

Research on the Optimization of Talent Performance Management Systems in Cultural Tourism Scenic Areas

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Abstract: The rapid development of cultural tourism has made scenic spots important components of the national tourism economy. However, academic research on talent performance management in this field remains limited. Regarding the current status of talent performance management systems in cultural tourism scenic areas, this paper identifies several issues, including vague evaluation standards, inadequate feedback mechanisms, and weak alignment with the organization's overall objectives. Based on performance management theory and the BSC model, this study distributed structured questionnaires to 320 managers and employees across scenic areas in 12 provinces in China. Accordingly, a comprehensive optimization framework is proposed tailored to their specific contexts. The framework adopts culturally sensitive KPIs with digital evaluation and operates in a continuous developmental feedback loop. This study finds that a well-optimized performance management system can enhance employee motivation, improve service quality, and strengthen the organization's competitiveness. Furthermore, this research enriches the literature on human resource management in Chinese cultural tourism and provides practical advice for scenic area managers and policymakers.

Keywords: Cultural Tourism; Scenic Areas; Talent Management; Performance Management; KPI; Optimization Framework

1. Introduction

The world's tourism business has been transformed greatly in the 21st century, and cultural tourism has become one of the most active parts. Cultural tourism scenic area: includes cultural heritages, theme park, folk culture villages, nature-culture integrated tourist destinations, which are becoming more and more important to drive local economic development

especially in China where it is considered as an important part of national policy to balance cultural protection and tourism development. Domestic tourist visiting domestic cultural scenic area more than 5 billion person-times in 2023, revenue over 490 billion yuan: But along with it comes anxiety and concern for the administrators of scenic spots on providing service to and regulating visitors while also achieving organizational effectiveness; all this trouble stems from issues regarding people's talent being obtained, shaped, measured. The standard of service that is received by visitors relies heavily on how competent, motivated, and dedicated frontline employees are, therefore talent performance management has become a strategic component in the fight for destination competitiveness and visitor happiness rather than just an internal function. Cultural tourism sites fundamentally speaking are people-based experience businesses. Their final product: a fulfilling cultural encounter, is co-produced live by the employees. So, the performance management system forms employees ability and motivation and behavior is considered to be the key competitive bases of any scenic area that wants to survive today's more competitive marketplace.

Talent Performance Management of Cultural Tourism Scenic Area is an area that has not been paid enough attention by academic circles. Existing studies about tourism human resource management mostly center around the hospitality and hotels sector, whereas there has been less focus on the unique institutions and operations of scenic spots. There are certain problems governing these places: joint public & private owners, safeguarding culture weighed down by need for business, different types of workers - old heritage interpreters & new seasonal staff - very seasonally timed tourism that breaks regular evaluation. Often times when it comes to scenic area operators they stick with old annual subjective evaluations and this does nothing for inspiring people or helping them

grow. These deficiencies in current operations are brought out by the author who proceeds to introduce an evidence centered framework that will aid on improving cultural tourism scenic sites, which is certainly one part of administration that should be tended to first.

2. Literature Review

Performance management has received a lot of theorizing in the organizational behavior and HRM literature. Armstrong: refers to the continual process whereby managers and employee jointly plan, monitor and appraise objectives and overall contribution towards the organisation-it has a strategic, integrative and developmental character as opposed to being retrospective[1]. Aguinis state it is now time for performance management, linking effort to the company's aim and giving ongoing advice, commentary, and correct judgment in a triplet that fits complex services well[2]. Deery & Jago (2015), state that Work / life balance, organisational culture and Career Development are all key retention areas with regard to tourism; hence unique performance systems are required for the service workers[3]. According to Pine and Gilmore's experience economy framework, in culture tourism employees should be evaluated on how well they co-create experience values with visitors through authentic memorable encounters, rather than just basing evaluation on task completion efficiency[4].

The balanced scorecard is used more and more in tourism management. From Cascio, Boudreau the performance measurements need to contain financial performance, customer satisfaction and internal processes efficiency as well as organization learning perspectives, this is quite compatible with scenic areas management[5]. Baum and scholars mention there are still HRM issues for tourism like high turnover problem, shortage on skills as well as a performance culture becomes even more difficult because it also includes stewardship over heritage as another required behavior for the employees besides regular services[6]. Tang & Tan also say a digital performance mgmt tool would probably have quite an impact on service firms where it is just supervisors evaluating because they tend toward more subjective ones[7]. In more recent times is when Jiang et al show that for Chinese Tourism organization, KPI Framework has to be adapted as it needs Cultural and Contextual

Dimension as compared to applying Western Management Template Directly, which also informs the optimization framework built here. Taken as a whole, what these pieces of research seem to tell us is that performance managing well in the cultural tourism industry sector is no such thing for all; they mix up number being result with word being guideline to behavior, have tech devices still keep personal mentors relationship producing super firstline customer service, base it off different experiential & cultural requirements from a Scenic Area destination compared to mainstream hotels[8].

3. The Current Status and Problems of Talent Performance Management in Cultural Tourism Scenic Area.

3.1 Survey Methodology Sample Characteristics

In order to understand the current talent performance management situation of China's cultural tourism scenic area, from October to December 2024 we carried out an organized questionnaire survey. Comprise 42 items regarding on the performance plan, appraising procedure, give backs evaluations, award associations & worker contentment using a five points attitude Likert scale. Questionnaire were handed out on location to 45 scenic spots of National Class AA in 12 provincial cultural tourism in provinces & province level of culture. Of the 356 questionnaires distributed, 320 were filled out correctly and received (89.9%). Of the respondents, 98 were seniors and middle (30.6%), 145 were frontliners of service (45.3%), and 77 were techs and admins (24.1%). The scenic areas were mainly composed of archaeological heritage site (24.4%), folk culture village (22.2%), nature -culture park (31.1%) and city cultural theme park (22.2%), it provided a diversity and representation for the kinds of organization within the scope of industry.

3.2 Main Discoveries about Present State

From the survey result we can find that performances have shortcomings everywhere, see Table 1 for further detail. 23.1% of scenic spots do a quarter's review, most scenic spots use the annual or half-year cycle, which can not be corrected in time for work performance. Poorly communicated performance criteria: 61.3% of employees do not know how they will be evaluated for work. The feedback is also quite

lacking - 28.4% get proper developmental feedback and another 34.1% don't receive any. Even worse is that 54.7% stated there was no clear link between appraised outcome and decision on salary/ promotion which basically kills the credibility of motivation itself. Overall satisfaction is not high at 42.5% unhappy and

just 19.4% happy The former fall under Ryness et al's findings, with no meaningful consequence within the Performance management system will not alter what employees do; the scenic areas Performance Management is nothing more than an act of Government[9].

Table 1. Survey Results on Current Practices of the Performances in Cultural Tourism Scenic Spots (n = 320)

| Dimension | Indicator | Proportion (%) |
|--------------------------------|---------------------------------------|----------------|
| Appraisal Frequency | Annual only | 41.3 |
| | Semi-annual | 35.6 |
| | Quarterly or more frequent | 23.1 |
| Clarity of Evaluation Criteria | Clear and well-communicated | 38.7 |
| | Partially understood | 45.0 |
| | Unclear or unknown | 16.3 |
| Feedback Mechanisms | Regular developmental feedback | 28.4 |
| | Only summary feedback after appraisal | 37.5 |
| | No structured feedback received | 34.1 |
| Performance-Reward Linkage | Strong and transparent linkage | 22.8 |
| | Partial linkage | 22.5 |
| | No clear linkage | 54.7 |
| Employee Satisfaction | Satisfied with current system | 19.4 |
| | Neutral / ambivalent | 38.1 |
| | Dissatisfied | 42.5 |

3.3 Main Challenges

Besides the numbers, 28 big shots I've talked to turn out three main problems: Then first off, there is very few sectors with specific standards, a majority of the scenic spots are still utilizing general HRM framework which is not adapting for cultural/cultural and experiential dimension, so it can't tell different if you have high quality service-deliveries such as interpretation level/depth, heritage awareness/sensitivity, visitors' engagement - all these things that create value but invisible behind traditional output. 2ND - High seasonal worker force fluctuations interrupting the continuity of perf mgt : 40-60 % temps /season consistent evaluation & dev. superv. is not possible; just the ones that never change are gonna get assessed sometime. Lastly, it is also the digital capability gap being widest in remote rural heritage area where there's lack of evidence -based performance tracking technology, majorityof scenic areas still rely on old-fashioned paper and unobjective evaluation processing suitable for one-off performance management The same goes for these three; it's an institutional environment where people strive after this performance; they won't get that result, so: Also, they get even worse because there is

also this broader cultural tendency of many scenic area orgs to think performance management is just a box-checking thing instead of actual leadership practice so manager capacity gaps still need to be fixed with training and org culture changing before tech frameworks do any good.

4. Optimization Framework of Talent Performance in the Culture and Tourism Scenic Area

4.1 Dsgn Prncpl Frmwrk

The optimization framework put forth in this article rests on 4 key design ideas. Strategic alignment all the performance metrics have to be lined up against the bigger objective here - content for this particular tourist attraction, tourist's satisfaction, cultural retention and inclusion in everyday life (Cultural integration), business viability, each equally deserves a leader's attention. Second is Context-specific which need to include particular peculiar things linked exclusively with Cultural Tourism like interpretation quality, heritagetidiness/sensitiveness (Heritage Sensitive), cross-cultural interaction competency and so on instead of just taking over all the

services /outputs: The third is a developmental orientation: performance management cannot be about looking back and handing out rewards; it has to be about looking forward and building up prospective talent; continually developing employees will always remain as the ultimate competitive asset of experiences. Fourth digital enabling: Like using some kinds of digital tool such as real-time data gathering and also many origins' feedback and evaluations at intervals to lessen workload in administration and achieve faster yet far better ones.

4. 2 Performannce Indicator Structure

According to this principle, the created framework builds a KPI structure according the four different balanced scorecard strategies that were also adapted for Cultural Tourism and can be summarized in table: 2 Financial looks at

Table 2. Proposed KPI for Talent Management of Culture Tourism Scenic Area.

| BSC Perspective | Key Performance Indicator | Measurement Method | Weight (%) |
|--------------------------|--|------------------------|------------|
| Financial (25%) | Revenue target achievement rate | Financial records | 10 |
| | Labor productivity (revenue/employee) | Financial records | 8 |
| | Cost control compliance rate | Budget audit | 7 |
| Visitor Experience (35%) | Visitor satisfaction composite score | Post-visit survey | 15 |
| | Cultural interpretation effectiveness | Mystery visitor+survey | 12 |
| | Complaint resolution rate (<=24 h) | CRM system | 8 |
| Internal Process (25%) | Safety incident rate | Incident records | 10 |
| | Service delivery timeliness | Operational logs | 8 |
| | Heritage protection compliance score | Inspection records | 7 |
| Learning & Growth (15%) | Training completion & application rate | HR system records | 7 |
| | Internal promotion / succession rate | HR records | 4 |
| | Knowledge-sharing participation index | Digital platform data | 4 |
| Total | | | 100 |

4.3 Continuously Give Feedback & Development:

A very important change in this proposal framework is the continuous feedback during the whole period instead of evaluation at certain times like normal performance appraisals. The model specifies monthlong one-to-ones between managers and their subordinates with this format: thinking about recently done things, naming areas for improvement in the upcoming time frame, making a plan to get certain kinds of help or learn new stuff. It makes sure any performance problems get dealt with quickly and employees get help that they need right then. Quarterly 360s add onto what supervisors would speak to, like give some structre at the peer levle, should be doable by just giving people eval so its a bigger picture of their job perf vs just bosses

things related to money like what each person pays, how many tickets should be earned, and worker productivity vs. cost Visitor experience perspective - Improves a regular clients side tourism culture in Post Visit visitor Satisfaction Surveys visitors happiness composite ratings scale and also was rated on time to resolve complaint by Mystery Visitors Indicator for Time Internal Processes looks at Safety Incidents rate in addition to Heritage Protections Score on Inspect Auides Timely for service: Learn & Grow: What i'll see is that Training Completion% ,Internal promotion/s sucessssions readiness and digital how-to-kow sharing participating. Visitor experience and learning and growth together make up the majority at 50% which shows these are the basics of long term competitiveness.

score. We also now have a digital Mobile Application that allows our Front line Supervisor's to watch behavior & give instant praise. Creating a Living Record which makes formative annual evals more objective: In order for a move from episodic performances into on-going, services have particular meaning: it's not the "what" you put out that matters; it is really about the behaviors and relationships[10].

5. Put Forth Plans, Suggestions

5.1 Phased Execution Strategy

It takes it in a carefully sequenced trio. Phasone One (Month 1 - 6): Fundamental preparation: We are striving to have customized performance expectation of Scenic Area Managers and employees. Digital trackers will be lining up what we are as an organization is performing.

Training for supervisors on coaching, giving feedback in conversation about how they do around our development idea. Phase II (M7-12): Pilot all Framework elements in 2/3 Department(s) of the company, roll out prior to full company implementation give them some time and ability for improvement through Operative Learning & Stakeholder/FG Groups Phase 3 - year 2 and later: better the system with performance metrics review/loop every year as we get older & grow, add next higher level of Workforce Analytics for digital orgs slowly. Phased model implies that s't tourism employment will ever exi, excpet w' SRE lke n long-term instituton al comtmthn rather.

5.2 Organizational Culture & Leadership Alignment

Just by building a good tech structure it will be enough for culture/behavior change in performance management to happen. The senior level leaders have to commit themselves into the developmental philosophy, when Directors/MDs/Senior Managers are seen to be actively participating in these meaningful performance conversations, when they acknowledge their own development gaps and also rewards those managers who have invested time for developing and growing their teams professionally, it will lead us towards having this supportive environment. HR must create recognition programmes to celebrate top coaching behaviours, sharing of knowledge & that talent dev is an org value. Training curriculum has to be scenario based on a culture tourism specific case study training so that the international derived management principle is grounded operationally familiar example which resonate authentically with the transferability of the capability. Also important: Organizations have to set up clear inner communication plans about what their brand new perfomance structure's purpose, logistics and perks are for all staff levels before starting with it. Employees get why its changing, they feel like it could improve your career when you really know and as a result have much more productive discussions about what might be different, giving and receiving open peer feedback, seeking out new development opportunities - making PM go from "over my head" project to manger to real org wide learning.

6. Conclusion

The paper looked into how to make better the talent performance management system for cultural tourism scenic areas by using some ideas like performing management theory, balancing scorecards method, and experience economy thinking together with facts from asking 320 boss and worker in Chinese Scenic area later in 2024. Analyze finds system defect: Rarely appraising times, Evaluative rules not clear enough, Lack of development feedbacks, Weakening the relationship between performace rewards and job places, the role limited by strategic performance management. We've made an improvement framework based on emphasizing what fits its context for the strategy as well as the progress of motivating and capability over technology with conscious culture in balance, but our main force is the continuous coaching feedback for people and talents on this scorecard KPI list. A staged deployment roadmap understands if its true for what any organization is capable of doing, leader's Alignment recommendation understands that being techy equal to being developmentally committed in spirit.

The practical import from those who are attempting to grab a tourist's attention, in an already crowded world. The organisations that take the time and effort to set up a proper performance management system that is developmental as well as culturally aware will get the talented people it needs to put on real, meaningful culture shows (to make fans), and long term success. A few limitations point to further work. Cross section, Self report not enough for this type of statement: longitudinal follow up systems changing over the course of many operating season is better. Compared between nations we could have a better idea on what cultural ideas affect these kinds of things. Questions coming out of those have got to find out what exactly it is these digitized efficiency devices amounting up to, more favorable for visitor pleasure, thus making the sites get commercial as well as famous advantages.

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