

Original Research Article

Improving the supply quality of tourism public services in the construction of service-oriented government—A case study of X district

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Abstract: As a vital component of government public services, the quality of tourism public services directly impacts tourist experiences and regional tourism image. This study focuses on District X, collecting data through questionnaire surveys and interviews. Grounded in service-oriented government theory and collaborative governance perspectives, it analyzes existing issues in government tourism public services across five dimensions, thoroughly examines their manifestations and root causes, and proposes optimization strategies to provide actionable references for local governments in enhancing tourism service quality.

Keywords: service-oriented government; collaborative governance; quality of tourism public services; citizen satisfaction

1. Introduction

The development of service-oriented governments is citizen demand-driven, with tourism public services directly impacting visitor experiences. Using District X as a case study, this research evaluates tourism public service quality across five dimensions, analyzes underlying causes, and proposes countermeasures to provide references for local governments in improving service quality.

2. Origin of the problem

Building a service-oriented government that satisfies citizens is a key objective of modern governance reform. Such a government prioritizes citizen needs and centers on public service delivery^[1]. Citizen satisfaction with government services serves as a critical indicator of urban governance effectiveness. Enhancing public satisfaction and improving grassroots governance remain central challenges in developing service-oriented governments. As a vital component of public services, tourism infrastructure quality directly impacts visitor experiences and regional tourism branding. The tourism public service quality framework defined in this study emphasizes government-led initiatives encompassing tourism infrastructure development, information services, cultural tourism event coordination, and policy engagement mechanisms, aiming to create a comprehensive service system that meets diverse citizen and tourist demands^[2].

As a pilot zone for modern urban construction in Shandong Province, District X boasts abundant tourism resources. However, there remain certain shortcomings in the government's provision of tourism public services. To enhance citizens' satisfaction with these services, the government needs to transform its functional philosophy from a 'management-oriented' approach to a 'service-oriented' one, continuously optimizing service delivery^[3].

3. Research design

(1) Evaluation Index System for Tourism Public Service Quality Satisfaction:

Drawing on relevant research findings and guided by the citizen-centered philosophy of service-oriented governance, this study establishes an evaluation framework for assessing public satisfaction with tourism public services in X Municipal Government^[4]. The primary indicators encompass five dimensions: facility quality, information transparency, event disclosure, service accessibility, and citizen engagement.

Each dimension comprises five secondary indicators, totaling 25 evaluation metrics. These five dimensions correspond to the core requirements of service-oriented governance in hardware infrastructure, information disclosure, content provision, equitable accessibility, and democratic participation.

(2) Questionnaire Survey Method:

Based on the evaluation indicator system, a questionnaire was designed. Reliability analysis showed that the Cronbach's α coefficient was 0.93, indicating high reliability. The formal survey collected 110 valid questionnaires, covering demographic characteristics and sub-index evaluations.

(3) Interview Method:

The study selected government department staff, residents, and corporate employees from X City as interview subjects to gain in-depth insights into the actual provision of government tourism public services. The interviewees included Director Chen (55 years old), Ms. Zhao (26 years old) from Wuyue Plaza, Mr. Wang (30 years old) and Ms. Han (50 years old) from Tianyuan Community, and Aunt Fan (74 years old).

4. Problem manifestations and cause analysis

The survey reveals that information transparency (2.81 points) ranks the lowest, while equipment quality (2.90 points), event disclosure (2.83 points), service accessibility (2.86 points), and policy transparency (2.91 points) all fall below the average score of 3 points. Correlation analysis demonstrates significant positive correlations among these five dimensions, indicating mutual influences and synergistic effects on citizen satisfaction.

Table 1. Mean of each subscale.

	Mean
Facility quality	2.90
Transparency of information	2.81
Event Content	2.83
Service accessibility	2.86
Policy Transparency	2.91

(1) Concurrent issues of inadequate hardware infrastructure and lagging operational services:

Regarding equipment quality, the issue of "outdated facilities" remains prominent, manifested through aging equipment, delayed book updates, cramped spaces, and insufficient digitization. Some museum exhibits cannot be displayed due to limitations in preservation techniques. Three primary causes underlie this situation: first, a shortage of specialized technical expertise and personnel; second, inadequate operational management mechanisms with arbitrary facility opening hours; and third, insufficient funding. As Director Chen of the Municipal Culture and Tourism Bureau noted, "The main challenges for museum exhibits lie in unmastered preservation techniques and a lack of skilled professionals," while community residents complain about "irregular opening hours for reading rooms." These shortcomings fall short of the service-oriented government's commitment to "convenience and public welfare."

(2) Interwoven issues of single information disclosure channels and content lag:

The lowest score for information transparency (2.81 points) indicates limited effectiveness. Promotion primarily relies on official accounts and offline channels, lacking multi-channel synchronization. Information updates are delayed, and official accounts have basic functions. The "Smart Guide" system is not updated in a timely manner. Current information services are insufficient in timeliness and convenience. There are three reasons: First, insufficient information accuracy creates "information silos." Second, incomplete coverage leads to information gaps, reflecting inadequate service outreach awareness. Third, innovation in dissemination methods is lacking, highlighting insufficient service innovation drive.

(3) Lack of policy participation mechanisms and single stakeholders:

The policy transparency score stands at 2.91, indicating low public engagement. The policy-making process remains closed-off without public consultation, while implementation details are vague and feedback mechanisms are lacking, resulting in no responses to public inquiries. Corporate participation is minimal, with businesses believing public services should be government-led. Key reasons include: First, insufficient policy transparency that marginalizes citizen involvement; second, absence of feedback and interaction mechanisms that erode trust; third, limited channels for social participation and a single supply entity; fourth, inadequate supervision and evaluation systems lacking public and third-party

involvement. Ms.Zhao remarked, "If the government invites us, businesses are willing to provide financial support," highlighting social stakeholders 'willingness to participate but the government's lack of effective engagement mechanisms.

(4) Departmental barriers exist, neglecting service accessibility:

The service accessibility score stands at 2.84 points. While public transportation is rated fairly well (2.80 points), services for vulnerable groups remain inadequate: Accessible pathways are frequently obstructed, breastfeeding rooms lack proper facilities, and sign language interpretation services are hard to obtain. Cross-departmental processing efficiency remains low, leading to persistent "last-mile" barriers. Significant shortcomings exist in protecting vulnerable groups 'rights and enhancing interdepartmental coordination: First, a one-size-fits-all approach with insufficient customization; second, inadequate safeguards for marginalized populations; third, fragmented governance with ambiguous responsibilities and data-sharing obstacles. Mr.Wang from Community D lamented: "Property management staff keep passing cases back and forth." highlighting systemic coordination challenges.

5. Optimization strategies for tourism public services

To address the aforementioned issues, this study integrates the value orientation of service-oriented government with the path logic of collaborative governance, and proposes the following optimization strategies based on the actual conditions of District X.

(1) Increase facility investment to strengthen the hardware foundation of services:

We will advance the digital transformation of cultural facilities. This includes digitizing heritage sites through 3D modeling to showcase ancient architecture and creating online virtual museums. Mobile applications will be developed to provide guided tours and interactive services. Drawing on the digital museum models of the Palace Museum and Louvre Museum, we will digitize collection resources for public access and understanding. These initiatives embody the service-oriented government's philosophy of leveraging modern technology to enhance service capabilities ^[5]. Talent development will focus on recruiting digital professionals, organizing regular training programs, improving cultural volunteer service mechanisms, and optimizing talent recruitment policies. Operational management will be strengthened through standardized opening hours, professional management partnerships, user feedback systems, and dynamic adjustments based on public needs to achieve standardized operations.

(2) Enhancing information transparency to safeguard citizens' right to know:

Integrate information service resources. Improve the functions of the "Culture and Tourism X Zone" platform by consolidating information on venues, scenic spots, and events. Develop reservation and push notification modules. Strengthen information connectivity with communities and rural areas, and promptly update the "Smart Guide" content to ensure accuracy and effectiveness. Innovate information dissemination methods. Introduce VR/AR guide technology and leverage new media platforms such as TikTok and Xiaohongshu to expand information coverage and enhance readability and appeal. Service-oriented governments should proactively adapt to changes in public information acquisition habits ^[6]. Establish a dynamic update mechanism. Clearly define information update responsibilities and timelines, implement user evaluation and feedback functions, and collect public opinions. Regularly analyze platform traffic and interaction data to build a comprehensive dynamic monitoring system that tracks service efficiency ^[7].

(3) Improve participation mechanisms and expand a multi-stakeholder governance framework:

Enhance policy participation channels by implementing multi-stage hearings, public disclosure of implementation progress, and incorporating public evaluation mechanisms. Establish a feedback response system featuring message portals with clear timelines, along with regular updates on adopted measures. Engage social stakeholders through contractual outsourcing and franchise models to attract corporate investment in facility construction and operations ^[8]. Strengthen oversight and assessment frameworks by integrating public, media, and third-party monitoring. Develop a third-party service quality evaluation mechanism to ensure objectivity in assessments.

(4) Optimize resource allocation and enhance service accessibility:

Strengthen diversified collaboration mechanisms. Establish integrated online-offline feedback channels and departmental coordination frameworks to facilitate data sharing and operational synergy, effectively bridging the "last mile" gap. Break down interdepartmental barriers to achieve holistic coordination ^[9].

Refine the evaluation indicator system by setting quantifiable metrics across infrastructure, activities, resources, and talent development. Incorporate cross-departmental service items into collaborative performance assessments to enhance overall efficiency. Address vulnerable groups' needs through accessible facilities and expanded preferential policies. Streamline administrative procedures by implementing "one-stop service with single-session completion" to minimize duplicate document submissions. Increase public transport capacity during holidays, launch dedicated tourist routes, and improve travel accessibility.

6. Epilogue

This study has certain limitations. The sample size is relatively small, and the analytical methods employed are relatively limited. Future research should expand the sample scope and adopt more diverse analytical approaches, such as structural equation modeling or comparative case studies, to further validate and enrich the findings.

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