

Research Paper

Stakeholders' Expectations from Tour Guides

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Abstract: As tourism becomes more important across the world, so does destination competitiveness with destination managers executing every detail of the services offered, leaving none to chance. In this case, one of the most important roles of a tour guide is to take, lead, and accompany a tourist while visiting an unknown territory. Hence, to a large extent, the quality of tourist experience is dependent upon how the tour guides conduct themselves. In other words, these tour guides, although primarily are responsible to tourists, must also address other aspects so as to create a happy experience for the tourists. This largely also depends on who is responsible for supplying tour guides and how other stakeholders agree to work with these tour guides in catering to the needs of the tourists. Hence, the important question asked here is how the different stakeholders view the role of the tour guide and their expectations. The purpose of this study was to identify the expectations of various stakeholders regarding the role of tour guides. There appears to be a significant difference in the expectations of the various stakeholders. A comparison was drawn between the expectations of eight stakeholders (domestic tourists, inbound tourists, travel agents/tour operators, tourism authorities, managers of monuments/attractions, hoteliers/restaurateurs, merchandisers, and the tour guides themselves). Based on primary data collection, this paper attempts to discuss if there is a difference in the expectations of different stakeholders as far as the role of a tour guide is concerned.

Key words: Tour guides, roles, expectations, stakeholders

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Introduction

The profession of tour guiding has evolved gradually over the span of time. As a pathfinder who leads the tourist in unknown land and as a companion, the role of a tour guide has become more varied and more demanding in terms of the expected responsibilities. A tour guide does not work in isolation but instead is required to liaise closely with various stakeholders across the tourism industry. A tour guide is expected to meet the expectations of multiple stakeholders at the same time, which puts him in a very strenuous situation as it is difficult to manage and please each and every stakeholder simultaneously. As the role of a tour guide is multifaceted and sometimes comes in conflict with the interests of different stakeholders, it makes the job more challenging and more confusing. The first step in clarifying this confusion is to find out the expectations of a tour guide by different stakeholders, and whether there are any differences. This insight will help clear any ambiguity and clarify the expectations of the tour guide role. On the other hand, this study also helps guide policy makers in developing tour guide training programmes that will be able to meet the expectations of multiple stakeholders. We wanted to study about the expectations of a tour guide as there is scant research on this, particularly, in the context of India tourism. Therefore, the research questions that emerged were: 'What are the expectations of various stakeholders from a tour guide?' and 'Is there any difference in the expectations of various stakeholders?' This paper investigates these two questions to determine the expectations of different stakeholders of a tour guide and also to find out if there is any difference in these expectations. We compared the expectations of different stakeholders comprising of domestic tourists, inbound tourists, travel agents/tour operators, tourism authority, managers of monuments/attractions, hoteliers/restaurateurs, merchandisers, and the tour guides themselves.

Literature Review

Tour guides face many challenges such as personal limitations of skills, competencies, as well as adhering to the rules and regulations of their industry, their employers,

and their clients. The guides are often pressed for time, caught between their obligations to please their employers and the tourists, and subject to government regulations (Dahles, 2002). Some particular destinations, communities, and sites may have additional statutory requirements as well as expectations, for example, guides need to conduct themselves and their tours responsible and ethically.

As stated by Weiler & Ham (2002), tour guides as providers of tourist experiences have a number of responsibilities which might compete with each other in meeting the needs of visitors, employers, and host communities. Tourists expect their safety and health to be prioritised, but at the same time expect an enjoyable and rewarding travel experience. Similarly, employers expect the guide to provide high-quality service to visitors in order to meet these expectations, as well as manage the group, itinerary, and other logistics to maximise not only visitor satisfaction but also profit margins (Cohen, 1985; Pond, 1993).

Pond (1993), in one of her studies, interviewed three sets of respondents: tour operators, the guides themselves and travellers. Pond found out that each set of respondents had different perceptions on the role of guides. In response to the question about their primary role, responses from guides included the following: "maintaining control of a group, disseminating information, efficiently getting people to as many sights as possible, teaching history, representing a city in a favourable way". Tour operators viewed public relations as the most important role of a tour guide. Foreign visitors viewed guides as representatives of the region or country, as ambassadors, and as interpreters of the culture of a particular area (Cruz, 1999). Despite the differences in opinion of the respondents, the study established that the guide's role varies and that a characteristic of a tour guide is his ability to carry out these roles simultaneously.

Research Design

This research studied the expectations of various stakeholders from a tour guide instead of capturing their perception regarding the performance of tour guides. The basic purpose of the study was to identify how these stakeholders affect the functioning of a tour guide ultimately. However, the scope of study was restricted to the following stakeholders - Government of India tourist officers, travel agents/tour operators, tourists (domestic tourists and foreign tourists), managers of monuments/attractions, merchandisers, hoteliers/restaurateurs, and tour guides themselves. We felt that it was important to seek the opinion of domestic and foreign tourists as they are the clients of a tour guide. Meeting their expectations and needs to keep

them happy is important to the survival of any tour guide. Similarly, tour guides work within certain norms and regulations laid down by regulatory bodies like tourism authorities and managers of monuments/attractions. These policies help government authorities to train, certify, and license tour guides, as well as standardise and monitor guiding practices. Hence, regulatory bodies have a direct impact on the functioning of a tour guide with their own expectations. In addition, tour operators/travel agents are employers of tour guides who give various assignments and regulate the functions of touring to fulfil their commitments to tourists. Seen from a business point of view, tour operators depend upon tour guides and have expectations on the functions of the tour guide. Therefore, the influence of travel agents on the functions of tour guides cannot be ignored. Additionally, hoteliers/restaurateurs work closely with the tour guide as they expect the tour guide to make arrangements for the tourists' stay and meals in their hotels and restaurants. Hence, it is necessary to study the expectations of tour guides from hoteliers/restaurateurs. Tour guides also play a role in introducing tourists to local shops and guiding them in shopping; hence, merchandisers expect tour guides to generate business for them. Therefore, their influence on the functions of a tour guide cannot be ignored and have been included in the study. Last but not least, the tour guides themselves are bound and driven by a set of expectations which they have set for themselves. Hence, it justifies the need to analyse what the tour guides expect out of their jobs and has been included in the study.

This study aimed to evaluate the perception of stakeholders regarding the role of tour guides. It also intended to identify any significant differences in the perception of the stakeholders. We carried out an exploratory study based on primary data collection. Using a structured interview protocol, opinions were solicited from the identified stakeholders regarding the role of tour guides. As mentioned earlier, there has been no similar research set in the Indian context. In order to explore the issue and gather data, we developed a battery of variables based on the review of literature and discussions with experts from among the stakeholders. We identified the relevant variables in the tour guides' value chain and developed an instrument which was presented for expert opinion and external validity. Feedback on stakeholders' expectation and experience was sought for the identified variables. We used a 5-point Likert type scale for evaluating the perceptions of various stakeholders.

The study used both primary and secondary sources of data. The primary source of data was self-administered questionnaires whereas the secondary source

of information was pertinent books, research journals, magazines, and internet sites.

Based on the literature review, a battery of variables was generated with carefully phrased statements that clearly elucidated the roles of a tour guide. A panel of experts was also consulted to seek wider opinions about the roles of the tour guide, and if the variables and statements chosen were representative of the roles of a tour guide or needed further refinement. The panel of experts chosen comprised professional trainers/teachers from the Indian Institute of Tourism & Travel Management which has long conducted training of tour guides with various state governments of India. Based on the feedback, certain variables were dropped, amended, and shortlisted, while certain statements were rewritten to better encapsulate the roles of a tour guide. Eventually, we finalised 21 variables which reflected the roles of a tour guide, and these 21 variables were converted into 21 items which were compiled into a questionnaire. We ran a pilot test on the finalised questionnaire with 32 respondents to test its reliability whether it can be understood and it can measure effectively what it sets out to do. The 32 respondents comprise of four respondents from each category of stakeholders such as domestic tourists, foreign tourists, travel agents/tour operators, tour guides, hoteliers/restaurateurs, merchandisers, tourism authorities, and managers of monuments/attractions. Based on the reviews received, a second round of amendments were made to the questions to fine-tune the questionnaire.

Demographic data like age, income, and gender was not collected as the purpose of the research was to extract the responses of different stakeholders regarding the role of tour guides and these data were considered unimportant for the study. In addition, we also felt that the inclusion of questions about demographics would not only make the questionnaire more monotonous and elaborate for the respondents, but would also render the analysis tedious and not aligned with the actual objectives of the research. Furthermore, the respondents might feel uncomfortable revealing their personal information. Hence, in order to encourage a candid discussion, the respondents were promised anonymity in not having to reveal their personal information.

The data collection period started in May and ended in October 2012. New Delhi, India was chosen as the study area as it is a famous tourist destination in the Golden Triangle Circuit and the hub of various tourism authorities. Data was collected from various respondents at tourist attractions like Red Fort, Jama Masjid, Purana Quila, Safdarjang Tomb, Humayun's Tomb, Qutab Minar, Jantar Mantar, India Gate, Lodi Garden, Garden of Five Senses, Lotus Temple, Akshardham Temple,

India Gate, National Museum, National Zoological Park, Birla Mandir, Dilli Haat, Chandni Chowk, Janpath, Connaught Place, and Pandara Road where there is a huge influx of tourists.

A sample size of 880 respondents was chosen and 880 questionnaires were administered. Of the 880 questionnaires, 706 questionnaires were returned from which 52 were found not usable. Thus, a response rate of 74.32% was achieved, which was satisfactory. Table 1 lists down the breakdown of the 654 respondents according to stakeholder type.

Table 1. Distribution of stakeholders

S.No.	Type of stakeholders	Number of stakeholders interviewed	Percentage of stakeholders interviewed
1	Domestic tourists	79	12.08%
2	Tour operator/Travel agent	99	15.14%
3	Tour guides	100	15.29%
4	Hoteliers/Restaurateurs	90	13.76%
5	Foreign tourists	90	13.76%
6	Managers of monuments/attractions	19	2.91%
7	Tourism authority	88	13.46%
8	Merchandisers	89	13.60%

The analysis of variance (ANOVA) test was used to establish if the differences among the stakeholders' opinions are statistically significant in relation to the different roles. The results were discussed with key stakeholders and evaluated against their explanations and interpretations.

Research Approach

In the first phase of research, a random list of 50 tour guide roles and a battery of variables were identified using literature review as the basis. This list was presented to a panel of experts who eliminated redundancies and reduced this list to 21 as shown in Table 2.

Table 2. Roles of tour guides

Role	Description	Label
R1	To take, lead, and guide the visitors around the attractions at the destination	LEAD
R2	To provide accurate information and create awareness about the attractions	INFO
R3	To make sense of things in the surroundings	INTER
R4	To introduce tourists and local community to each other	INTRO
R5	To conserve the environment	CNSR
R6	To give an effective welcome and necessary information upon the arrival of tourists	WEL
R7	To network with other service providers for making necessary logistics arrangements	LGST
R8	To provide an interesting and an informative commentary at a site or on a coach	CMTRY
R9	To ensure the safety, security, and the comfort of the tourists	SFTY
R10	To keep the group together	GRP
R11	To cross-sell other products in a destination	CRSSL
R12	To help visitors in shopping	SHOP
R13	To keep the group in good humour	HMR
R14	To be able to handle tourists' inquiries and complaints	COMPLNT
R15	To take tourists to as many as sites as promised in the itinerary	ITNRY
R16	To take control of the group	CNTRL
R17	To present a destination in a favourable manner	PRES
R18	To provide personalised care to a tourist	CARE
R19	To inform visitors about a destination's local customs and traditions/local sensitivity	SNSTIS
R20	To help tourists understand rules set by a regulatory body and follow them	COMPL
R21	To create a happy experience for the tourists	HAPPY

A questionnaire was developed with these 21 items in the form of 5-point Likert scale items. The questionnaires were administered to eight types of stakeholders associated with tour guiding. A total of 880 questionnaires were administered, out of which 706 were returned but 52 were found not usable leaving only 654 valid responses. One of the important results was the descriptive statistics about the roles of a tour guide, for which the mean varied between 3.47 and 4.51. On a 5-point (1-5) scale, '1' indicates strong disagreement and '5' indicates strong agreement with the statement; hence, the higher the value of rating on the scale chosen, the more agreeable the respondent is with the statement.

Further analysis shows that the top expectations were more or less the same for the respondents. 'To create a happy experience' for the tourists was ranked at number one by six out of eight stakeholders; though for two stakeholders, namely tour guides and tourism authorities, the variable was ranked at number three and number four respectively. 'To provide accurate information and create awareness about the attractions of a destination' was again a common expectation amongst all the stakeholders. 'To ensure the safety, security, and comfort of the tourists' was more important to both the domestic and foreign tourists as well as tour operators/travel agents. 'To take tourists to as many sites as promised in the itinerary' was an important role of a tour guide according to all the stakeholders except for tour operators/travel agents and merchandisers. 'To help tourists understand rules set by a regulatory body and follow them' was a common expectation for domestic tourists, tour operators/travel agents, tourism

Table 3. Top five expectations from a tour guide (combined)

Expectation	Description	Rank	Mean	S.D.
R21	To create a happy experience for the tourists	1	4.51	.73
R2	To provide accurate information and create awareness about the attractions	2	4.46	.68
R1	To take, lead, and guide the visitors around the attractions of a destination	3	4.38	.76
R15	To take tourists to as many sites as promised in the itinerary	4	4.33	.76
R20	To help tourists understand rules set by a regulatory body and follow them	5	4.25	.85

authority, and merchandisers whereas the other four stakeholders differed in their opinions.

'To take, lead, and guide the visitors around the attractions of a destination' was the most important role from the perspective of tour guides and managers of monuments/attractions. However, it was rated as number two by hoteliers and tour operators, and was also amongst the top five roles according to tour operators/travel agents and merchandisers. 'To be able to handle tourists' enquiries and complaints' was important to tour guides, foreign tourists, and managers of monuments/attractions. 'Maintaining local sensitivity' and 'Conservation of environment' were also rated amongst the top five important roles of a tour guide according to hoteliers and merchandisers. Table 4 gives the top five roles of tour guides according to stakeholders.

Table 4. Top five expectations from a tour guide according to stakeholders

Rank	Expectations	Role
Domestic tourists		
1	To create a happy experience for the tourists	R21
2	To provide accurate information and create awareness about the attractions of a destination	R2
3	To ensure the safety, security, and the comfort of the tourists	R9
4	To take tourists to as many sites as promised in the itinerary	R15
5	To help tourists understand rules set by a regulatory body and follow them	R20
Tour operators/Travel agents		
1	To create a happy experience for the tourists	R21
2	To provide accurate information and create awareness about the attractions of a destination	R2
3	To take, lead, and guide the visitors around the attractions of a destination	R1

(cont)

Table 4 (con't)

4	To ensure the safety, security, and the comfort of the tourists	R9
5	To help tourists understand rules set by a regulatory body and follow them	R20
Tour guides		
1	To take, lead, and guide the visitors around the attractions of a destination	R1
2	To provide accurate information and create awareness about the attractions of a destination	R2
3	To create a happy experience for the tourists	R21
4	To take tourists to as many sites as promised in the itinerary	R15
5	To be able to handle tourists' enquiries and complaints	R14
Hoteliers/Restaurateurs		
1	To create a happy experience for the tourists	R21
2	To take, lead, and guide the visitors around the attractions of a destination	R1
3	To provide accurate information and create awareness about the attractions of a destination	R2
4	To inform visitors about destination's local customs and traditions/local sensitivity	R19
5	To help tourists understand rules set by a regulatory body and follow them	R20
6	To take tourists to as many sites as promised in the itinerary	R15
Foreign tourists		
1	To create a happy experience for the tourists	R21
2	To ensure the safety, security, and the comfort of the tourists	R9
3	To provide accurate information and create awareness about the attractions of a destination	R2
4	To take tourists to as many sites as promised in the itinerary	R15
5	To be able to handle tourists' enquiries and complaints	R14
Managers of attractions/monuments		
1	To create a happy experience for the tourists	R21

Table 4 (cont)

2	To take, lead, and guide the visitors around the attractions of a destination	R1
3	To be able to handle tourists' inquires and complaints	R14
4	To take tourists to maximum sites as promised in the itinerary	R15
5	To provide accurate information and create awareness about the attractions of a destination	R2
Tourism authorities		
1	To provide accurate information and create awareness about the attractions of a destination	R2
2	To take, lead, and guide the visitors around the attractions of a destination	R1
3	To help tourists understand rules set by a regulatory body and follow them	R20
4	To create a happy experience for the tourists	R21
5	To take tourists to maximum sites as promised in the itinerary	R15
Merchandisers		
1	To create a happy experience for the tourists	R21
2	To help tourists understand rules set by a regulatory body and follow them	R20
3	To provide accurate information and create awareness about the attractions of a destination	R2
4	To take, lead, and guide the visitors around the attractions of a destination	R1
5	To conserve the environment	R5

The findings reveal that there are only five factors or variables that warrant further study. The range of mean values for the variables was relatively small and the dispersion for the distribution was close to 1 or more. To understand the variability and reduce the number of variables, factor analysis that utilises the principal component method of extraction was used to extract eigenvalues greater than 1, allowing up to 50 iterations for convergence, as shown in Table 5.

Table 5. Initial eigenvalues (first five components with eigenvalue variances explained by factors)

Factors	Total	% of variance	Cumulative %
1	5.683	27.06	27.06
2	2.232	10.63	37.69
3	1.202	5.72	43.41
4	1.063	5.06	48.47
5	1.009	4.81	53.28
6	.944	4.49	57.77
7	.891	4.24	62.01

Cases were excluded list-wise to take account of missing values. The correlation matrix for 21 items did not return any coefficient more than 0.7, so all the 21 items were included in the factor analysis. A five-factor solution explaining 53.28% of total variance appeared most interpretable. The factors based on component matrix were not readily interpretable. Eighteen variables were grouped under one factor, three variables were grouped under factor two, and at least three factors did not have any variables. However, the rotated component matrix gave a more interpretable solution, as depicted in Table 6.

Table 6. Factors defining the expectations from a tour guide

Role	Item	Rank
Factor 1: <i>Leader</i>		
R1	To take, lead, and guide the visitors around the attractions at the destination	3
R2	To provide accurate information and create awareness about the attractions of a destination	2

(con't)

Table 6 (cont)

R3	To make sense of things in the surroundings	12
R5	To conserve the environment	14
R8	To provide an interesting and an informative commentary on a site or on a coach	8
R19	To inform visitors about a destination's local customs and traditions/ local sensitivity	9
R20	To help tourists understand rules set by a regulatory body and follow them	5
Factor 2: <i>Salesman</i>		
R11	To cross-sell other products in a destination	21
R12	To help visitors in shopping	20
R13	To keep the group in good humour	15
R18	To provide personalised care to a tourist	17
Factor 3: <i>Manager</i>		
R10	To keep the group together	10
R16	To take control of the group	15
R17	To present a destination in a favourable manner	11
R21	To create a happy experience for the tourists	1
Factor 4: <i>Caretaker</i>		
R9	To ensure the safety, security, and the comfort of the tourists	6
R14	To be able to handle tourists' enquiries and complaints	7
R15	To take tourists to maximum sites as promised in the itinerary	4
Factor 5: <i>Host</i>		
R4	To introduce tourists and local community to each other	19
R6	To give effective welcome and necessary information upon the arrival of tourists	13
R7	To network with other service providers for making necessary logistic arrangements	18

Interpreting the Factors

The first factor, *Leader*, explained 27.060% of variation. The role of a leader is to guide and lead tourists through an unknown territory, connecting and sensitising them to draw out the best tourism experience possible. Therefore, this factor includes taking, leading, and guiding visitors around the attractions at a destination, providing accurate information and creating awareness about the attractions, making sense of things in the surroundings, conserving the environment, providing interesting and informative commentaries on site or while travelling about a destination's local customs and traditions, and helping tourists understand and comply with rules set by a regulatory body.

The second factor was labelled as *Salesman*. Central to the role of a tour guide as a salesman is keeping the customer in good humour by providing personalised care, selling them attractions and products at a destination and facilitating the purchase. This factor explains 10.627% of variance.

The third factor has been labelled as *Tour Manager*. As managers, tour guides are expected to keep their guests happy by creating a superior experience at the destination. This role also includes managing the group. Hence, the factor includes roles like keeping the group together, to take control of the group, to present a destination in a favourable manner, and to create a happy experience for the tourists. This factor explains 5.723% of variation.

A few others expect the tour guide to ensure safety, security, and comfort of the tourists, to be able to handle tourists' enquiries and complaints, and to take tourists to as many sites as promised in the itinerary. This factor was labelled as *Caretaker* and it explained a variation of 5.062%. As a caretaker, a tour guide ensures details like safety, security, itinerary and any other enquiries or complaints.

The fifth factor was labelled as *Host* which included introducing tourists and local community to each other, providing an effective welcome and necessary information at the arrival of the tourists, and networking with service providers to make necessary logistics arrangements. A tour guide needs to be a welcoming host who also serves as the liaison between local community and other service providers. This factor explained a variation of 4.805%.

Descriptive Statistics for the Factors of Expectations of Various Stakeholders from a Tour Guide

Table 7 gives the mean values for each factor combined. It is clear that the factor *Caretaker* is ranked at number one whereas the factor *Manager* is ranked at number two. The factor least rated by stakeholders is *Leader* which sums the role of a tour guide according to various stakeholders.

Table 7. Ranking of factors (combined) that signify the role of a tour guide

Factor	Mean	Rank
<i>Caretaker</i>	2.70	1
<i>Manager</i>	2.58	2
<i>Host</i>	2.47	3
<i>Salesperson</i>	2.31	4
<i>Leader</i>	2.27	5

Table 8 gives values of mean, standard deviation and the rank for each factor according to stakeholders.

Table 8. Ranking of factors, according to stakeholders

	Leader	Salesperson	Manager	Caretaker	Host
Domestic tourists	2.18 (.23) (5)	2.27(.42) (4)	2.52(.35) (2)	2.65(.32) (1)	2.43(.40) (3)
Tour operators/ Travel agents	2.30(.23) (5)	2.42(.36) (4)	2.65(.28) (2)	2.76(.31) (1)	2.58(.36) (3)
Tour guides	2.37(.23) (3)	2.32(.43) (4)	2.66(.32) (2)	2.80(.34) (1)	2.31(.56) (5)
Hoteliers/ Restaurateurs	2.30(.30) (5)	2.53(.37) (4)	2.64(.38) (2)	2.69(.40) (1)	2.63(.41) (3)
Foreign tourists	2.22(.26) (4)	2.12(.36) (5)	2.47(.30) (2)	2.84(.31) (1)	2.45(.33) (3)
Managers of monuments/ attractions	2.37(.21) (5)	2.39(.50) (4)	2.69(.27) (2)	2.86(.26) (1)	2.64(.36) (3)
Tourism authority	2.28(.42) (4)	2.16(.70) (5)	2.60(.51) (1)	2.55(.54) (2)	2.49(.51) (3)
Merchandisers	2.25(.22) (5)	2.36(.44) (4)	2.53(.04) (2)	2.57(.32) (1)	2.44(.40) (3)

It is clearly evident from Table 7 that the ranking of *Caretaker* is highest amongst all stakeholders. This is followed by role of *Manager* at number two, *Host* at number three, *Salesperson* at number four and *Leader* at number five position. A graphical representation of the same is given in Figure 1.

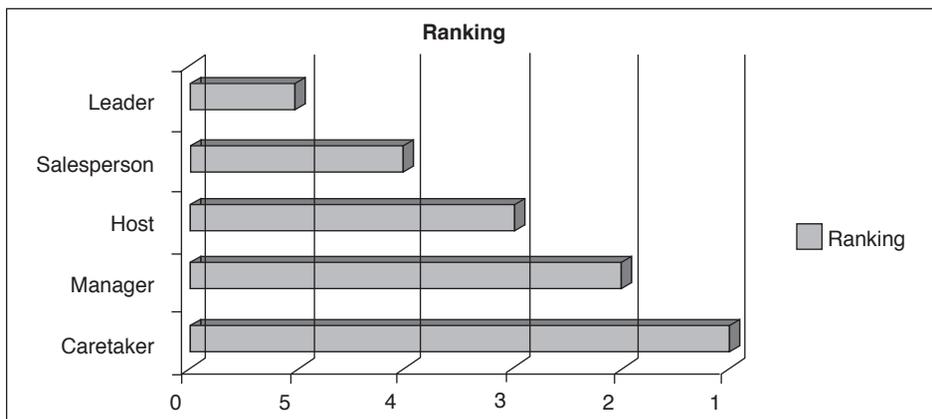


Figure 1. Graphical representation of aggregate ranking of factors according to stakeholders

Analysis of Variance Within Subjects for Five Reduced Factors (according to stakeholders)

A one-way within subjects ANOVA test was conducted on the score of factors to compare the expectations. The results are presented in Table 9.

Table 9. Within factors one-way ANOVA test (according to stakeholders)

		Sum of squares	df	Mean square	F	Sig.
<i>Leader</i>	Between Groups	2.602	7	.372	4.580	.000
	Within Groups	49.750	613	.081		
	Total	52.352	620			
<i>Salesperson</i>	Between Groups	8.439	7	1.206	5.906	.000
	Within Groups	125.546	615	.204		
	Total	133.985	622			

(con't)

Table 9 (cont')

<i>Manager</i>	Between Groups	2.457	7	.351	2.742	.008
	Within Groups	78.619	614	.128		
	Total	81.076	621			
<i>Caretaker</i>	Between Groups	5.841	7	.834	5.870	.000
	Within Groups	87.850	618	.142		
	Total	93.691	625			
<i>Host</i>	Between Groups	5.554	7	.793	4.181	.000
	Within Groups	118.241	623	.190		
	Total	123.795	630			

Kruskal-Wallis Test

Kruskal-Wallis Test, the non-parametric test equivalent of the one-way ANOVA test, was applied to understand if the ranking of the five factors for the eight different stakeholders was significantly different. The results are produced in Table 10.

Table 10. Hypothesis test summary

S.No.	Null hypothesis	Test	Sig.	Decision
1	The distribution of <i>Leader</i> is the same across categories of Tourism stakeholder.	Independent - Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
2	The distribution of <i>Salesperson</i> is the same across categories of Tourism stakeholder	Independent - Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
3	The distribution of <i>Manager</i> is the same across categories of Tourism stakeholder	Independent - Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
4	The distribution of <i>Caretaker</i> is the same across categories of Tourism stakeholder	Independent - Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
5	The distribution of <i>Host</i> is the same across categories of Tourism stakeholder	Independent - Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.

Asymptotic significance is displayed. The significance level is 0.05.

Reliability

Reliability was computed using SPSS 20.0 software. Cronbach's alpha and split-half reliability coefficients were computed for all the items in the questionnaire. A reliability value of more than 0.6 is considered good. Based on the important reliability methods applied here, it can be seen that most of the reliability value is higher than the standard value, therefore all the items in the questionnaire are highly reliable. Items in the questionnaire have a Cronbach's alpha reliability of 0.858 (very near to the standard value of reliability measure). However, the items of the same questionnaire have Guttman's split-half reliability coefficient of 0.827 (higher than the standard value). This explains why the items in the questionnaire were also assumed to be as reliable as others. The results are produced in Table 11.

Table 11. Cronbach's Alpha and Guttman's split-half reliability coefficient statistics for total data

Factor	Cronbach's Alpha coefficient	No. of items	Guttman's split-half reliability	No. of items
<i>Leader</i>	0.753	7	0.710	7
<i>Salesperson</i>	0.653	4	0.604	4
<i>Manager</i>	0.659	4	0.640	4
<i>Caretaker</i>	0.576	3	0.523	3
<i>Host</i>	0.556	3	0.574	3

Conclusion

As discussed earlier, we identified 21 variables based on literature review. We applied Principal Component Analysis (PCA) and varimax rotation on the variables to identify factors. The statistical procedures reported a total of five factors whose eigenvalue was more than 1.

The factors which were identified through factor analysis were: *Leader* comprising of *lead*, *info*, *inter*, *cnsr*, *cmtry*, *snstis*, and *compl*; *Salesman* comprising of *CRSSL*, *SHOP*, *HMR*, and *CARE*; *Manager* comprising of *GRP*, *CNTRL*, *PRES*, and *HAPPY*; *Caretaker* comprising of *SFTY*, *COMPLNT*, and *ITNRY*; and *Host* comprising of *INTRO*, *WEL*, and *LGST*. Statistical procedures showed that these factors explained around 53.28% of variation for the expectations of tour guides from a stakeholder's perspective.

The overall ranking of factors suggests that the role of a tour guide should be primarily focused as a caretaker. The second most important expectation of stakeholders from a tour guide is assuming the role of a manager. Next, is host followed by salesperson at number four. However, the role of the tour guide as a leader was found to be the least important.

The statistical evidence obtained shows that there is a difference in the stakeholders' expectations as far as the role of a tour guide is concerned.

According to most of the stakeholders who participated (i.e. domestic tourists, tour operators/travel agents, tour guides, hoteliers/restaurateurs, foreign tourists, managers of monuments/attractions, and merchandisers), the role of a tour guide as a caretaker was ranked as the most important role, whereas according to the tourism authority, the role of a manager was the most important. Similarly, almost all stakeholders ranked manager at number two except the tourism authority who ranked caretaker at number two.

Likewise, almost all stakeholders ranked host as the third most important role of a tour guide, except the tour guides who ranked host at number five. The role of salesperson was ranked at number four by all stakeholders, except by foreign tourists and tourism authority who ranked leader at number four.

The least important role according to most stakeholders was that of a leader although tour guides ranked the role of host at number five, and foreign tourist and tourism authority ranked salesperson at number five.

The roles of tour guides in order of their preference is shown in Table 12.

Table 12. Roles of tour guides in order of the stakeholders' preference

Rank	Role
1	Caretaker
2	Manager
3	Host
4	Salesperson
5	Leader

In India, the focus of all training programmes has always been in preparing the tour guide as a leader whereas this research has revealed an important observation - that the role of a tour guide as a leader is the least expected by stakeholders. Tour guides have always been looked upon as tour leaders, to be custodians and communicators of knowledge. However, this study reveals that this is the role least expected of a tour guide. It is only tourism authorities and foreign tourists who have ranked the role as fourth out of five roles whereas the other stakeholders have ranked it the least. It is important to mention here that there is a difference between the expectations of a domestic and a foreign tourist. However, the orientation of guides differs depending on the market the tour guide is handling. Hence, a tour guide should not only have an understanding of the various expectations of a tourist, but also the expectations of other stakeholders. Therefore, there is a need to redesign the training programmes while keeping in mind the expectations of the stakeholders from tour guides.

This paper provides an understanding as to the various expectations of different stakeholders from a tour guide. It also provides some useful insights into the role of tour guides, and how the expectation of one stakeholder varies from the expectation of another. These insights are relevant in improving guiding practice in India as they help reduce any ambiguity regarding the roles of tour guides. By providing a clear picture of the expectations from stakeholders of tour guides, this will help them balance and meet the needs of all the related stakeholders simultaneously.

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