

## TOUR GUIDING: INTERPRETING THE CHALLENGES

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*Intrigued by the difference in enrolment for tour guide training programme this paper tries to identify concerns that are important to trainee tour guides from northern and eastern regions. Paper is based on response from a sample of trainees who attended RLGTP programme. Study identified 6 broad factors of concerns to individuals who are considering becoming tour guides and 16 variables with significant difference.*

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### INTRODUCTION

Ministry of Tourism, Government of India launched Regional Level Guide Training Programme (RLGTP) scheme under which the entire country was divided into five regions- north, south, east, west and northeast. The scheme envisaged a highest level of tourist guide with a license for interstate guiding. The scheme provided for training of 100 guides in each of the regions. Candidates for this training were to be recruited through a call followed by a written aptitude test. 100 short-listed candidates from each region were to be given training by Indian Institute of Tourism and Travel Management (IITM).

In response to the advertisement for RLGTP there were a total of 3404 applicants out of which there were 2954 from northern region, 253 from western region, 74 from south 70 from east and only 53 from north-



eastern region<sup>2</sup>. This was an unexpected distribution that merited investigation into the reasons for much less than expected response from four regions. A research question that emerged is why are lesser number of people interested in becoming tour guides in these four regions? Is there a difference in motivation? Is there a perceived difficulty in this profession? This paper delves with the second issue and tries to identify apprehensions that trainee tourist guides have. Having identified these apprehension policy makers may bring in necessary interventions so that perceived risks of entering the profession are lowered and more of talented individuals are attracted. Clearly there is more competition in northern region as compared to other regions.

## LITERATURE REVIEW

Tour guides may be the most maligned people in the world of travel. They are blamed for the problems of travel, such as bad weather and traffic jams (Ang, 1990). Being present in person before a tourist they are expected to solve all problems of tourist- within or outside of their control. Failure to do so is considered as a poor performance. This is unjust as well as challenging. Ang (1990) therefore points out that tour guides are 'buffers' between the tourist and the site visited.

There are very few studies about the professional status and issues faced by tour guiding profession that have been reported in the English-based literature (Holloway, 1981; Ap and Wong, 2001). Zhang and Chow (2004) have also reported that there have been very few research studies on tour guides (Almagor 1985; Cohen 1982, 1985; Fine and Speer, 1985; Katz, 1985; Pearce 1984; El-Sharkawy, 2007; Skanavis and Giannoulis, 2010). However, there have been comments and observations by a few researchers but not exactly while studying challenges faced by tour guides.

Cheong and Miller (2000), assert that travel agents, hoteliers, tour guides, and vendors constrain tourists' movements, behaviours, and even thoughts. The structures described here so not just constrain but enable and make tourism possible. While these structures are provided to tourists, tourist adapts them to their own use (Brown, 2007). Thus all these service-providers contribute to customers' satisfaction or dissatisfaction, whereas tour guides often face the brunt.

Summarising their study on tour guiding in Hong Kong, Ap and Wong (2001), have identified that there was no training course for new

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<sup>2</sup> Source: IITTM's internal data.

entrants and there was a lack of training opportunities which resulted in to variable levels of professionalism, lack of recognition and a poor image of profession. Other challenges include potential problems resulting from unhealthy industry practices; need for a certification, registration or licensing system; absence of any monitoring of tour guide performance; and more active and visible role to be taken by the local tour guiding association.

Tour guides must address multiple stake holders simultaneously. Visitors expect that their safety and health will take a high priority, but at the same time expect an enjoyable and rewarding travel experience. Some have special needs and expectations associated with their particular cultural background, their physical and intellectual capabilities, and their passions and interests in particular subject matters (Weiler and Ham, 2002). Employers expect the guide to provide high-quality service to visitors in order to meet these expectations, as well as to manage the group, the itinerary and other logistical aspects of the experience to maximise not only visitor satisfaction but also profit margins (Cohen, 1985; Pond, 1993).

Tour guides face challenges both from within and from their operating context. Guides may have personal limitations of skills, competences, etc. Externally, they must also subscribe to rules and regulations of their areas of operations, their employers and their clients. The guides are often pressed for time, caught between their obligation to please their employers and the tourists, and subject to government regulations (Dahles, 2002; Dritsas, 2006).

Governments at all levels have realised the importance of tourism as an intervention for achieving socio-economic-political goals. Governments, therefore, have gotten interested in controlling tourism to fall in line with their agenda. In reference to tourism, this percolates down to controlling and modifying tour-guides' working and behaviour to meet its interests (like creating a positive image of destination, positive image of the government, etc.). However, there is an inherent dissonance between, intentions of governments and DMOs, interest of employers (tour companies), motivations of tour guides and expectations of tourists. However, a trend is visible. At destinations in 'growing' phase there appears to be more government control which gets reduced as competition at destination matures with significant participation of private players.

Interaction between the control regime and demand –supply equation of trained manpower also affects the working of tour guides. For example in India, the demand-supply equation is very different for different regions. In northern regions the supply of tour guides appears to exceed

the demand; whereas in other regions demand far exceeds the supply. Therefore, in northern region, guiding without a proper license is generally perceived as a threat to the state's carefully crafted image of tamed cultural diversity, professionalism promised uniformity, and central control- an observation also reported by Adam (1997) about early days of state control of tour guide licensing in Yogyakarta region of Indonesia. Here government regulations are considered as instrument for protectionism in the established industry. While it reduces opportunities for unlicensed guides to acquire professional status, it also provides for stricter control of the practices of licensed guides. On the other hand, in other tourism regions of India, tour guide training and licensing is considered an upgrading intervention that is perceived as an opportunity for practicing unlicensed guides as well as those who are new entrants to trade. This is as reported by Bras (2000) in case of Lombok.

Opinion on social status of tour guides is divided. Most of the reported work is drawn from developed countries' context. It might not be applicable in cases of developing countries. While Elkan (1975) reported that tourism employment in such areas (Africa) is thought by some to be low status and therefore degrading and demeaning. Cukier (1998) held a differing view. According to her, opportunities for work in the tourism sector in developing countries are often accorded a relatively high status by the local population. Reasons include the relatively high salary of tourism occupations (even those within the informal sector), the relative physical ease of many tourism occupations when compared to traditional primary sector occupations (e.g. agricultural labours). She also noted that in Southeast Asia in particular, local cultures place high value on 'service' towards others, a situation reflected in relatively high status accorded to tourism occupations. Cuckier also cited Pongsapich (1982) who noted that in Thailand, young people who are fluent in English or other foreign languages often became guides, apposition that was considered to be a good job in terms of both pay and status. According to her 'guiding', an informal job, ranked higher in status than many other formal tourism occupations such as business tables, washing dishes, or working as a janitor.

## RESEARCH

Research attempted a comparison of challenges as perceived by tour guides in northern and eastern regions of India. In the first phase of research it was decided to free list the perceived challenges. Researchers posed a question to potential candidates who wanted to become tour

guides a single question: “What do you think would be the challenges in your initial days as a tour guide?” A free list of 53 motivations was developed. Interestingly the list included both individual and external factors. Individual factors are those related to the guide, whereas the external factors are those related to his/ her work environment. This list was presented to a panel of experts who eliminated redundancy and reduced this list to 31(See Table 1).

**Table 1** Perceived challenges tour guides may face

<b>Challenge</b>	<b>Description</b>	<b>Label</b>
C1	Limited knowledge about tourism product/ destination	NKNOW
C2	Inability to meet expectations of a demanding tourist	NEXPECT
C3	There are no fixed salaries to take home	NVARSLRY
C4	Dependence on travel agents	NTRVLAGT
C5	Competition with established senior guides	NCOMPT
C6	(Unfair)competition from unauthorized guides	NAUTHO
C7	Will have to develop connections to tap tourists	NNETWORK
C8	There are many unscrupulous elements in the trade	NANTISOCIAL
C9	Can do little to ensure security of my tourist	NSECURE
C10	People do not trust tour guides	NTRUST
C11	Travel agents ask for commissions	NCOMM
C12	My area of activity is less known to tourists	NINFO
C13	There are few good quality accommodation for tourists	NACCOMO
C14	Poor connectivity with other areas with tourism potential	NCONNECT
C15	Local public/ anti social elements do not treat tourists properly	NTREAT
C16	Tourists are apprehensive of entering improperly maintained monuments	NMONUMENT
C17	Dearth of civic facilities including toilets and fresh rooms for tourists	NCIVIC
C18	Guiding alone insufficient to maintain a family	NINCOME
C19	Staffs at monuments do not treat guides respectfully	NSTAFF
C20	Even guides have to purchase tickets at monuments	NTICKET
C21	There are no incentives for doing a good guiding job	NINCENT
C22	Not conversant with foreign language	NLANG

C23	There is little support from government	NSUPP
C24	Not confident how to express my knowledge	NCONFKNOW
C25	Not confident of my presentation skills	NCONPRSNT
C26	The trains and surface transport are often late	NTRANSPORT
C27	Young guides get poor payments for their jobs	NPAY
C28	At times false criminal allegations are levelled against guides	NALLEG
C29	There are pressures to do work which may not be legal	NLEGAL
C30	Tourist show little respect for the guides	NRESPECT
C31	It is difficult to help out the tourists at the time of crisis	NHELP

Two sets of bilingual instruments were developed with these 31 items to ascertain validity. For northern region instrument was in English and Hindi, whereas for eastern region it was in English and the vernacular. Respondents were asked to mark their choices on a five point Likert-type scale. The instruments were administered to samples of tourist guide trainees in two regions (65 in northern region and 65 in eastern region). 60 responses in northern region and 45 in eastern region were received. Of these 56 from northern region and 44 from eastern region (total 100) were usable.

## RESULTS AND DISCUSSION

One of the important outcomes was the descriptive statistics about the apprehensions that tourguides had. The mean varied between 2.08 to 3.59 on a five-point (1-5) scale with '1' indicating strong disagreement and '5' indicating strong agreement with the statement. So larger the value of rating on the scale more does respondent agree with the statement. Since these were apprehensions the mean was not close to 5 even for the top five perceived challenges. However, it may be noted that all variables (had slightly higher standard deviation between 1.1031 and 1.247. This indicates that these are apprehensions and display variability as expected (See Table 2).

As indicated in the beginning of the paper there is more competition in the northern region. This is especially on the 'golden triangle<sup>3</sup>' circuit. Tourism is gradually picking up in the eastern region and is gradually

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<sup>3</sup> Golden triangle refers to the popular tourist circuit- *Delhi-Jaipur-Agra* in the northern region.

becoming more professional. This is also reflected in apprehensions that tour guides, who are one of the important service providers, have. In eastern region they are more concerned with personal competencies which they must soon develop as tourism gets competitive in the east. Concerns include lack of confidence as far as presentation skills and knowledge of tourism is concerned. They are also concerned about their inability to meet the expectations of tourist. They are also uneasy about their ability to ensure security of their tourist. However in north, business related issues are part of their concern.

**Table 2** Top five apprehensions (combined)

<b>Challenge</b>	<b>Description</b>	<b>Rank</b>	<b>Mean</b>	<b>S.D.</b>
C25	Not confident of my presentation skills	1	3.59	1.12
C24	Not confident how to express my knowledge	2	3.57	1.19
C30	Tourist show little respect for the guide	3	3.51	1.14
C20	Even guides have to purchase tickets at the monuments	4	3.39	1.22
C31	It is difficult to help out the tourists at the time of crisis	5	3.35	1.14

Respondents from north are particularly unhappy about the fact that even recognized tour guides have to buy tickets at certain monuments. Unavailability of good quality accommodation for their tourists is a cause of worry for them. Northern India has some of the best hotels in the world. Accommodation sector is very competitive here but tourism in India is on rise and a large share of tourist visit north and so the supply, both quantitatively and qualitatively, fall short of demand. Because of this heavy tourist traffic on certain circuits in north a lot of unauthorized, untrained and unrecognized players have come in. They are offering poor services and some unscrupulous elements are even engaged in illegal activities. Thus there is a lost of trust and respect for tour guides in this region. These are also of concern to respondents from north. Respondents are also unhappy about their inability to help tourist when in crisis.

**Table 3** Top five apprehension of tour guides(region-wise)

<b><u>North</u></b>		<b><u>East</u></b>	
<b>Rank</b>	<b>Apprehension</b>	<b>Rank</b>	<b>Apprehension</b>
1	Even guides have to purchase tickets at the monuments (C20)	1	Not confident of my presentation skills (C25)
2	There are few good quality	2	Not confident how to express

	accommodations for the tourists (C13)		my knowledge (C24)
3	It is difficult to help out the tourists at the time of crisis (C31)	3	Tourist show little respect for the guides (C30)
4	People do not trust guides (C10)	4	Inability to meet expectations of a demanding tourist (C2)
4	Tourist show little respect for the guides (C30)	5	Can do little to ensure security of my tourist (C9)
5	Not confident of my presentation skills (C25)	6	There are pressures to do work which may not be legal (C29)

Independent sample t-test was conducted for difference of means for all 31 variables between the responses from north and east. There was significant difference (at 5%) in responses for 16 variables. In 8 cases respondents from north were more concerned and in other 8 cases respondents from east were more concerned (see table 4).

**Table 4** Significant difference in responses

Variable	North		East		
	$\mu$	$\sigma$	$\mu$	$\Sigma$	
<b>Variables where respondents from north are more concerned</b>					
C20	Even guides have to purchase tickets at monuments	3.71	1.25	2.66	1.06
C13	There are few good quality accommodation for tourists	3.48	1.26	2.91	1.22
C10	People do not trust tour guides	3.40	1.27	2.86	1.15
C21	There are no incentives for doing a good guiding job	3.15	1.23	2.57	1.28
C18	Guiding alone insufficient to maintain a family	2.98	1.31	2.32	1.12
C15	Local public/ anti social elements do not treat tourists properly	2.85	1.26	2.23	1.00
C14	Poor connectivity with other areas with tourism potential	2.73	1.38	2.00	1.01
C17	Dearth of civic facilities including toilets and fresh rooms for tourists	2.55	1.31	1.95	0.81
<b>Variables where respondents from east are more concerned</b>					
C24	Not confident how to express my knowledge	3.28	1.28	4.07	0.93
C25	Not confident of my presentation skills	3.36	1.16	3.84	1.16
C2	Inability to meet expectations of a demanding tourist	2.86	1.27	3.43	1.02
C11	Travel agents ask for commissions	2.20	1.10	2.91	1.15
C1	Limited knowledge about tourism product/	2.09	1.00	2.57	1.23

	destination				
C22	Not conversant with foreign language	1.96	1.18	2.48	1.30
C5	Competition with established senior guides	1.95	1.17	2.45	1.23
C3	There are no fixed salaries to take home	1.80	0.92	2.30	1.28

### Analysis of factors

The range of means values of variables was relatively small and the dispersion for many variables was close to 1 or more. To understand the variability and reduce the number of variables, factor analysis using the principal component method of extraction was used. To establish the suitability of data for factor analysis Kaiser-Meyer-Olkin Measure of Sampling Adequacy (MSA) and Barlett’s test of sphericity were carried out. Value of KMO-MSA statistic for the data was 0.571 which was higher than 0.500. Though the MSA is not very good still factors would suitable explain variance in variables. Significance level of 0.000 in Barlett’s test of sphericity indicates that there are probably significant relationships among the variables.

Anti-image correlation matrix was analysed along the diagonal for MSA of individual items. Values less than ‘0.5’ may indicate variables that do not seem to fit with the structure of the other variables. It was decided to drop variables with MSA less than 0.5 from Factor Analysis. Five variables had MSA less than 0.5- ‘Inability to meet expectations of a demanding tourist’, ‘Dependence on travel agents’, ‘Tourists are apprehensive of entering improperly maintained monuments’, ‘There is little support from government’, and ‘Not confident how to express my knowledge’.

Factor analysis for 26 variables using principal component method was used to extract Eigenvalues greater than 1 allowing up to 50 iterations for convergence (see Table 5).

**Table 5** Variance explained by factors

Factors	Initial Eigenvalues <sup>4</sup>		
	Total	% of Variance	Cum. %
1	5.146	19.791	19.791
2	2.755	10.596	30.387
3	1.842	7.084	37.471

<sup>4</sup> (first 9 components with Eigen values greater than 1)

4	1.829	7.034	44.505
5	1.629	6.265	50.770
6	1.280	4.922	55.692
7	1.264	4.862	60.555
8	1.172	4.509	65.064
9	1.145	4.405	69.469
10	.860	3.309	72.778
11	.856	3.293	76.071

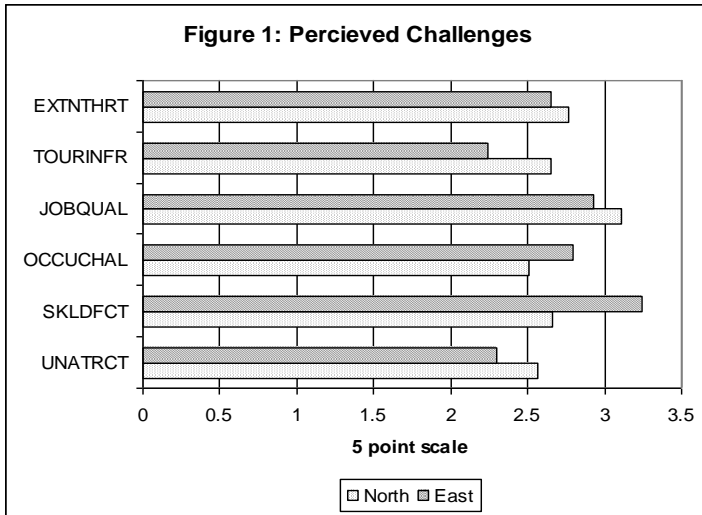
Cases were excluded list-wise to take account for missing values. Correlation matrix for 26 items did not return any coefficient more than 0.5, so all the 26 items were included in the factor analysis. A 9-factor solution explaining 69.47% of total variance appeared most interpretable. The factors based on component matrix were not readily interpretable. 14 variables were grouped under one factor where as at least 2 factors did not have any variables. One variable (NSECURE) was loaded equally on two factors. However, rotated component matrix gave a more interpretable solution. However, the solution did not appear to be logical or convincing. Therefore, a panel of experts was asked to group variables in to seemingly logical factors. Panel suggested a 6 factor solution (see table 6). These factors include: Unattractiveness of job (UNATRCT) which includes pre induction apprehensions of trainee tour guides; Skill deficit (SKLDFCT) that reflects a potential tour guides' apprehensions about his/her capabilities to be tour guides; Perceived occupational challenges (OCCUCHAL) that includes apparent challenges that a tour guide may have to face- these included business/ profession related direct challenges; Quality of Job (JOBQUAL) issues that they might have to face while working as tourguides- more related with respect and dignity of a tour guide; Tourism Infrastructure (TOURINFR) factor reflects discomfort of respondents with tourism infrastructure which they perceive as a challenge that would affect their business/ performance adversely; and, External threats (EXTNTHRT) which includes factors that respondents consider as external and beyond the normal control of an individual.

Weighted averages were computed for the six factors (See table 7 and figure 1). Most factors are less than 3 on a 5 point scale that shows respondents are not really concerned about the challenges. The disposition in general is positive.

**Table 6** Suggested 6-factor solution

<b>Factor 1: Un-attractive job</b>	
C3	There are no fixed salaries to take home
C18	Guiding alone is insufficient to maintain a family
C21	There are no incentives for doing a good job
C27	Young guides get poor payments for there jobs
<b>Factor 2: Skill deficit</b>	
C1	Limited knowledge about tourism products/ destination
C22	Not conversant with foreign language
C24	Not confident how to express my knowledge
C25	Not confident of my presentation skills
<b>Factor 3: Perceived occupational challenges</b>	
C2	Inability to meet expectations of a demanding tourists
C5	Competition with established senior guides
C6	(Unfair) competition from authorized guides
C7	We will have to develop connections to tap tourists
C8	There are many unscrupulous elements in the trade
C11	Travel agents ask for commissions
C20	Even guides have to purchase tickets at the monuments
<b>Factor 4: Quality of job</b>	
C10	People do not trust tour guides
C15	Local public/ anti social elements do not treat tourists respectfully
C19	Staffs at monuments do not treat guides respectfully
C29	There are pressures to do work which may not be legal
C30	Tourist show little respect for the guide
<b>Factor 5: Tourism infrastructure</b>	
C13	There are few good quality accommodations for tourists
C14	Poor connectivity with other areas with tourism potential
C16	Tourists are apprehensive of entering improperly maintained monuments
C17	Dearth of civic facilities, including toilets and fresh rooms for tourists
C26	The trains and surface transport are often late
<b>Factor 6: External threats</b>	
C4	Dependence on travel agents
C9	Can do little to ensure security of my tourist
C12	My area of activity is lesser know to tourists

- C23 There is little support from government
- C28 At times criminal allegations are levelled against guides
- C31 It is difficult to help out tourists at the time of crisis



However, skill deficit, quality of job and external threats appears to be of some concerns to the respondents. Skill deficit is the most important concern. Further, t-test suggests that there is a significant difference between the responses from eastern and northern regions. Respondents from eastern region feel that they lack necessary skills to be tour guides. Close to this factor, challenges of trade are the other factor where respondents from east are more concerned as compared to respondent from north. For all other factors respondents from north are more concerned. This is perhaps because of excessive competition in the northern region. Competition, which is largely in the unorganized sector, poses challenges that are difficult for the potential tour guide to handle as an individual. Survival based on tour guiding alone is difficult. Moreover, tourism is seasonal, restricted to 6 months and could be stretched by another 2 months. Because of popular tourist circuits in north a lot of tourism operators largely in the unorganized sector have been providing services to tourists. A lot of unauthorized guides have come-up and operate mainly for commissions they get from other sellers that accompanying tourists patronize. These un-authorized guides are

available for lower wages and they create a chaos on supply side- tourists do not know who to accompany. On many occasions smaller travel agents and tour operators use unauthorized guides or offer lowers wages to cut their costs.

Similarly, tourism infrastructure is stressed because of heavy tourist traffic in northern region where as demand for tourism infrastructure is less than the supply in other regions. Tourists in north often face difficulties because of this. However, respondents from east appear to be more anxious about ‘Poor connectivity with other areas with tourism potential (C14)’ and ‘Dearth of civic facilities including toilets and fresh rooms for tourists (C17)’.

**Table 7** Perceived challenges faced by trainee tour guides (region-wise)

	<u>Overall</u>		<u>North</u>		<u>East</u>	
	$\mu$	$\sigma$	$\mu$	$\sigma$	$\mu$	$\Sigma$
Quality of job (JOBQUAL)	3.11	0.70	3.11	0.78	2.93	0.70
Skill deficit (SKLDFCT)	2.94	0.74	2.66	0.74	3.24	0.59
External threats (EXTNTHRT)	2.77	0.57	2.77	0.55	2.65	0.67
Perceived occupational challenges (OCCUCHAL)	2.70	0.56	2.51	0.58	2.79	0.60
Unattractive job (UNATRCT)	2.51	0.71	2.57	0.71	2.30	0.77
Tourism infrastructure (TOURINFR)	2.51	0.70	2.65	0.72	2.24	0.62

In case of quality of job, respondents from north appear to be more expectant. They expect a better quality of job. However, none of the JOBQUAL variables (C10, C15, C19, C29 and C30) are among the top five apprehensions for either of the respondent groups.

## **CONCLUSIONS**

There are a number of unattended concerns of potential candidates who would like to pursue tour-guiding as a profession. These may also be scaring away other potential candidates from entering this profession. The reasons for these concerns are largely due to the tourism context. Northern and eastern regions have different contexts and are in different

stages of tourism growth; and therefore, the potential tour guides have different concerns. This study has identified six important factors (in order) of concern, especially for tour guides in India- quality of job, deficiency in skills, problems of general working environment, challenges from within the immediate tourism context, perceived attractiveness of the (tour guide) job, and quality of tourism infrastructure. Potential candidates for tour guiding evaluate their chances of becoming tour guides against these factors. While skill deficit and perceived challenges from within the immediate tourism context are primary trepidation in east, candidates from north are apprehensive about quality of job and external environment. These are the important issues that must be addressed when tourism authorities plan human resource development in these regions. Else, it would be difficult to attract motivated and capable individuals for the sector. While there are certain issues that merit positive action, there are many other issues that are mere perceptions.

Further analyses of the individual variables return useful insights. Potential tour guides from east are largely concerned with competencies those are necessary for the profession. Their confidence is rather shaky. Among the most important concerns those are significantly different from starters in north are- 'Not confident how to express my knowledge', 'Not confident of my presentation skills', 'Inability to meet expectations of a demanding tourist', 'Limited knowledge about tourism product/destination' and 'Not conversant with foreign language'. Training programmes for guides must address these concerns. Besides these starters from east are also anxious about trade links and relationships, viz., 'Travel agents ask for commissions' and 'Competition with established senior guides'. In east where the tourism business is not as competitive, the rapport between service providers is not as good. Government, tourism authorities and trade bodies may play an important role here. Training programmes could be an important occasions where trade supplier and buyers may be invited to interact with trainees. Training would also increase their confidence and prepare them to face competition. Monetary returns are also not perceived as sufficient. 'There are no fixed salaries to take home'- is a significant issue in east as compared to north.

For northerners, survival does not appear to be an issue. Tour guiding is also not seen as menial job with low returns though they observe that 'There are no incentives for doing a good guiding job' and 'Guiding alone insufficient to maintain a family'. However they are motivated by a larger return in the profession due to deeper networked operations that allows for commissions. Large tourist traffic and associated commissions is a

major attraction to be in this profession. Issues in north are therefore bigger than these (monetary survival). They appear to be concerned with what is going to affect their business prospects including factors that are of importance to their customers- the tourists. These include 'There are few good quality accommodation for tourists', 'Local public/ anti-social elements do not treat tourists properly', 'Poor connectivity with other areas with tourism potential' and 'Dearth of civic facilities including toilets and fresh rooms for tourists'. Other issues of significance for them include 'Even guides have to purchase tickets at monuments' and 'People do not trust tour guides'.

It is must be understood that there cannot be common issues for all. Given a context's dynamics, different issue pose threats and discourage people from becoming tour guides. One of the important aspects of a DMOs responsibility is to inspire capable individuals to be apart of profession. To do so they must be able to address perceived threats and concerns.

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