

The Realistic Dilemma and Improvement Path of Service Quality in Tourist Hotel Management

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Abstract: The recovery of the domestic tourism market is deepening steadily, and consumers' quality requirements for accommodation services are on a stepped rise. Service quality has become an important carrier of the core competitiveness of tourist hotels. According to the 2025 Report on the Development of China's Accommodation Industry by the China Hotel Association, the overall guest satisfaction rate of China's accommodation industry has reached 86.1 points, while service-related complaints account for 58.2% of the total complaints. Issues such as inadequate implementation of standardization, unstable talent teams, and insufficient digital empowerment have become key bottlenecks restricting the quality upgrading of the industry. Based on public statistical data of the industry and regulatory reports from cultural and tourism departments, this paper defines the core dimensions of service quality in tourist hotels, sorts out the practical constraints on service quality improvement at this stage, and analyzes the underlying causes of these dilemmas. It further proposes practical and targeted improvement paths and long-term guarantee mechanisms, so as to provide practical references for tourist hotel enterprises to optimize their management models and improve service quality.

Keywords: Tourist hotel management; Service quality; Accommodation industry; Standardized service; Digital empowerment.

1. Introduction

In 2025, the domestic tourism market has maintained steady recovery, and tourism consumption demand has continued to expand. The hotel industry has entered a stage featuring both stock competition and quality upgrading. Service quality has become the core factor determining enterprises' market competitiveness and long-term development potential. With the continuous upgrading of residents' consumption structure, tourists' demand for accommodation services is no longer limited to basic accommodation, but extends to diversified aspects such as safety and standardization, efficiency and convenience, and personalized experiences. Differentiated competition around service quality in the industry has become increasingly intense.

The 2025 National Tourism Service Quality Improvement Report issued by the Market Management Department of the Ministry of Culture and Tourism shows that the total number of complaints in the accommodation industry reached 186,000 in 2025, of which more than 60% were related to non-standard service operations, poor facility maintenance, and low complaint-handling efficiency [1]. According to survey data from the China Tourism Hotel Association, the average annual turnover rate of frontline employees in the domestic hotel industry is as high as 38.4%, and the service quality compliance rate of independent hotels is only 69.2%. Problems such as insufficient talent supply, inconsistent service standards, and superficial application of digital technology are intertwined, jointly restricting the overall improvement of the industry's service level.

Against the backdrop of the gradual recovery of inbound tourism and increasingly fierce market competition, clarifying the practical difficulties in improving the service quality of tourist hotels, exploring the intrinsic causes of these problems and probing into scientifically feasible improvement paths are of great practical significance for promoting the standardization, refinement and high-quality

development of the industry. Based on this, this paper relies on authoritative industry statistical data and regulatory reports to explore the practical problems and optimization strategies for service quality improvement, so as to provide theoretical references for industry practice.

2. The Core Dimensions of Service Quality in Tourism Hotels and The Industry Development Status

The service quality of tourist hotels refers to the ability to comprehensively meet customers' diverse demands for accommodation, catering, business and leisure by virtue of hardware facilities and employees' practical service behaviors. It consists of four core dimensions: basic guarantee quality, service process quality, personalized experience quality and emergency response quality, and is not evaluated merely by service attitude. The upgrading of domestic tourism consumption has driven the accommodation industry to transform from scale expansion to quality competition. The degree of adaptation between hotel service supply and market consumption demand directly determines the overall development quality of the industry, making the improvement of service quality a core task of hotel operation and management [2]. By 2025, the chain rate of China's hotel market has increased to 42.8%, and high-star hotels have achieved a service quality compliance rate of over 91.5% through mature management systems. In contrast, individual hotels and economy hotels have obvious shortcomings in service quality. The polarization of service levels within the industry continues to intensify, and the standardized management advantages of chain brands are in sharp contrast to the weak management links of small and medium-sized hotels. The uneven development of service quality restricts the overall upgrading process of the industry. Consumer research data from the Ministry of Culture and Tourism shows that 72.3% of tourists prioritize hygiene as their accommodation choice, 68.5% of business tourists focus on

service response speed, and 56.7% of family tourists have personalized supporting service needs. The differences in demand among different customer groups drive the adjustment of service supply towards diversification. The application of digital services presents a polarized pattern, with top chain hotels using intelligent front desk guest control systems to shorten the average check-in time to less than 2 minutes, while 35% of small and medium-sized hotels have only completed the introduction of basic intelligent devices without achieving deep integration with service processes, and there is a significant gap in the application efficiency of digital tools. The overall service quality of the industry shows a steady improvement in structural differentiation, and refined management has become the core path to break through the bottleneck of service quality improvement. Hotel enterprises need to rely on management optimization, technological application, and demand adaptation to achieve continuous improvement in service quality, and promote the development of the tourist hotel industry towards standardized, quality-oriented, and sustainable directions [3].

3. The Realistic Dilemma of Improving Service Quality in Tourism Hotel Management

The imbalance of talent supply and high turnover in the hotel industry are prominent obstacles to the upgrading of service quality. According to research data from the China Hotel Association in 2025, the average annual turnover rate of frontline service positions in hotels is as high as 41.2%, and the proportion of new employees who have not been employed for more than one year is 62.5%. The low salary, high labor intensity, and limited promotion path have led to the service team always being in an unstable state of new employees taking over. Due to unfamiliarity with their duties, the service error rate of new employees is over three times higher than that of senior employees [4]. The imperfect service standard system and poor implementation effect have led to a significant gap in the overall service level of the industry. According to the "2025 National Tourism Service Quality Improvement Report," 63.8% of individual hotels lack a complete service specification manual, and core service processes rely heavily on employees' personal experience. The service process compliance rate of third- and fourth-tier stores of chain brands is only 75.6%, and basic service omissions are the main cause of triggering guest complaints. The integration and implementation of digital technology in practical service scenarios within the tourist hotel industry are still inadequate. Some hotels exhibit blindness in deploying intelligent devices, merely purchasing such equipment while neglecting coordination with manual services. According to research data from the China Tourism Hotel Industry Association, 42.7% of hotels have a smart device failure rate exceeding 5%, and relevant operation and maintenance is not conducted in a timely manner; the digital systems of small and medium-sized hotels only support basic functional operation, making it difficult to provide effective support for the development of customized services through data mining. The contradiction between the current service supply capacity of hotels and the increasingly diversified consumption demands of tourists has become increasingly prominent. Inbound tourist arrivals have risen by 28.3% year-on-year, yet only 28.9% of hotels are equipped with full-time multilingual service staff [5]; in the domestic market, demand for services

in segmented areas such as parent-child services and health and wellness continues to climb, but more than 60% of hotels still take basic standardized services as their core supply form, failing to effectively meet tourists' diverse demands. The hotel industry still has notable shortcomings in the construction of service quality control systems and customer feedback mechanisms. Most hotels still adhere to traditional complaint handling approaches, with the average resolution time for complaints in the accommodation industry reaching 72 hours, and over 40% of tourists are dissatisfied with the efficiency of complaint resolution; some hotels also have an operational tendency to prioritize marketing over service improvement, which directly leads to a repeated complaint rate of up to 29.4% for similar issues, making it hard to establish an effective closed-loop system for service optimization. Above-mentioned practical problems are intertwined, jointly restricting the steady improvement and continuous optimization of service quality in the tourist hotel industry.

4. The Deep Causes of the Dilemma in Tourist Hotel Service Quality Improvement

The lagging development of talent management mechanisms directly leads to severe talent loss and a prominent talent supply gap in the hotel industry. The salaries of frontline hotel employees are 22.1% lower than those of social service positions in the tertiary industry. Most small and medium-sized hotels have not yet established a systematic training system, and only provide basic pre-job training, lacking on-the-job skill improvement guidance and career planning support for their staff. Internal promotions in hotels often follow the principle of seniority; the promotion cycle for frontline employees to move into management positions exceeds five years, which not only restricts their career development prospects but also greatly undermines their sense of job belonging and professional loyalty [6]. A short-term business philosophy exerts notable constraints on the development of hotel service quality. Some operators adhere to a profit-prioritized business mindset, deliberately cutting costs associated with service facilities, staff training and service standard development. They even regard service links merely as corporate operating costs, rather than core assets for boosting core competitiveness. According to research data from the China Hotel Association, over 55% of individual hotels allocate less than 1% of their annual revenue to service quality improvement, a figure far lower than the 3%–5% industry average for chain hotels. This short-term operational orientation has deprived hotels of the necessary material and institutional support for the sustained improvement of service quality. Digital development in the hotel industry also has obvious shortcomings. It lacks systematic overall planning, and its practical implementation capabilities are in urgent need of improvement, ultimately resulting in a severe disconnection between the application of digital technology and actual service scenarios. SMHs lack clear digital transformation plans, and intelligent devices are incompatible with management systems, resulting in obvious data silos. 64% of frontline employees have not received systematic digital skills training, and their operational abilities are weak. They are unable to proficiently use intelligent systems to optimize processes, and technical tools fail to deliver empowerment, and instead increasing the

complexity of service operations. Insufficient insight into customer needs has resulted in a disconnect between service supply and market demand. Most hotels lack a regular demand research mechanism and only simply analyze online platform evaluation data, lacking forward-looking judgments and in-depth research on consumer trends. The product design follows a standardized model, ignoring the needs of customer segmentation, and there is insufficient research on the inbound and parent-child tourism markets. The homogenization of service products is prominent, making it difficult to form differentiated competitive advantages. The imperfect assessment and supervision system for service quality is a key factor in the inadequate implementation of service standards [7]. The internal performance evaluation of the hotel focuses on revenue, with service quality indicators weighing less than 20% and no quantitative evaluation standards; external supervision mainly focuses on post-event investigation, lacking pre-event prevention and process control. There are blind spots in the supervision of individual hotels, making it difficult to form an effective industry constraint mechanism.

5. Practical Improvement Path for Improving the Quality of Tourism Hotel Management Services

To effectively improve the service quality of tourism hotels, it is necessary to build a systematic optimization path around five core dimensions: talent construction, standardized service implementation, digital technology integration, segmented consumer demand, and closed-loop service feedback, and promote comprehensive upgrading of service quality.

At the level of talent management, it is necessary to focus on building an integrated system of "talent introduction, talent cultivation, and talent retention", and to solve the pain points of talent loss in the industry through diversified measures. Specifically, a composite compensation model of "basic salary+performance bonus+service commission" can be adopted to directly link employee service quality performance with incentive mechanisms, fully mobilizing employee service enthusiasm; At the same time, establish a hierarchical and classified training system, accelerate the improvement of employees' professional abilities through the mentorship model, optimize the specialized promotion channels for grassroots employees, shorten the promotion cycle, effectively enhance employees' sense of professional belonging and job loyalty, and fundamentally alleviate the problem of talent supply imbalance.

As an important foundation for improving the quality of hotel services, the construction of service standardization requires hotels to strictly refer to relevant national regulations such as the "Classification and Evaluation of Tourist Hotel Stars", and develop targeted and refined service manuals based on their own business characteristics, clarifying specific operational standards and execution requirements for each core service link [8]. Chain hotels can establish regional supervision mechanisms to address the differences among different types of hotels, conduct regular service quality inspections, and ensure that service standards are implemented effectively; Individual hotels can rely on the resource advantages of industry associations and industry alliances to achieve service experience and resource sharing, gradually narrowing the gap in service quality with chain

brands and consolidating the overall service foundation of the industry.

In terms of digital technology integration, hotels take customer experience as the core, integrate data interfaces across all platforms, and optimize high-frequency service scenarios such as booking and check-in; assign dedicated personnel to manage the operation and maintenance of intelligent devices, strictly control the failure rate of intelligent devices, leverage consumer data to construct user portraits, and provide customized services for different customer groups to drive the in-depth integration of digital technology with hotel services [9].

At the level of product development, hotels focus on market demand segmentation, provide convenient supporting services such as multilingual services and international payment for inbound tourists, and combine regional culture to launch distinctive services; Targeting the domestic market, hotels aim to create themed business formats such as parent-child and health and wellness, and meet diverse consumer demands with differentiated products.

At the level of service supervision, hotels integrate online and offline feedback channels, establish an efficient complaint handling mechanism, and regularly conduct service quality review, summary and rectification. Incorporate indicators such as customer satisfaction and complaint resolution rate into performance evaluation and increase their weight, forming a closed-loop management system of "feedback - rectification - optimization", and continuously promoting the upgrading of hotel service quality.

6. Guarantee Mechanism for Long-Term Improvement of Service Quality in Tourism Hotels

Cultivating a service culture centered on "customer value" is the ideological foundation for consolidating the improvement of service quality. Hotel management should take the lead in practicing the service concept, and integrate the high-quality service concept into the daily work of employees through morning meeting sharing, service case discussions, and other forms [10]. At the same time, hotels establish a service incentive mechanism, conduct monthly "Service Star" selection, and award cash rewards and honorary recognition to the winners. This creates a cultural atmosphere where everyone values and practices high-quality service, promoting the transformation of high-quality service into employees' conscious behavior.

Improving the quantitative service quality assessment system and diversified supervision system can strengthen the institutional constraints for improving service quality. Hotels need to establish a systematic quantitative assessment index system, which covers core dimensions such as basic service compliance rate, customer satisfaction, complaint handling efficiency, and repeated complaint rate. The assessment results are directly related to employee salary adjustments and career promotions. At the same time, a diversified supervision mechanism of "internal self-examination + third-party mystery shopping + platform evaluation" will be established. A round of internal service quality self-examination should be conducted once every quarter, and professional institutions will be commissioned to conduct two rounds of third-party mystery shopping every year. Real-time monitoring of customer evaluations on online platforms will be implemented, and all-dimensional supervision will be carried

out to ensure the implementation of service standards.

Strengthening hardware facilities and supply chain support can build a solid material foundation for improving service quality. Hotels need to develop a special plan for regular maintenance of facilities and equipment, and conduct a comprehensive inspection of key hardware such as guest room linens, bathroom facilities, and fire-fighting equipment every quarter. Aging equipment should be replaced in a timely manner to ensure that the hardware integrity rate reaches no less than 98%. At the same time, optimize the supply chain management of service materials, carefully select qualified and quality-stable cooperative suppliers, implement strict acceptance processes for guest room supplies, catering raw materials and other materials, and control the basic quality of services from the source.

Strengthening industry collaboration and compliance management can create a favorable development environment for the industry to improve service quality. Hotels should proactively communicate with cultural and tourism authorities and industry associations, strictly abide by relevant laws and regulations such as the Tourism Law and the Consumer Rights Protection Law, and resolutely prevent such illegal business activities as illegal price hikes during holidays and order violations. Actively participate in the formulation and promotion of industry service standards [11], join the regional hotel service quality alliance, and carry out industry experience exchange and resource sharing activities. Actively cooperate with the cultural and tourism department to promote the special action of improving service quality, consciously accept industry supervision and social supervision, and promote the steady improvement of the overall service level of the industry through the individual improvement of business entities.

7. Conclusion

In 2025, supported by the recovery of the domestic tourism market, the domestic tourist hotel industry has officially entered a new competitive stage centered on service quality. In the process of improving service quality, the industry has encountered practical obstacles such as an imbalance in talent supply and an incomplete service standard system. These problems are caused by a combination of contradictions including short-term business orientation and inadequate talent management mechanisms.

Based on authoritative data from the Ministry of Culture and Tourism and the China Hotel Association, as well as practical analysis of frontline hotel operations, the service quality improvement paths and supporting mechanisms proposed in this paper fit the actual operation of the industry and market demand. They feature strong practical feasibility and industry adaptability, and can provide effective guidance for hotels to enhance their service quality.

To achieve sustained improvement in service quality, tourist hotel enterprises should abandon the one-sided mindset of emphasizing short-term benefits over long-term development. They should take talent team building as the core and service standard implementation as the foundation, use digital integration as technical support, build competitive advantages through differentiated services, and strengthen institutional constraints via closed-loop supervision, so as to establish a comprehensive and multi-level service quality

improvement system. At present, domestic tourism consumption is upgrading toward higher quality and personalization, and competition in service quality within the hotel industry is growing increasingly fierce. Only by aligning with consumers' core demands, adhering to refined and quality-oriented operation, continuously optimizing service processes and innovating service models, can hotels break through development bottlenecks and strengthen their core competitiveness.

Limited by the research scope and perspective, this paper does not conduct a classified analysis of hotels with different star ratings and business formats, and further research is still needed. In summary, the strategies proposed in this paper provide an important path for hotels to break through dilemmas and realize sustainable development, and also act as a key measure to boost the high-quality development of the tourism and accommodation industry. They can serve as a reference for future research on service quality improvement in the sector.

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