













All these guides must be registered according to their area of specialization. some of those interviewed said:

“What can we borrow from the teachers and lawyer’s society of Kenya’s? Maybe that's why they are respected and have better bargaining power. Nobody takes us seriously and our employer uses the divide and rule approach. If we are divided, we have no bargaining power”.

**The expectation of members from their associations**

Respondents were asked to list three things they would like the association to do for them in order to have job satisfaction and better performance. This was an open-ended question where respondents listed various things. Their responses were classified into two. Category one (internal) where they listed what could be achieved through the leadership of their association and category two (external) which listed issues that can be addressed by other stakeholders and the ministry of tourism.

Members expected their leaders to negotiate for better employment policies, better remuneration packages, working conditions, and even retirements benefits. They also said that they would like their association to be recognized by labor unions so that their members can benefit like other members of a trade union. This was not the case since their employer did not allow the guides professional association to be members of trade unions. Likewise, members expected the government to streamline the licensing procedure and the required documents. They wanted Tourist Service vehicles (TSV) to be handled differently from other Public Service Vehicles (PSV) (Table 2).

**Table 2. Members expectations from guiding profession associations.**

PROBLEMS THAT AFFECT GUIDES PERFORMANCE	
The internal expectation from their association	The external expectation from the government
<ul style="list-style-type: none"> <li>• Negotiate for better remuneration for members</li> <li>• Association to join a union like other employees in the hospitality industry</li> <li>• Conduct regular training for members</li> <li>• Set a uniform code of ethics for all members</li> <li>• Have a quarterly meeting for all members</li> <li>• Agitate better working environment</li> <li>• Get jobs for members through their online website</li> <li>• Reprimand members caught with unethical practice</li> <li>• Agitate for retirement and pension plans</li> <li>• Develop Health and safety policies for members</li> <li>• Negotiate for affordable accommodation rates for tour guides visiting park</li> <li>• Introduce programs for career development programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Simplify licensing procedures for members</li> <li>• Standardize tour guiding curriculum</li> <li>• Regulate foreigners who work as guides in Kenya.</li> <li>• Manage traffic police harassment.</li> <li>• Ensure all guides while on duty.</li> <li>• Introduce Tourist Service Vehicle (TSV), and separate them from Public Service Vehicles (PSV)</li> <li>• The increase speed limit from 80 km/h to 100-kilo meter per hour.</li> <li>• Remove policy on speed governor</li> <li>• Improve the roads heading to all attraction as they damaged their vehicle and increased journey time.</li> </ul>

**Categories of benefits given to tour guides**

To investigate benefits tour guides, get from their employers a series of questions were asked. Respondents were asked to indicate by yes or no whether they get some listed benefits from their employers. For those on self-employment,

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they were to indicate whether they get the same benefits from their job. These benefits are summarized in **Table 3** and ranged from medical care, house allowance and insurance while on duty. A higher number (60%) of the respondents ( $\chi^2=9.818$ ,  $f=1$ ,  $P<0.001$ ) did not have any retirement benefit as compared to 40% of those who had. Only 56% of the respondents had career development programs as compared to 44% who do not have.

The majority, (64%) of the respondents ( $\chi^2= 19.433$ ,  $df=1$ ,  $P<0.001$ ) did not get any monthly house allowance while about 69% ( $\chi^2 =32.073$ ,  $df=1$ ,  $P<0.001$ ) were not given transport allowance while on duty. A minority (37%) of respondents got ( $\chi^2= 54.803$ ,  $df=1$ ,  $P<0.001$ ) financial assistance from their employer while not working during the low seasons while the majority never get any assistance irrespective of whether they were members of an association or not.

**Table 3. Benefits given to tour guides.**

<b>Information sought: Which of the following benefits do you get from your employer/job</b>				
Employment Benefits	%	%	Chi- square Goodness of Fit, df, P- value	Results and Conclusions
	YES	NO		
Medical care support	50	50	$\chi^2 = 0.04$ , $df=1$ , $P=0.947$	Only half of the guides are given medical cover while on duty
Retirement benefits	40	60	$\chi^2=9.818$ , $f=1$ , $P<0.001$	Majority of guides do not have pension or any retirement program
House allowance	36	64	$\chi^2= 19.433$ , $df=1$ , $P<0.001$	Majority of guides are not given house allowance
Transport allowance	31	69	$\chi^2 =32.073$ , $df=1$ , $P<0.001$	Majority of guides are not given transport allowance while in the office and not in the field
Allowance while on safari	47	53	$\chi^2= 54.803$ , $df=1$ , $P<0.001$	Majority of guides are not given transport allowance while on safari
Support during the low season	37	63	$\chi^2= 54.803$ , $df=1$ , $P<0.001$	Majority of guides are not supported during the low season while not working

From these findings, it was noted that majority of guides did not get most of the benefits given to the permanent employee irrespective whether they were members of an association. Their profession body did not agitate for these benefits which among others were factors that determined the satisfaction level of guides. This puts their employers in a helpless situation since they could not afford to employ all guides on fulltime bases. This finding was similar to that given by those interviewed.

Many companies could not afford to hire guides on a permanent basis due to low business volume. This meant that during the low season most of the guides were not working which forced them to look for alternative sources of income. This finding was the same as that from the focus group discussion where the guides said they are not motivated and are helpless during the low season. They could not meet their financial obligation and had to look other means of survival.



**Influence of professional association membership on guides performance**

Logistic regression was conducted to investigate the influence of Profession Association Membership on the performance of their members. The finding in **Table 4** showed that between 6.6% and 11.8% of guides' performance was likely to have been influenced by a guide who is a member of their association.

**Table 4. Omnibus Tests of Model Coefficients 1.**

Omnibus Tests of Model Coefficients				
		Chi-square	Df	Sig.
<b>Step 1</b>	Step	14.830	6	0.022
	Block	14.830	6	0.022
	Model	14.830	6	0.022

A p-value (sig) of less than 0.05 for block means that the block 1 model is a significant improvement to the block 0 models (**Table 5**).

**Table 5. Cox & Snell R Square and Nagelkerke R Square1.**

Model Summary			
Step	-2 Log-likelihood	Cox & Snell R Square	Nagelkerke R Square
1	162.852 <sup>a</sup>	0.066	0.118
<b>a. Estimation terminated at iteration number 5 because of parameter estimates changed by less than .001.</b>			

From the model summary above, the study concluded that between 6.6% and 11.8% of the variation in guides performance can be explained by the model in block 1.

**Table 6. Variables in the Equation on professional associations 1.**

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
<b>Step 1<sup>a</sup></b>	Q11.JoiningguideREC2	.125	.591	.045	1	.832	1.133
	Q11.MemberinterestREC2	1.345	.737	3.327	1	.068	3.837
	Q11.PermitsREC2	-.467	.499	.877	1	.349	.627
	Q11.CriteriaREC2	-.701	.621	1.274	1	.259	.496
	Q11.UmbrellaREC2	-.934	.521	3.208	1	.073	.393
	<b>Q11.PerformbetterREC2</b>	<b>-1.013</b>	<b>.473</b>	<b>4.577</b>	<b>1</b>	<b>.032</b>	<b>.363</b>
	Constant	-.581	.756	.591	1	.442	.559
<b>a. Variable(s) entered on step 1: Q11. Joining guide REC2, Q11. Member interest REC2, Q11.Permits REC2, Q11.Criteria REC2, Q11. Umbrella REC2, 11. Perform better REC2.</b>							

There is a strong enough relationship between professional association membership and guides performance. Registering in a professional association had some influence on the guide's performance. This is further supported by the wald test

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used to test the hypothesis that  $\mu = 0$ . In the sig column, the p-values only better performance (Sig. =0.032) was below 0.05 level of significance.

This meant that being a member of an association increases the odds of performance by **64%** ( $e^{-1.013}=0.363$ ) (**Table 7**).

**Table 7. Omnibus Tests of Model Coefficients.**

Omnibus Tests of Model Coefficients				
		Chi-square	df	Sig.
<b>Step 1</b>	Step	10.943	6	.090
	Block	10.943	6	.090
	Model	10.943	6	.090

A p-value (sig) of greater than 0.05 for block means that the block 1 model has insignificant improvement to the block 0 models (**Table 8**).

**Table 8. Model summary.**

Model Summary							
Step	-2 Log likelihood	Cox & Snell R Square			Nagelkerke R Square		
<b>1</b>	154.832 <sup>a</sup>	0.050			0.093		
Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 <sup>a</sup>	<b>Q11. JoiningguideREC2</b>	<b>-1.060</b>	<b>0.558</b>	<b>3.604</b>	<b>1</b>	<b>0.058</b>	<b>0.347</b>
	Q11. MemberinterestREC2	0.775	0.690	1.261	1	0.261	2.170
	Q11. PermitsREC2	0.059	0.518	0.013	1	0.909	1.061
	Q11. CriteriaREC2	0.258	0.645	0.160	1	0.689	1.294
	Q11. UmbrellaREC2	-0.258	0.589	0.192	1	0.661	0.773
	<b>Q11. PerformbetterREC2</b>	<b>-1.219</b>	<b>0.491</b>	<b>6.172</b>	<b>1</b>	<b>0.013</b>	<b>0.296</b>
	Constant	-0.988	0.766	1.664	1	0.197	0.372
a. Variable(s) entered on step 1: Q11. Joining guide REC2, Q11. Member interest REC2, C Permits REC2, Q11. Criteria REC2, Q11. Umbrella REC2, and Q11. Perform better REC2.							
<b>a. Estimation terminated at iteration number 5 because parameter estimates changed by less than 0.001.</b>							

From the model summary of table 4.4, we can conclude that between **5.0% and 9.3%** of the variation in tour guide performance can be explained by the model in block 1. This is lower than the model summary in table 4.2 where the variance explained Cox & Snell R Square and Nagelkerke R Square were **6.6% and 11.8%**. In the sig column, the p-values and performance (Sig. =0.013) is below 0.05 level of significance. This means that once the other variables are controlled for, there is a strong relationship between performance and professional associations. Tour guide performance is **2.17 times** likely to be influenced by joining a professional the association which takes care of member’s interests

(table 4.4). This means that being a member of an association,  $e^{-1.219}=0.296$  increases the odds of performance by 70%.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

Despite most guides being members of different tour guide association, they did not benefit much from membership and there no significant difference in the employment benefits are given to those who were members as compared to those who were not? There was nothing that motivated guides to join the association and most of them alleged that the association did not advocate for their interest. Most of them were of the opinion that their association were poorly managed and did not represent their interest, neither did the officials lobby for member's welfare. To most guides, there are limited benefits of such membership.

Tour guides associations in Kenya are fragmented making them difficult to be managed. All practicing guides should be members of a registered association before being authorized to practice in Kenya. Association of guides in different specialized activities such as marine guides, mountain guides, ornithologists, and those speaking different languages would be encouraged. The umbrella association should be a member of other international associations such as the World Tour Guide Association and others so that local guides can share experiences from guides from the rest of the world. These associations should have an agreed international and local code of conduct that protects the visitors, the environment, and the local community of the areas visited. This will promote sustainable tourism in the destination. Monitoring and evaluation of guides practice by their associations and other interested stakeholders such as Kenya Wildlife Services (KWS) are recommended. The study noted that the monitoring and evaluation of guides were missing.

Although tour guide the performance was dependent on their membership to the existing association, there was no significant difference between tour guides who were members of the guiding association and those who were not on employment terms, salary, and other benefits.

### **Recommendations**

Tour guiding Professional Associations should have self-regulation a mechanism that together with other responsible government representatives and stakeholders monitor performance and the code of conduct and practices of their members. There should be only one umbrella association with representation from other regions in the country. The regions should include Nairobi, the Coastal region including Mombasa, Malindi, and Lamu, Western Kenya, North Rift, and Central Kenya regions. Methods of recognizing and rewarding excellent performance should be established while those who break the code of ethics be reprimanded. By doing this, the performance of guides may be improved.

There is a need to have a clear mechanism where the performance of guides could be monitored and evaluated. This study proposes that all guides operating in Kenya be registered as members of a guiding association. The Tourism Regulatory Authority (TRA) should categorize and license guides according to their specialization. Such categories may be those doing mountain climbing,

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ornithologist, marine guide, cultural guides, and others. All guides should renew their license annually before being allowed to practice.

There should be a policy on tour guide training, recruitment, remuneration, minimum academic qualification before being licensed to operate. Although some associations had some code of ethics for their members, most guides were not bound by these guidelines. These associations do not have resources and manpower to achieve their objectives and often received little or no support from the Kenya Association of Tour operators (KATO), tour companies, or the government. Tour guide training, licensing and association membership should be guided by policies framework. There should be a mechanism of evaluation of the cultural guides who are the custodian of cultural knowledge and heritage.

Tourism Regulations Authority and other labor organizations should agree with the employers on guide's minimum salary and social benefits since tour guiding Associations were powerless in negotiating for their members. This was because different tour companies have different employment terms and considerations. Some employers recognize certification and qualifications awarded by these associations while others don't. Professional associations should establish contacts of guides in the country and encourage them to register as members so that they can discuss issues that affect them. They are also to promote and protect the interest of members and represent them in forums where policies that affect their interests are discussed. Associations have a duty of improving the quality of services offered by their members and organize training and capacity building for their members. This is not the case in Kenya since most of this association is not members of trade unions and labor movements.

Associations heads should play an active role in maintaining the standards of the guiding service, promoting professionalism, and encouraging integrity and ethical conduct among members. Professional associations should have the authority to speak on behalf of the tour guides, represent their interests to the government, industry, and the community, and to protect their personal benefits from being invaded. They should endeavor to raise public, private and governmental awareness of the valuable roles played by their members.

It was also observed that tour guides were not well organized. There were very many associations which made it difficult for any establishment to define who guides were and the best training programs for them. The government once again together with other stakeholders such as county governments should set a training budget for employees in tourism and hospitality within their counties. This may not only improve the performance of the guides but other employees in the tourism supply chain such as those working in museums, game lodges, along with the coastal beaches and other areas that attract tourists.

The study found that tour guiding professional associations were venerable, enduring, and perpetually metamorphosing as new ones are always sprouted. Therefore, the established ones must adapt, innovate, merge with upcoming ones or altogether fade away.

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