

領隊越優秀，旅行社的聲譽也越高

Better tour escorts, higher reputation for travel agents

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在香港，出外旅遊時參加旅行團是平常不過的事。由於旅行團的核心產品和服務要靠領隊提供給旅客，所以領隊在行程中應該是舉足輕重的人物。此外，領隊在前線為旅客服務，直接與旅客接觸，雙方自然有緊密的交流，因此，領隊的服務素質難免會影響他們所代表的旅行社的形象。

研究背景

一般而言，領隊是在旅程中擔當不同角色的嚮導，既要提供資訊、指示教導，又要鼓勵推動、調停斡旋，還要逗趣娛賓、統率帶領。香港的領隊在整個旅程中，不僅需要在目的地統籌種種事務，同時還要成為團員的旅伴。領隊主要的作用，是統率帶領、溝通表達、組織籌劃，肩負的責任包括編排和監察行程、聯絡服務供應商、傳遞資訊、介紹景點。此外，領隊還要鼓勵推動、逗趣娛賓，使團隊內洋溢歡快的情緒和融洽的氣氛，同時令旅客建立起感情上的連繫。由於領隊對目的地非常熟悉，所以旅客在旅途上都會依靠他，幾乎事無大小都會徵詢他的意見。領隊和旅客的這種關係，需要相互信任並且彼此看法一致。

旅遊服務的性質基本上是觸不到、摸不着的，好壞視

Joining a package tour for overseas travel is very common in Hong Kong. Since travellers rely on the tour escort for the core products and services of package tours, he/she is believed to play a critical role during the tour. Apart from that, as the tour escort is serving travellers in the front line and in direct contact with them (hence an intimate, interpersonal interaction between traveller and tour escort), it is inevitable that his/her service quality will have an effect on the image of the travel agent he/she represents.

Research background

Generally speaking, the tour escort is a guide who bears different roles throughout the journey, including those of information giver, instructor, motivator, ambassador, entertainer and leader. The tour escort in Hong Kong serves during the whole journey as the coordinator in the destination and a companion of the tour members. Instrumentally, the tour escort acts as a leader, communicator and organiser, whose responsibilities are to organise and monitor the itinerary, liaise with service suppliers, disseminate information and provide commentaries. In addition, the tour escort serves the role as motivator and entertainer with the responsibility of creating positive feelings and a friendly atmosphere within the tour and building emotional bonds among travellers. As the tour escort has extensive knowledge about the destination, travellers will rely on him/her and seek his/her advice on almost everything during the journey. Such a relationship entails trust and mutual agreement.

As tour service is essentially intangible in nature and based on performance, the reputation of travel agents is believed to be influenced by the quality of service delivery by tour escorts. Word-of-mouth publicity, a consequence measure, is the extent to which a customer will inform friends, relatives and colleagues about an event that has created a certain level of satisfaction or dissatisfaction. In this study, we aim to explore the tour escort's service quality and its relationships with travel agents' reputation and word-of-mouth publicity by travellers in the context of outbound tour service from Hong Kong.

乎服務提供的情況而定，因此旅行社的聲譽相信會受領隊的服務素質所影響。口碑是衡量結果的尺度，指顧客就一件滿意或不滿意的東西，會告訴多少朋友、親戚和同事。本研究的目的，是探研在香港的外遊服務中，領隊的服務素質如何，以及領隊的服務素質對旅行社聲譽和旅客口碑有甚麼關係。

研究大綱

本研究旨在探究香港領隊的服務素質，以及領隊的服務素質對旅行社的聲譽和口碑的影響。研究以問卷形式訪問了四百三十一名參加香港外遊團的旅客，問卷內容包括與領隊的工作和服務特質有關的項目，藉以分析領隊的服務素質，並評估領隊的服務與旅行社聲譽、旅客口碑的關係。

領隊服務特質的平均分介乎四點二五至三點五七之間(見表)，其中八項的評分比較高，平均分在四點二五至四點零之間。評分最高的三個服務特質是：「準時」(平均分四點二五)、「提供清晰的保安和安全資訊」(平均分四點二三)及「每天簡述行程」(平均分四點一九)。至於評分最低的三個服務特質，平均分由三點七二至三點五七不等，即「解決問題的能力」(平均分三點七二)、「安排行程承諾的所有服務」(平均分三點七零)及「誠實可靠」(平均分三點五七)。

領隊的服務因素與旅行社的聲譽

運用統計技巧，領隊的服務特質可歸納為四項因素，即「表達與溝通的能力」、「解決問題的能力」、「專業知識」和「為人正直」。

研究發現「解決問題的能力」是對旅行社聲譽有最大影響的因素，其中包括「領隊樂於助人」、「領隊受過良好的訓練」、「留意各種細節」等服務特質。其次是「表達與溝通的能力」，包括的服務特質有「提供清晰的保安和安全資訊」、「簡述行程」及「良好的溝通和表達技巧」。

Outline of the study

This study attempts to explore the tour escort's service quality in Hong Kong and its impact on the reputation of and word-of-mouth publicity about a travel agent. The quality of tour escorts' service was examined and the relationship of tour escorts' service with agents' reputation and word-of-mouth publicity was assessed. A total of 431 travellers who joined Hong Kong's outbound package tours were surveyed by using a questionnaire, which consisted of items relating to the tasks and service attributes of the tour escort.

The mean scores of the tour escort's service attributes ranged from 4.25 to 3.57 (see Table). There were eight attributes that were rated relatively higher than other attributes, with mean scores ranging from 4.25 to 4.00. The three highest-rated service attributes were related to "punctuality" (mean score = 4.25), "provision of clear information on security and safety" (mean score = 4.23) and "giving of daily briefing on tour itinerary" (mean score = 4.19). The three lowest-rated service attributes, with mean scores ranging from 3.72 to 3.57, include "ability to solve problems" (mean score = 3.72), "arrangement of all the services promised on the itinerary" (mean score = 3.70) and "honesty and trustworthiness" (mean score = 3.57).

Tour escort's service factors and travel agent's reputation

Using statistical techniques, the tour escort's service attributes were grouped under four factors, namely "presentation and communication ability", "problem-solving ability", "professional knowledge" and "personal integrity".

"Problem-solving ability" was found to be the most important underlying factor affecting a travel agent's reputation. This factor includes attributes such as "helpfulness of tour escort", "tour escort being well-trained" and "paying attention to details". "Presentation and communication ability" came in second, including attributes like "clarity of information on safety and security", "giving of briefing on tour itinerary" and "good communication and presentation skills". The next two important factors were "professional knowledge" (e.g. "knowledge about destination") and "personal integrity" (e.g. "honesty and trustworthiness"), which had comparatively less influence on the reputation of a travel agent. The results reveal two things. First, there is a positive relationship between the tour escort's service quality and the travel agent's reputation. If the tour escort's service quality is high, it is likely that the reputation of the travel

表：領隊服務特質的排名

Table: Ranking of the tour escort's service attributes

領隊的服務特質 Tour escort's service attributes	平均分 Mean score	標準差 Standard deviation	排名 Ranking
這領隊準時。 This tour escort was punctual.	4.25	0.62	1
這領隊提供清晰的保安和安全資訊。 This tour escort provided clear information on safety and security.	4.23	0.63	2
這領隊每天都簡述行程。 This tour escort gave daily briefing on tour itinerary.	4.19	0.69	3
這領隊具備良好的溝通和表達技巧。 This tour escort had good communication and presentation skills	4.14	0.59	4
這領隊表現友善。 This tour escort was friendly.	4.11	0.63	5
這領隊尊重團員。 This tour escort respected tour members.	4.09	0.67	6
這領隊時時刻刻都樂於助人。 This tour escort was always helpful.	4.01	0.68	7
這領隊看來受過良好的工作訓練。 This tour escort appeared well-trained for his/her job.	4.00	0.69	8
這領隊看來很整齊。 This tour escort appeared neat and tidy.	3.95	0.70	9
這領隊彬彬有禮。 This tour escort was polite and courteous.	3.92	0.94	10
這領隊有幽默感。 This tour escort had a sense of humour.	3.90	0.69	11
這領隊熟悉目的地。 This tour escort was knowledgeable about the destination.	3.88	0.71	12
這領隊在行程中留意各項細節。 This tour escort paid attention to details during the journey.	3.87	0.77	13
這領隊有能力解決問題。 This tour escort was able to solve problems.	3.72	0.82	14
這領隊安排行程承諾的所有服務。 This tour escort arranged all the services promised on the itinerary.	3.70	0.77	15
這領隊看來誠實可靠。 This tour escort appeared to be honest and trustworthy.	3.57	0.59	16

注意：一至五分等級表(一分等於極不同意；五分等於極為同意)。

Note: Scale 1-5 (1 = strongly disagree; 5 = strongly agree).

等。另外兩項次要的因素是「專業知識」(如「熟悉目的地」)和「為人正直」(如「誠實可靠」)，兩者對旅行社聲譽的影響都較小。有關結果顯示兩點。第一，領隊的服務素質與旅行社的聲譽呈正向關係。換言之，如果領隊的服務優越，旅行社的聲譽也可能因而提高。第二，領隊解決問題的能力對旅行社的聲譽有重大影響。

agent will be increased. Second, the problem-solving ability of the tour escort has a significant influence on the reputation of a travel agent.

Tour escort's service factors and word-of-mouth publicity by travellers

It was found that "problem-solving ability" was the most important underlying factor affecting word-of-mouth

領隊的服務因素與旅客的口碑

研究也發現「解決問題的能力」是影響旅客口碑的最主要因素，其次是「專業知識」。另外兩項次要的因素是「表達與溝通的能力」和「為人正直」，兩者對旅客口碑的影響都較小。有關結果同樣顯示兩點。第一，領隊的服務素質與旅客的口碑呈正向關係。換言之，如果領隊的服務優越，旅客可能會對他人宣揚旅行社的優點。第二，領隊解決問題的能力對旅客的口碑有重大影響，正如對旅行社的聲譽那樣。

結語

儘管領隊的整體服務令人頗為滿意，但研究結果顯示，旅行社最少在三個範疇仍大有改善的餘地。第一，旅行社在招聘和挑選領隊時，可着眼於應徵者是否誠實可靠。第二，旅行社可確保已承諾的服務必定會提供給顧客。第三，旅行社可於領隊的培訓課程加入解決問題的練習。

良好的聲譽與正面的宣傳可以為公司帶來長遠利益。本研究的結果顯示，領隊的服務素質與旅行社的聲譽呈正向關係，而領隊的服務素質與旅客的口碑也呈正向關係。因此，旅行社不妨多加注意領隊的服務素質，以確保公司持續增長和興旺。「解決問題的技巧」是最影響旅行社聲譽及旅客口碑的服務因素。因此，旅行社應提供培訓課程，藉着個案研究或角色扮演等方式，以提高領隊解決問題的技巧。📖

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publicity by travellers, followed by "professional knowledge". The next two important factors were "presentation and communication ability" and "personal integrity", which had comparatively less influence on word-of-mouth publicity. The results also reveal two things. First, there is a positive relationship between the tour escort's service quality and word-of-mouth publicity by travellers. If the tour escort's service quality is high, it is likely that travellers will say positive things about the travel agent to others. Second, same as the influence on the reputation of a travel agent, the problem-solving ability of the tour escort has a significant influence on word-of-mouth publicity by travellers.

Concluding remarks

Although the tour escort's service was quite satisfactory in general, the findings suggest that there is still plenty of room for improvement in at least three areas. First, travel agents may like to place emphasis on honesty and trustworthiness in their recruitment and selection of tour escorts. Second, travel agents may want to make sure that they deliver what they have promised to the customers. Third, travel agents may like to incorporate problem-solving exercises in their training programmes designed for tour escorts.

High reputation and positive publicity can bring long-term benefits to a company. The results of the study reveal that there are positive relationships between tour escorts' service quality and agents' reputation, and also between tour escorts' service quality and word-of-mouth publicity by travellers. Travel agents may therefore like to pay special attention to their tour escorts' service quality to ensure long-term growth and prosperity. The most important service factor contributing to reputation and word-of-mouth publicity is "problem-solving skills". In this regard, travel agents should provide training programmes that hone the problem-solving skills of their tour escorts, by using case studies or role-play. 📖

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