect the respondents' views and comments on the performance management of scenic spots. The questionnaire adopts Likert five-point scale, which is a commonly used measuring tool and divides the evaluation into five grades, from very dissatisfied to very satisfied. In this way, we can more accurately understand the satisfaction of tourists and employees with the performance management of scenic spots. The collected data were statistically analyzed by SPSS software. SPSS is a widely used statistical software, which can carry out various statistical analysis, including descriptive statistics, reliability analysis and factor analysis. Through SPSS analysis, this study can deeply understand the specific evaluation of tourists and employees on the performance management of scenic spots and identify the key issues. In the process of analysis, firstly, the descriptive statistical analysis of samples is carried out to analyze the distribution of samples. Then the reliability and validity are analyzed to verify the consistency of the questionnaire. Finally, correlation and regression analysis are carried out to verify the influence of various factors on the performance management of Zhangjiajie tourist attraction.

3.6 Hypothesis

H1: Marketing strategy has a positive impact on the performance management of Zhangjiajie tourist attraction;

H2: Service quality has a positive impact on the performance management of Zhangjiajie tourist attraction;

H3: Staff quality has a positive impact on the performance management of Zhangjiajie tourist attraction;

H4: Industry competition has a positive impact on the performance management of Zhangjiajie tourist attraction.

3.7 Reliability and Validity Analysis

3.7.1 Reliability Analysis of the Questionnaire

Reliability analysis is used to measure the consistency, stability and reliability of the questionnaire. The most commonly used reliability index is Cronbach's α . Generally speaking, the value of α coefficient is between 0 and 1, and the higher the value, the higher the reliability. The specific analysis results are shown in Table 3.5:

Table 3.5 Reliability Analysis of Overall Questionnaire

Variables	N	Cronbach's Alpha
Marketing strategy	7	0.822
Service quality	8	0.817
Staff quality	6	0.843
Industry competition	6	0.720

According to table 3.5, the Cronbach's Alpha value of marketing strategy is 0.822, the Cronbach's Alpha value of service quality is 0.817, the Cronbach's Alpha value of employee quality is 0.843, and the Cronbach's Alpha value of industry competition is 0.720. According to the above Cronbach's alpha coefficient, the reliability of the questionnaire is high, and the internal consistency of each variable is good. Among them, Cronbach's Alpha values of marketing strategy, service quality and employee quality are all above 0.8, which shows that the evaluation of these aspects is highly reliable. The Cronbach's Alpha value of industry competition is 0.720, which is slightly lower than other variables, but it still has certain reliability.

3.7.2 Validity Analysis of the Questionnaire

Validity analysis is a process of evaluating whether the questionnaire measurement results truly reflect the validity and accuracy of the required measurement content. Among them, KMO value and Bartlett spherical test are common validity analysis methods. The reliability analysis results of this survey are shown in Table 3.6 below:

Table 3.6 Validity Test Results of the Overall Questionnaire

The KMO Values and the Bartlett Spheroid Test		
Number of KMO sampling suitability quantities		0.811
The sphericity test of the Bartlett	Approximate chi-square	2010.100
	df	210
	Sig.	0.000

KMO (Kaiser-Meyer-Olkin) is a statistic to measure the validity of the questionnaire, and its value is between 0 and 1. Generally speaking, if the KMO value is greater than 0.6, the validity of the questionnaire is considered to be high. According to the data provided, the KMO value is 0.811, which is much greater than 0.6, indicating that the questionnaire has high validity. Bartlett spherical test is used to test the correlation between the items in the questionnaire. If the questionnaire is designed reasonably, there should be some correlation between the items. The approximate chi-square value of Bartlett spherical test is 2010.100, the degree of freedom is 210, and the significance is 0.000 (that is, $p < 0.001$), which shows that the questionnaire items have significant correlation and meet the validity requirements. According to KMO value and the results of Bartlett spherical test, the questionnaire has high validity and can effectively evaluate the performance management of Zhangjiajie tourist attraction



Chapter 4 Findings

4.1 Introduction

This chapter mainly explores the main analysis results of performance management in Zhangjiajie tourist attraction. Through correlation and regression analysis, This study can understand the degree of correlation between the influencing factors and their influence on performance management.

4.2 Descriptive Statistical Analysis of Variables

4.2.1 Sample Size

The basic information of the sample mainly includes gender, age, department, employment duration. Table 4.1 below shows the following:

Table 4.1 Sample Basic Information Table (N=165)

Survey Items	Category	Number of people	Percentage (%)
Gender	Male	98	59.4
	Female	67	40.6
Age	Under 30 years old	37	22.4
	30-45 years old	86	52.1
	45 years old or above	42	25.5
Department	Financial department	30	18.2
	Brand operation department	56	33.9
	Food and beverage department	39	23.6
	Visitor service department	40	24.3
Employment duration	Less than 1 year	45	27.3
	1-3 years	40	24.2
	3-5 years	58	35.2
	More than 6 years	22	13.3

The table provides information on the distribution of employees by gender, age, department and employment duration.

In terms of gender distribution, male employees dominate, accounting for 59.4% of the total number of employees, while female employees account for 40.6%. This shows that there are relatively more male employees in the composition of employees.

In terms of age distribution, employees between the ages of 30 and 45 are the largest, accounting for 52.1% of the total number of employees. This was followed by

employees under the age of 29, accounting for 22.4 percent of the total. Employees over 45 years old account for 25.5%. This shows that the age structure of the company's employees is relatively young, and young and middle-aged employees are the main force of the company.

In terms of working departments, the brand operation department has the largest number of employees, accounting for 33.9% of the total number. This was followed by the Food and Beverage Department and Visitor Services Department with 23.6% and 24.3%, respectively. The finance department has the smallest number of employees, accounting for 18.2% of the total. This indicates that the company has a different distribution of employees in different business areas.

In terms of employment duration, employees who have been employed for 3-5 years are the largest, accounting for 35.2% of the total number. This is followed by employees who have been employed for 1-3 years, accounting for 24.2% of the total number. 13.3% of employees have been working for more than 4 years, and 27.3% have been working for less than 1 year. This indicates that the company has a number of new employees, but also retains a number of experienced employees.

4.2.2 Descriptive Statistics

In this study, the detailed management evaluation index and comprehensive management evaluation index of Zhangjiajie tourist attraction are statistically described, and the specific analysis results are shown in Table 4.2:

Table 4.2 Descriptive analysis of the Scales

Scale	Dimension	Sample	Minimum	Maximum	Mean	Standard deviation
Performance management	Marketing strategy	165	1.00	5.00	3.00	0.70
	Service quality	165	1.30	5.00	3.60	0.65
	Staff quality	165	1.25	5.00	3.45	0.58
	Industry competition	165	1.50	5.00	3.90	0.75

The table mainly describes four dimensions of performance management: marketing strategy, service quality, employee quality and industry competition. Through the evaluation of these dimensions, we can fully understand the performance of Zhangjiajie tourist attraction. In terms of marketing strategy, the evaluation results show that the company performs moderately in the implementation and effect of marketing strategy, with an average score of 3.00. This indicates that Zhangjiajie tourist attraction needs to strengthen innovation and execution to improve the efficiency and effectiveness of Marketing Strategy. In terms of service quality, the evaluation results

performed well, with an average score of 3.60. This shows that the Zhangjiajie tourist attraction focuses on service quality and customer satisfaction, and has achieved good results in this regard. In terms of staff quality, the assessment results also show a moderate level, with an average score of 3.45. This shows that companies need to strengthen staff training and talent development to improve the skills and expertise of their employees. In terms of industry competition, the evaluation results performed well, with an average score of 3.90. This shows that the company has a clear understanding of the market competitors and competitive situation, and has adopted effective coping strategies.

4.3 The Impact of the Marketing Strategy on the Performance Management of Zhangjiajie Tourist Attraction

Table 4.3 Correlation Analysis of the Marketing Strategy on Performance Management of Zhangjiajie tourist attraction

Dimension	Market Share	Customer Satisfaction	Brand Recognition
Market Share	1		
Customer Satisfaction	.814**	1	
Brand Recognition	.806**	.821**	1

In Table 4.3, There is a certain degree of correlation between market share, customer satisfaction and brand recognition. The correlation between customer satisfaction and brand recognition is slightly higher, reaching the level of.821, while the correlation between market share, customer satisfaction and brand recognition is.814 and.806, respectively, which are relatively stable and significant.

Table 4.4 Regression Analysis of the Marketing Strategy on Performance Management of Zhangjiajie tourist attraction

	Non-standardized coefficient		Standardized coefficient	t	p	R ²	Adjusting R ²	F
	B	Standard Error	Beta					
(Constant)	.506	.104	-	4.923	.000	.518	.516	202.240
Marketing Strategy	.713	.054	.715	15.214	.000			

In Table 4.4, the standardization coefficient of marketing strategy is 0.715, which means that marketing strategy has great influence on performance management. Specifically, when the marketing strategy is increased by one unit, the performance management is expected to increase by 0.715 units. R² and adjusted R² are both close

to 0.52, indicating that the model can explain about 52% of performance management variation. This means that the independent variable marketing strategy selected in the model is relatively effective in explaining the variation of dependent variable performance management. The F value is 202.240, which is far greater than the critical value, indicating that the whole regression model is significant, that is, marketing strategy has a significant positive impact on the performance management of Zhangjiajie tourist attraction. Therefore, Hypothesis "H1: marketing strategy has a positive impact on the performance management of Zhangjiajie tourist attraction" is established

4.4 The Impact of the Service Quality on the Performance Management of Zhangjiajie Tourist Attraction

Table 4.5 Correlation Analysis of the Service Quality on the Performance Management of Zhangjiajie Tourist Attraction

Dimension	Reliability	Responsiveness	Guarantee	Empathy
Reliability	1			
Responsiveness	.814**	1		
Guarantee	.821**	.817**	1	
Empathy	.819**	.815**	.810**	1

As can be seen from Table 4.5, there is a significant positive correlation among reliability, responsiveness, assurance and empathy. This means that these dimensions are closely related, and the promotion of one dimension may lead to the promotion of other dimensions. The correlation coefficients among reliability, assurance and responsiveness are high (0.814 and 0.821, respectively), indicating that there is a strong correlation between them. This shows that providing reliable and guaranteed services is essential to improve responsiveness. The correlation coefficients between empathy and the other three dimensions are also high (0.819**, 0.815 and 0.810 respectively), which shows that it is very important to consider customers' needs and emotions in service to improve the overall quality of service. The correlation coefficient between responsiveness and assurance is 0.817**, which shows that service providers who respond quickly to customers' needs can often provide more assured services. Reliability, responsiveness, assurance and empathy all play an important role in customer satisfaction, and there is a significant positive correlation between them.

Table 4.6 Regression Analysis of the Service Quality on the Performance Management of Zhangjiajie Tourist Attraction

	Non-standardized coefficient		Standardized coefficient	t	p	R ²	Adjusting R ²	F
	B	Standard Error	Beta					

(Constant)	.626	.103	-	5.734	.000			
Service Quality	.722	.061	.626	12.441	.000	.503	.475	174.263

As can be seen from the results in Table 4.6, the standardization coefficient of service quality is 0.626, which means that service quality has a significant positive impact on performance management. Specifically, when the service quality increases by one unit, the performance management is expected to increase by 0.626 units accordingly. R^2 and adjusted R^2 are 0.503 and 0.475, respectively, which indicates that the model can explain about 47.5% of performance management variation. Although this ratio is relatively low, considering that there may be many factors affecting performance management, this R^2 value is still relatively reasonable. The f value is 174.263, which is much larger than the critical value, indicating that the whole regression model is significant, with the non-standardized coefficient (b) of 0.722, the standard error of 0.061, the t value of 12.441 and the p value of 0.000. These data further support the significant impact of service quality on performance management. Therefore, Hypothesis "H2: service quality has a positive impact on the performance management of Zhangjiajie tourist attraction" is established.

4.5 The Impact of the Staff Quality on the Performance Management of Zhangjiajie Tourist Attraction

Table 4.7 Correlation Analysis of the Staff Quality on Performance Management of Zhangjiajie Tourist Attraction

Dimension	Communication ability	learning ability	Personal qualities
Communication ability	1		
Learning ability	.825**	1	
Personal qualities	.717**	.821**	1

The data in Table 4.7 shows that the correlation coefficients of customer return rate, customer complaint rate and customer evaluation are all greater than 0.8, indicating that there is a significant positive correlation between customer satisfaction and customer return rate, customer complaint rate and customer evaluation of Intercontinental Kunming Hotel. This means that improving customer satisfaction will help increase the proportion of repeat customers, reduce the complaint rate and get better customer evaluation.

Table 4.8 Regression Analysis of the Staff Quality on Performance Management of Zhangjiajie Tourist Attraction

	Non-standardized coefficient	Standardized coefficient	t	p	R^2	Adjusting R^2	F
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	B	Standard Error	Beta					
(Constant)	.623	.122	-	5.524	.000	.520	.452	231.326
Staff Quality	.714	.072	.626	12.277	.000			

As can be seen from the data in Table 4.8, The standardized coefficient of employee quality is 0.626, which means that employee quality has a significant positive impact on performance management. Specifically, when the quality of employees increases by one unit, performance management is expected to increase by 0.626 units accordingly. R^2 and adjusted R^2 are 0.520 and 0.452, this R^2 value is still relatively reasonable. The value of f is 231.326, which is far greater than the critical value, indicating that the whole regression model is significant, that is, there is a linear relationship between at least one independent variable and the dependent variable. The nonstandard coefficient (b) is 0.714, the standard error is 0.072, the t value is 12.277, and the p value is 0.000. These data further support the significant influence of employee quality on performance management. Therefore, Hypothesis "H3: the quality of employees has a positive impact on the performance management of Zhangjiajie tourist attraction" is established.

4.6 The Impact of the Industry Competition on Comprehensive Management of Zhangjiajie Tourist Attraction

Table 4.9 Correlation Analysis of the Industry Competition on Performance Management of Zhangjiajie Tourist Attraction

Dimension	Economic benefits	Demand structure	Environmental support
Economic benefits	1		
Demand structure	.820**	1	
Environmental support	.734**	.830**	1

As can be seen from Table 4.9, there is a significant positive correlation among economic benefits, demand structure and environmental support. This means that these dimensions are closely related, and the promotion of one dimension may lead to the promotion of other dimensions. The correlation coefficient between economic benefits and demand structure is 0.820**, indicating that there is a strong correlation between them. This shows that in the case of fierce competition in the industry, the demand structure of tourism products was directly affected the economic benefits. The correlation coefficient between economic benefit and environmental support is 0.734**, which indicates that good environmental support has certain influence on improving economic benefit. The correlation coefficient between demand structure and environmental support is 0.830**, which shows that environmental support is very

important to meet different demand structures, especially in the case of fierce competition in the industry.

Table 4.10 Regression Analysis of the Industry Competition on Performance Management of Zhangjiajie Tourist Attraction

	Non-standardized coefficient		Standardized coefficient	t	p	R ²	Adjusting R ²	F
	B	Standard Error	Beta					
(Constant)	.510	.097	-	4.728	.000	.529	.538	230.170
Industry Competition	.724	.051	.740	14.231	.000			

From the data analysis in Table 4.10, the standardization coefficient of industry competition is 0.740, which means that industry competition has a significant positive impact on performance management. Specifically, when the industry competition increases by one unit, performance management is expected to increase by 0.740 units accordingly. R² and adjusted R² are 0.529 and 0.538, respectively, which indicates that the model can explain about 53.8% of performance management variation. Although this ratio is relatively low, considering that there may be many factors affecting performance management, this R² value is still relatively reasonable. The overall model is significant: the value of F is 230.170, which is far greater than the critical value, indicating that the entire regression model is significant, with the non-standardized coefficient (B) of 0.724, the standard error of 0.050, the t value of 14.231 and the p value of 0.000. These data further support the significant impact of industry competition on performance management. To sum up, the regression analysis shows that industry competition has a significant positive impact on performance management in Zhangjiajie tourist attraction. Therefore, Hypothesis "H4: Industry Competition on the Performance Management of Zhangjiajie tourist attraction" is established.

Chapter 5 Conclusion and Recommendations

This chapter mainly summarizes and analyzes the research results of performance management of Zhangjiajie tourist attraction on various factors, and puts forward more perfect performance management strategies to ensure the effective operation and long-term development of the tourist attraction.

5.1 Conclusion

5.1.1 The Marketing Strategy has a Positive Impact on the Performance Management of Zhangjiajie Tourist Attraction

Marketing strategy has a significant positive impact on the performance management of Zhangjiajie tourist attraction, and the standardization coefficient of marketing strategy is 0.715, which shows that it has a great contribution to performance management. R^2 and adjusted R^2 are both close to 0.52, indicating that marketing strategy is a relatively effective independent variable, which can explain about 52% of performance management variation. The F value is 202.240, which is far greater than the critical value, indicating that the whole regression model is significant, which further shows that marketing strategy plays an important role in improving the performance management of Zhangjiajie tourist attraction.

The positive influence of marketing strategy on the performance management of Zhangjiajie tourist attraction shows that when formulating and implementing marketing strategy, tourist attractions should provide creative, attractive and differentiated products and services according to the actual situation and market demand, so as to increase the number and income of tourists, and strengthen brand promotion and image building, so as to improve the position and influence of tourist attractions in the market competition, so as to realize the sustainable development and economic benefits of tourist attractions. The importance of marketing strategy lies in that it can help tourist attractions better adapt to market changes and demands, improve their competitiveness and market share, create more economic value and social benefits, and then promote the development and prosperity of tourism. Therefore, the importance and implementation of marketing strategy is of inestimable importance to the development of Zhangjiajie tourist attraction.

5.1.2 The Service Quality has a Positive Impact on the Performance Management of Zhangjiajie Tourist Attraction

Service quality has a significant positive impact on the performance management of Zhangjiajie tourist attraction. Specifically, it is estimated that the performance management will increase by 0.626 units for each additional unit's service quality. R^2 and adjusted R^2 are 0.503 and 0.475, respectively, indicating that the model can

explain about 47.5% of performance management variation. The value of f is 174.263, which is far greater than the critical value, indicating that the whole regression model is significant. Therefore, the service quality has a positive impact on the performance management of Zhangjiajie tourist attraction.

As a tourist attraction, providing high-quality services is the key to attract tourists and maintain performance growth. If the service quality is not up to standard, it will lead to the loss of tourists and the decline of performance, which will adversely affect the long-term development of the scenic spot. Therefore, improving the intensity of service quality is an important means to ensure the stable growth of scenic spot performance. Service quality is an important influencing factor of performance management. While improving service quality, scenic spots can continuously improve their management level and performance by evaluating and adjusting performance management. Service quality is closely related to tourists' satisfaction. By improving the service quality, the satisfaction of tourists can be improved, so as to introduce more tourists and increase the income of scenic spots. This is also one of the important factors to promote the performance growth of scenic spots.

5.1.3 The Staff Quality has a Positive Impact on the Performance Management of Zhangjiajie Tourist Attraction

According to the results of regression analysis, the staff quality has a significant positive impact on performance management, and the standardization coefficient is 0.626. Every time the quality of employees increases by one unit, the performance management expectation will increase by 0.626 units accordingly. R^2 and adjusted R^2 are 0.520 and 0.452, respectively, and the f value is 231.326, indicating that the whole model is significant, and the non-standardized coefficient is 0.714.

The improvement of employees' quality can directly affect the service quality and tourism experience of scenic spots, and then enhance tourists' satisfaction and reputation evaluation. High-quality employees have more professional knowledge and skills, can provide better service and better communication, effectively solve customers' problems and meet their needs. The improvement of staff quality can also enhance staff's sense of responsibility and teamwork, improve work efficiency and internal cooperation, and further improve the overall operation and management level of scenic spots.

In addition, the improvement of staff quality can also promote the innovation and development of Zhangjiajie tourist attraction. Employees with rich knowledge and skills can provide new service ideas and creativity for scenic spots, and promote the scenic spots to continuously improve their quality and competitiveness and adapt to changes in market demand. Therefore, Zhangjiajie tourist attraction should attach great importance to the improvement of staff quality, and constantly improve their knowledge and skills through training, motivation and talent introduction, and provide them with a good working environment and development opportunities. This can effectively improve the performance management level of scenic spots, and improve the

competitiveness and sustainable development ability of tourist attractions.

5.1.4 The Industry Competition Technology has a Positive Impact on the Performance Management of Zhangjiajie Tourist Attraction

According to the results of regression analysis, it can be concluded that industry competition has a significant positive impact on performance management, and the standardization coefficient is 0.724. Every time the industry competition increases by one unit, the performance management expectation will increase by 0.724 units accordingly. R^2 and adjusted R^2 are 0.529 and 0.538, respectively, and the overall model is significant, with the f value of 230.170. Industry competition has a significant positive impact on the performance management of Zhangjiajie tourist attraction. This shows that in the current competitive market, the better the performance management of scenic spots, the better it can attract tourists, thus increasing the operating income and market share of scenic spots. Therefore, Zhangjiajie tourist attraction should pay attention to the effective implementation and monitoring of performance management, improve the quality of service and management of scenic spots, and then gain better market advantages.

Driven by industry competition, Zhangjiajie tourist attraction needs to actively meet the challenges and provide better service and better travel experience for tourists. This requires scenic spots to continuously improve the quality and internal management of employees, continuously pay attention to market demand and trends, integrate resources, improve service quality and security, and establish brand image and reputation. In addition, industry competition has also promoted the improvement of the norms and standards of scenic spots. In the highly competitive market environment, scenic spots need to abide by higher service standards and norms, and constantly improve the management level and management quality. Competition promotes scenic spots to strengthen compliance management, improve service quality and security, and ensure the safety and satisfaction of tourists. Therefore, scenic spots should pay attention to industry competition, constantly improve the service level and internal management level, enhance the competitiveness and attractiveness of scenic spots, and realize business optimization and sustainable development.

5.2 Recommendation

1. System construction

System is the foundation to ensure long-term, stable and effective performance management. In order to ensure the normal performance management, Zhangjiajie Scenic Area should establish a perfect performance management system and define the objectives, principles, processes and standards of performance management. By formulating detailed performance evaluation indicators and weights, it provides a clear basis for employee performance evaluation. At the same time, we should ensure the

fairness and impartiality of the system and avoid injustice and prejudice. In addition, the system should be flexible and can be adjusted and improved according to the actual situation to meet the needs of the development of scenic spots.

2. Organizational guarantee

In order to ensure the effective implementation of performance management, Zhangjiajie Scenic Area needs to establish a special performance management organization or team. This team should have professional knowledge and experience, and be able to comprehensively supervise and guide the performance management of scenic spots. The main responsibilities of the team include making performance management plans, organizing and implementing performance evaluation, providing training and guidance, and solving problems in performance management. In addition, the team should also work closely with other departments in the scenic spot to jointly promote the implementation of performance management. By establishing such organizational guarantee, we can ensure the professionalism and systematicness of performance management.

3. Communication and feedback

Communication and feedback are indispensable links in performance management. Zhangjiajie Scenic Area should establish a good communication mechanism to ensure effective communication between management and employees. Through regular performance feedback meetings and one-on-one interviews, employees can understand their work performance, existing problems and improvement directions. At the same time, the management should also listen to the opinions and suggestions of employees and make timely adjustments and improvements to the problems in performance management. Good communication and feedback can enhance employees' sense of participation and belonging, and improve their work enthusiasm and efficiency. In addition, scenic spots can also enhance the transparency and openness of performance management by establishing employee performance files and publishing performance reports regularly. This can not only make employees know their work performance more clearly, but also provide more accurate and comprehensive data support for the management of scenic spots.

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Appendix

Questionnaire survey

Questionnaire on Performance Management of Zhangjiajie Tourist Attraction

Hello, Sir/Madam!

Thank you for participating in the performance management evaluation survey of Zhangjiajie tourist attraction. The purpose of this survey is to understand your evaluation of the operation and service quality of scenic spots, so that we can continuously improve and improve the management level and service quality of scenic spots. Please fill in the following questionnaire carefully according to your actual experience and feelings. Your comments and suggestions are very important to us, which will help us better meet the needs of tourists and enhance the overall image of the scenic spot. Thank you for your support and cooperation! The evaluation method of the questionnaire is divided into five grades: very dissatisfied (1) and very satisfied (5). Please answer according to the actual situation. Thank you for your participation!

I. Basic information

1. Your gender: male female.
2. Your age: under 30 years old 30-45 years old 45 years old or above.
3. Your department: Financial department Brand operation department
 Food and Beverage department Visitor service Department
4. Your inaugural time: 1 year or less 1-3 years 3-5 years 5 years or more.

II. The Performance Management Survey Scale

According to the actual situation of the hotel, please use Likert five-point scale to evaluate the following statements about fine management. Among them, 1 means "strongly disagree" and 5 means "strongly agree".

Primary index	Problem statement	option				
		1	2	3	4	5
Marketing Strategy	I think the competitive position of scenic spots in the market is relatively stable.					
	I think scenic spots should continue to strengthen marketing and brand building.					
	I think our market share is large enough.					

	I think our customer satisfaction is up to expectations.					
	I think the scenic spot should further strengthen the level of reception services and tourism facilities					
	I think our brand awareness is high enough.					
	I think the brand value of the scenic spot has been widely recognized by tourists.					
Service Quality	I think scenic spots need to ensure the reliability and stability of services when providing services.					
	I think the scenic spot should establish a perfect service process and quality control system					
	I think scenic spot is quick enough to respond to customers' needs.					
	I think the scenic spot should establish a perfect customer service system					
	I think the guarantee of our services or products is excellent.					
	I think scenic spots need to ensure professional and normative services					
	I think scenic spot really care about and understand the needs and emotions of our tourists.					
	I think scenic spots should pay attention to the feedback and opinions of tourists.					
Staff quality	I think our team has good communication skills.					
	I think the communication ability of employees directly affects the satisfaction of tourists.					
	I think employees need to improve themselves and be sensitive to new knowledge and skills.					
	I think continuous learning ability is the core quality of employees					

	I think the personal qualities of our team meet the company's expectations.					
	I think employees should have a high sense of responsibility and professional ethics.					
Industry competition	I think our economic benefits are healthy and growing continuously.					
	I think scenic spots should strengthen financial management and cost control					
	I think the demand structure of our products or services is reasonable.					
	I think scenic spots should pay attention to the dynamics of competitors and market trends					
	I think our working environment and resources are sufficient.					
	I think the development of scenic spots has sufficient policy support.					

