

BECOMING A TOUR GUIDE: ANALYZING THE MOTIVATIONS

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Abstract

Guides play a vital role in this process bringing satisfaction to tourists visiting a country or region/state. The opportunity of direct interaction with the tourists makes them all the more responsible for projecting the correct image of the country/region, giving factually correct information about the destination, ensuring the safety and well being of the tourists as well as pleasing and satisfying the stay for them during their visits. Over last few years there has been a greater interest in tour guide profession especially in the northern region of India.

The purpose of this study is to identify the motivations that led to choosing tour guiding as a profession and career. There appears to be a significant difference in such motivation in different regions of the country. A comparison in motivations in two regions (north vs. east) was made. Based on primary data collection paper attempts to discuss what has motivated the youth to take up tour guiding profession- whether such motivation is positive or negative. In either case policy makers may decide what type of support programs need to be introduced by the state and other agencies like educational, rearing and counselling, financial support, social security, or any other type of interventions.

Keywords: Factor analysis, India, Motivation, RLGTP, tour guides.

JEL classification: L83

1. 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 (IITTM).

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 northeastern region (IITTM's internal data). This was an unexpected distribution that merited investigation into the reasons as much less than expected responses 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 first issue and tries to investigate the sources of motivations and differences, if any, therein.

It was decided to study the motivations for becoming a tour guide and compare the motivations

across different regions. One of the regions was to be northern region where there was a stiff competition for becoming tour guides. The other region chosen for this study was eastern region. The research issue was to see if there was a difference in motivations of tour guides as they chose these vocations.

2. RESEARCH APPROACH

Since no similar work on tour guide motivations was available, it was decided to generate a battery of motivations. As a first step a free listing technique was used. Participants of state level tour guide training programme were approached in northern and eastern regions and asked to list why they wanted to become tour guides. Since tour guides normally operate as independent entrepreneurs, literature from entrepreneurial motivations was also referred (Prakash and Chowdhary, 2007).

In general, most research studies on entrepreneurial motivations seem to suggest that in order to identify entrepreneurs from non-entrepreneurs we should examine the characteristics of an individual to see whether they are consistent with the common set of characteristics as revealed and confirmed by various research findings in the study of entrepreneurs. Researchers have traditionally considered either individual factors (McClelland, 1961; Hornaday and Aboud, 1971; Kihlstrom and Laffont, 1979; Dunkelberg and Cooper, 1982;

Carland, Hoy, and Carland, 1988) or contextual factors (Aldrich, 1989; Carsrud and Johnson, 1989; Hornaday, 1990) in explaining why some individuals choose to become entrepreneurs. Studies considering both sets of factors together (individual and contextual) in an examination of a person's decision to become an entrepreneur are rare (Shaver and Scott, 1991).

The results of various studies have not been conclusive because the variability in both, individual factors and external factors (such as the availability of

lucrative entrepreneurial opportunities), have not been simultaneously considered in these studies (Shaver and Scott, 1991; Shane and Venkataraman, 2000). However, a review of literature does not provide us a clear and conclusive remark on what common characteristics are.

As a first phase of research a free list of 63 motivations was developed. Interestingly the list included both individual and external factors. This list was presented to a panel of experts who eliminated redundancy and reduced this list to 37 (Table 1).

Table 1 - Battery of tour guide motives

Motive	Description	Label
M1	Tourism in India is growing and there is lot of opportunity	OPPORTUN
M2	I think I can do a guide's job better	GOODJOB
M3	I already had some contacts	CONTACT
M4	It is a good means to earn a livelihood	LIVELIHD
M5	It allows an opportunity to travel	TRAVEL
M6	Is a good part time opportunity	PARTTIME
M7	I had fewer other choices	OPTIONS
M8	It will help me to know people from all over the world	KNOWPPL
M9	It helps to know about different cultures of the world	KNOWCULT
M10	It will give me an opportunity to represent my country and culture	REPRCULT
M11	I wanted a vocation near the place of my residence	NEARHOME
M12	I had other friends in this profession	FRIENDS
M13	One can earn a lot in this profession	EARNLOT
M14	I love Indian heritage	LUVHERIT
M15	There is lot of respect for this profession in society	RECOGNI
M16	In this profession you are your own boss	OWNBOSS
M17	I was not getting any other job of my liking	CHOICEJB
M18	I love to interact with people and make friends	MAKEFRND
M19	In this profession I will have more autonomy	AUTONOMY
M20	I will not have to work all the year	YEARRND
M21	I have necessary skills and attitudes to be successful as a tour guide	HAVSKILL
M22	I had to support my family with this as a source of additional income	ADDLINC
M23	Government is offering lot of support to tourism industry	GOVSUPPT
M24	I think I enjoy doing this job	ENJOYJOB
M25	I love telling people about art and culture in an interesting manner	LUVNARR
M26	I want to have information about different places	KNOWPLC
M27	I wanted to make use of my abilities to present effectively	EFFPRSNT
M28	I wanted to help tourist with more information about India	HLPTRST
M29	It is an alternative employment opportunity	ALTEPL
M30	I wanted to help tourists during their visitations	HLPVISITOR
M31	I wanted to present India in a right way	PRSENTIND
M32	It may give me an opportunity to travel abroad	TRVABRD
M33	I wanted to promote humanity and fraternity	HUMANITY
M34	I wanted to know more about monuments and heritage	KNOWHERT
M35	I always loved history	LUVHIST
M36	Tourism has evolved into an industry	TOURIND
M37	I would like to tell people to preserve our heritage	PRESERVE

Instruments were developed with these 37 items. Bilingual instruments were developed 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.

One of the important results was the descriptive statistics about the motives to become tour

guides. While the mean varied between 1.11 to 3.31 on a five-point (1-5) scale with '1' indicating strong agreement and '5' indicating strong disagreement with the statement. So smaller the value of rating on the scale more does respondent agree with the statement.

The top five motives were all close to 1 and all had standard deviation less than 0.5 which indicates that these motives were important with little inter-respondent variation.

Table 2 - Top five motives for becoming tour guide (combined)

Motive	Description	Rank	Mean	S.D.
M14	I love Indian heritage	1	1.081	.354
M37	I would like to tell people to preserve our heritage	2	1.122	.368
M1	Tourism in India is growing and there is lot of opportunity	3	1.135	.344
M28	I wanted to help tourist with more information about India	4	1.751	.417
M10	It will give me an opportunity to represent my country and culture	5	1.216	.414

A further analysis suggests that more or less the top motives were similar for two regions. However only two factors, "M14 - I love Indian heritage" and "M1 - Tourism in India is growing and there is lot of opportunity" were common to the two lists. A close look also indicates that these were top motivations for

the northern region respondents; these were tied at rank 3 for the eastern region respondents. Top two motivations for eastern region were for more altruistic. This conclusion however is not conclusive. Table 3 gives the top five motives region-wise.

Table 3 - Top five motives for becoming tour guide (region-wise)

<u>North</u>		<u>East</u>	
Rank	Motive	Rank	Motive
1	I love Indian heritage (M14)	1	I would like to tell people to preserve our heritage (M37)
2	Tourism in India is growing and there is lot of opportunity (M1)	1	I love to interact with people and make friends (M18)
3	I wanted to help tourist with more information about India (M28)	3	I love Indian heritage (M14)
4	I wanted to present India in a right way (M31)	3	Tourism in India is growing and there is lot of opportunity (M1)
5	It will give me an opportunity to represent my country and culture (M10)	3	It helps to know about different cultures of the world (M9)

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 extract Eigenvalues greater than 1 allowing up to 50 iterations for convergence (Table 4).

Table 4 - Variance explained by Factors

Initial Eigenvalues (first 13 components with eigen values greater than 1)

Factors	Total	% of Variance	Cum. %
1	9.264	19.632	19.632
2	2.749	7.429	27.061
3	2.737	7.398	34.459
4	2.109	5.701	40.160
5	1.883	5.089	45.249
6	1.755	4.742	49.991
7	1.606	4.341	54.332
8	1.521	4.112	58.444
9	1.382	3.735	62.178
10	1.305	3.528	65.706
11	1.203	3.252	68.958
12	1.086	2.934	71.892
13	1.021	2.761	74.653
14	.903	2.439	77.092
15	.826	2.233	79.326

Cases were excluded list-wise to take account for missing values. Correlation matrix for 37 items did not return any coefficient more than 0.7, so all the 37 items were included in the factor analysis. A 13-factor solution explaining 74.65% of total variance appeared most interpretable. The factors based on component

matrix were not readily interpretable. 16 variables were grouped under one factor where as at least 3 factors did not have any variables. However, rotated component matrix gave a more interpretable solution (Table 5).

Table 5 - Motivating factors¹ responsible for decision to become tour guide

Motive	Item	Variability	Rank
Factor 1: Self actualization			
M8	It will help me to know people from all over the world	0.56312	11
M9	It helps to know about different cultures of the world	0.55049	9
M10	It will give me an opportunity to represent my country and culture	0.41447	5
M16	In this profession you are your own boss	1.25564	32
M18	I love to interact with people and make friends	0.71336	12
M19	In this profession I will have more autonomy	0.81373	25
Factor 2: Telling and selling			
M25	I love telling people about art and culture in an interesting manner	0.57868	19
M37	I would like to tell people to preserve our heritage	0.36836	2
M27	I wanted to make use of my abilities to present effectively	0.72507	20
M28	I wanted to help tourist with more information about India	0.41737	4
M31	I wanted to present India in a right way	0.46260	7
Factor 3: Skills and abilities			
M2	I think I can do a guide's job better	0.43983	8
M21	I have necessary skills and attitudes to be successful as a tour guide	0.60189	18
M35	I always loved history	0.81407	21
M36	Tourism has evolved into an industry	0.81407	17
Factor 4: Networking			
M3	I already had some contacts	1.13476	30
M12	I had other friends in this profession	1.15200	29
M33	I wanted to promote humanity and fraternity	0.67647	15
Factor 5: Job quality			
M4	It is a good means to earn a livelihood	0.62171	23
M5	It allows an opportunity to travel	0.63468	13
M13	One can earn a lot in this profession	1.01889	28
M15	There is lot of respect for this profession in society	1.11135	33
Factor 6: Survival			
M7	I had fewer other choices	1.34532	36
M11	I wanted a vocation near the place of my residence	1.23872	34
Factor 7: Learning needs			
M32	It may give me an opportunity to travel abroad	0.72660	24
M34	I wanted to know more about monuments and heritage	0.50470	10
Factor 8: Indian tourism			
M1	Tourism in India is growing and there is lot of opportunity	0.34420	3
M14	I love Indian heritage	0.35375	1
M26	I want to have information about different places	0.45473	6
Factor 9: Marginal employment			
M6	Is a good part time opportunity	1.08505	31
M20	I will not have to work all the year	1.20417	35
Factor 10: Limited options			
M17	I was not getting any other job of my liking	1.32340	37
Factor 11: Personal satisfaction			
M24	I think I enjoy doing this job	0.57144	16
M28	I wanted to help tourists during their visitations	0.56623	14
Factor 12: Employment			
M22	I had to support my family with this as a source of additional income	0.81816	22
M29	It is an alternative employment opportunity	0.97583	26
Factor 13: Government support			
M23	Government is offering lot of support to tourism industry	1.07692	27

3. INTERPRETING FACTORS

The first factor, self actualisation (FREEKNOW), explained 19.6 % of variation. This factor indicates motivations those include being by your own, meeting people from around the world, learning from them the way they live and exist. Second factor was labelled telling and selling (INFOSHAR) because the driving motivation was to use one's presentation skills to tell tourists about our art and culture, presenting a correct picture of India and impressing upon the need to preserve heritage. This factor explains 7.4% of variance.

Third factor motivating individuals to take up tour guiding as a profession is confidence in one's own skills and abilities to become a guide. Knowledge of history is considered a desired competence. This factor also includes considering tourism as an evolving industry where these skills and abilities can be made use of. This factor called skills and abilities (USESSKIL) explains 7.4 % of variation.

Some people are motivated to be a part of this industry as tour guides because they have good networking in the industry, which they believe would help them. They have friend who are already in the business or related business and might insist that the prospective tour guide do enter the trade. Primacy of relationships within the network also suggests that this vocation promotes humanity and fraternity. 5.7% of variation is explained by this factor called networking (GRPPULL).

Few others believe that this is a good profession to pursue. One can earn a decent livelihood along with opportunity to travel. Immediate community of the respondents also holds this vocation in high esteem and so they believe that there is lot of respect for people who become guides. However, it must be noted that this perception may not hold true for society at large. This factor was labelled job quality (POTVOC) and it explained 5.1% of variation.

For some tour guiding was a means to survive where they will not have to move out of their places of normal residence where there were few options of alternate employment were available. This factor is called survival (SURVIVAL) and explains 4.7% of the variation.

Potential to travel abroad and learn about world especially monuments and heritage could be another factor of motivation to become a tour guide. Another 4.3 % of variation can be explained by this factor called learning needs (LEARN).

Mood in country is upbeat as far as performance of tourism is concerned. Central

governments as well as most of the state governments have tourism as one of the priorities and individuals close to the trade believe that there is immense potential in the sector. Becoming a tour guide would relate to their love for Indian heritage and their urge to learn more about different places as one expects more tourist inflows. This general factor is labelled Indian tourism (INDTOUR) and variables included in this are the top ranked motivations. This however explains only 4.1% variation.

Marginal employment (MARGEMPL) is the next factor that motivates those who are interested in tour guiding as a part time vocation where they do not have to work round the year as the tourism demand is seasonal. Lot of people are getting attracted towards tour guiding as it can be pursued part time and at will-one may or one may not accompany a tour party. Marginal employment factor explains only 3.7% of the variation.

Limited options (OPTIONS) of employment in a community may also force an individual to take up tour guiding as a profession if there is some opportunity of tourist activity. This is a single component factor and explains 3.5% of variation. 3.3% of variation is explained by personal satisfaction (SATISFAC) factor. Individuals are motivated to become tour guides because they enjoy doing this and derive satisfaction by helping tourists.

With proliferation of tourism activities, tour guiding has emerged as an alternative employment for many people. It has become an important source of additional family income. Labelled as "employment" (INCOMAUG) this accounts for 2.9% variation. Around 2.8% variation is due to a single component factor which was called government support (GOVT). People see a lot of government support for tourist activities and relate it to potential in the industry. This motivates as well.

4. COMPARISON OF NORTHERN AND EASTERN REGIONS

An important question that still remained was that is there a difference in these factors (13) of motivation across the two chosen regions- north and east. Each factor rating was computed by summing the rating of individual component variable for that factor and dividing the sum by the number of such variables in the factor. This was done for each case (respondent). For example for the first factor self actualisation (FREEKNOW) with six components, the rating is calculated as follows:

$$FREEKNOW = \frac{KNOWPPL + KNOWCULT + REPCULT + OWNBOSS + MAKEFRND + AUTONOMY}{6}$$

Table 6 - Descriptive statistics for the factors of motivations for becoming tour guide

Factor	North			East			Total		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Self actualization	54	1.6481	0.54529	42	1.4087	0.38643	96	1.5434	0.49456
Telling and selling	55	1.3455	0.36404	41	1.3366	0.44145	96	1.3417	0.39674
Skills and abilities	55	1.5409	0.53955	41	1.2988	0.35890	96	1.4375	0.48395
Networking	51	1.9281	0.77550	42	1.4841	0.52680	93	1.7276	0.70701
Job quality	53	1.9623	0.55339	41	1.6951	0.60599	94	1.8457	0.58900
Survival	55	3.0273	1.02478	43	2.6163	1.09020	98	2.8469	1.06831
Learning needs	56	1.6607	0.55683	40	1.4250	0.48767	96	1.5625	0.53925
Indian tourism	56	1.1726	0.31776	44	1.1742	0.31736	100	1.1733	0.31598
Marginal employment	56	2.6161	0.95342	43	1.8488	0.82039	99	2.2828	0.97196
Limited options	55	3.0909	1.35089	43	3.0233	1.31816	98	3.0612	1.33019
Personal satisfaction	56	1.3571	0.42334	42	1.5238	0.55163	98	1.4286	0.48694
Employment	56	1.8036	0.74881	42	1.6071	0.62015	98	1.7194	0.70002
Government support	56	1.7679	1.02675	43	2.1628	1.06749	99	1.9394	1.05770
Grand mean		1.9170			1.7388			1.8392	

Table 6 gives values of mean and standard deviation for each factor both regions wise and combined. It can be seen from Table 7 that Indian tourism, Telling and selling, Personal satisfaction and Skills and abilities were the prime motivators in that

order. On the other hand challenging factors like Limited options, Survival, Marginal employment and Government support in that order had limited role in motivating individuals to become tour guides.

Table 7 - Ranking of factors that motivate to become tour guides

<u>Most important</u>		<u>Least important</u>	
Factor	Rank	Factor	Rank
Indian tourism	1	Government support	10
Telling and selling	2	Marginal employment	11
Personal satisfaction	3	Survival	12
Skills and abilities	4	Limited options	13

Difference in means for different factors for independent samples drawn from two regions was analysed using independent sample t- test for factor means for two regions. Results are given in Table 8. Significance was established at 0.05. While there was no significant difference in factors like Telling and

selling, Survival, Indian tourism, Limited options, Personal satisfaction, Employment, and Government support, across the two regions; there was significant difference between the means for factors like self actualisation, Skills and abilities, Networking, Job quality, Learning needs, and marginal employment.

Table 8 - Independent sample t-Test for factor means for two regions

	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Self actualization	2.515	93.272	0.014	0.2394	0.09519	0.05039	0.42845
Telling and selling	0.105	76.309	0.917	0.0089	0.08463	-0.15968	0.17742
Skills and abilities	2.636	92.930	0.010	0.2421	0.09184	0.05975	0.42451
Networking	3.273	88.027	0.002	0.4440	0.13565	0.17441	0.71354
Job quality	2.201	82.004	0.031	0.2671	0.12139	0.02566	0.50862
Survival	1.901	87.568	0.061	0.4110	0.21618	-0.01865	0.84064
Learning needs	2.200	90.071	0.030	0.2357	0.10716	0.02283	0.44860
Indian tourism	-0.025	92.535	0.980	-0.0016	0.06397	-0.12866	0.12542
Marginal employment	4.297	95.693	0.000	0.7672	0.17856	0.41278	1.12169
Limited options	0.249	91.375	0.804	0.0677	0.27127	-0.47116	0.60647
Personal satisfaction	-1.631	74.400	0.107	-0.1667	0.10220	-0.37029	0.03696
Employment	1.419	95.006	0.159	0.1964	0.13845	-0.07844	0.47129
Government support	-1.855	88.689	0.067	-0.3949	0.21290	-0.81798	0.02811

* Significant for 0.05 percent

An important observation was that respondents from the eastern region were using a different scale (over all mean across factor = 1.7388) compared to the respondents from the northern region (over all mean across factor = 1.9170), while the over all mean was

1.8392. Researchers decided to see if the response if the scales are moderated. The means for northern region were therefore scaled down and those for eastern region were scaled up so that each has a mean of 1.8392. Moderated values are given in Table 9.

Table 9 - Moderated means of factors of motivations for becoming tour guide

Factor	North			East			Total		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Self actualization	54	1.5813	0.54529	42	1.4901	0.38643	96	1.5434	0.49456
Telling and selling	55	1.2908	0.36404	41	1.4138	0.44145	96	1.3417	0.39674
Skills and abilities	55	1.4784	0.53955	41	1.3738	0.35890	96	1.4375	0.48395
Networking	51	1.8499	0.77550	42	1.5698	0.52680	93	1.7276	0.70701
Job quality	53	1.8826	0.55339	41	1.7930	0.60599	94	1.8457	0.58900
Survival	55	2.9044	1.02478	43	2.7673	1.09020	98	2.8469	1.06831
Learning needs	56	1.5933	0.55683	40	1.5073	0.48767	96	1.5625	0.53925
Indian tourism	56	1.1250	0.31776	44	1.2420	0.31736	100	1.1733	0.31598
Marginal employment	56	2.5099	0.95342	43	1.9556	0.82039	99	2.2828	0.97196
Limited options	55	2.9655	1.35089	43	3.1978	1.31816	98	3.0612	1.33019
Personal satisfaction	56	1.3021	0.42334	42	1.6118	0.55163	98	1.4286	0.48694
Employment	56	1.7304	0.74881	42	1.6999	0.62015	98	1.7194	0.70002
Government support	56	1.6961	1.02675	43	2.2877	1.06749	99	1.9394	1.05770

$\delta = \text{Mean}_{\text{north}} - \text{Mean}_{\text{east}}$ (Only sign)

Table 10 includes only factors where there is a significant difference between the means of the factors. The last column gives the difference between the moderated means (Mean north - Mean east). This is based on Table 6. Further, Figure 1 suggests what

motivates more in northern region and what in eastern regions. Of the top four motivators, northern region had a higher mean for first three (in order) while for eastern region only the fourth rank “skills and abilities” was better than that for north.

Table 10 - Comparison of mean for factors with significant differences (original means)

Factor	Mean _{north}	Mean _{east}	δ (difference)
Self actualization	1.6481	1.4087	+
Skills and abilities	1.5409	1.2988	+
Networking	1.9281	1.4841	+
Job quality	1.9623	1.6951	+
Learning needs	1.6607	1.4250	+
Marginal employment	2.6161	1.8488	+

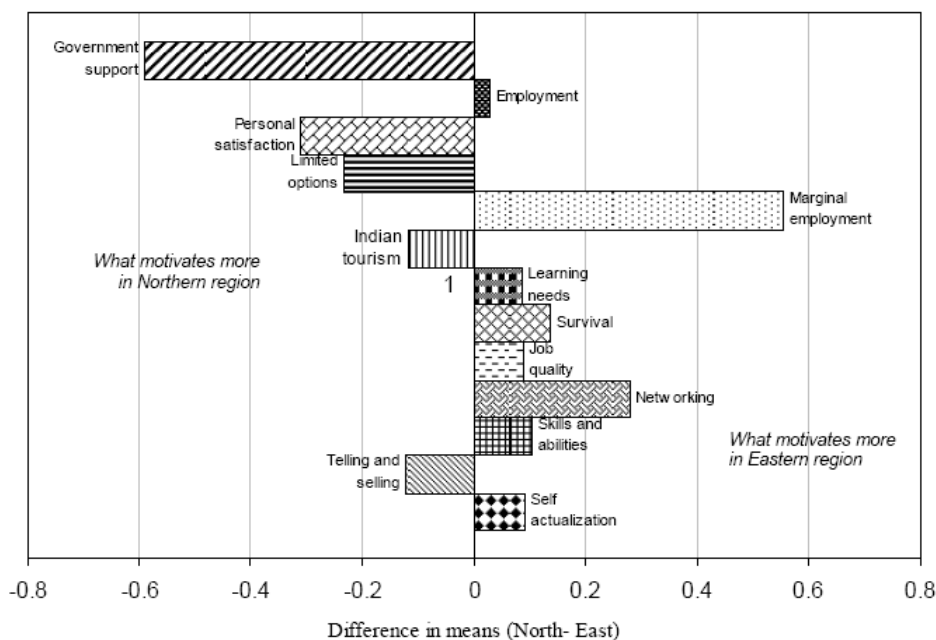


Figure 1 - Comparison of means

5. CONCLUSIONS

Analysing the battery of responses (Table 3) it may be observed that there is positivism about the growth of tourism in India. People in both the regions believe that with continuous government support tourism will grow in India. Hype about tourism has created increased awareness for the cause of tourism. The public disposition is changing for better. People have begun to identify themselves with India's culture and interestingly they want to contribute as tour guides for a variety of reasons ranging from "I love my heritage", to "I want to tell people to preserve heritage", "I want to present India in a right way", "helping tourists" and "learning". Drivers like "I was not getting a job of my liking (37)", "I had few other choices (36)", "I will not have to work all the year (35)", "I wanted a vocation near the place of my residence (34)", etc. were lower ranked.

Analysis of reduced factors suggest that that survivalist and negative tendencies like *Limited options* (Rank 13), *Survival* (12), and *Marginal employment* (11) are limited in motivating individuals. On the other hand intrinsic factors like *Indian Tourism* which includes loving Indian heritage, etc. (Rank 1), *Telling and selling* (2), *Personal satisfaction* (3), and *Skills and abilities* (4) are important.

There is a perceived optimism about growth of tourism in north as compared to eastern India. Individuals in northern region are therefore more likely to take up tour guiding as a profession. Tourism has grown significantly in north with New Delhi as a leading international airport for access to important tourist circuits like Golden Triangle and Buddhist Circuit. States like Rajasthan, MP, Himachal Pradesh and UP are popular with tourists. There is a large community of people in north who have interest in learning and sharing about art, culture, and heritage. Accompanying tourists is increasingly becoming an accepted profession. This is also a source of personal satisfaction.

Perceived government support though not a significantly different for two regions is an important motivator in north. Individuals believe that governments have a lot of stake and priority with this sector and so it would be safe to work here. A limited option has driven only a few people and is one of the less motivating factors over all.

In eastern region it is interesting to see that factors like self-actualization are among the key motivators. People are becoming tour guides because they want freedom and are seeking knowledge specially related to world and cultures around. There is also perceived optimism regarding one's own abilities to as a tour guide. To use relevant skills and abilities in a growing industry is a welcome trend. It is also encouraging to see that there is a positive disposition for a tour guide's job. It is now being seen as a respected vocation (as against a popular belief that guide's jobs are menial and/or not confirming to

societal norms in India) with a potential to earn a decent livelihood.

On the flip side it is of some concern to see that in eastern region issues like survival and marginal employment still figure as motivators to join the profession. Survivalists who are looking for some jobs near home because they do not want to relocate, or who think that present establishment is source of their survival look towards tour guiding as there are not many other job options available near by. Also in some cases individuals are not earning enough and they are seeking some part time job to augment their existing livelihood. Not much can be expected from these less committed individuals. Friends and acquaintances also pull a few individuals into the trade. Some people are already linked to the trade on its periphery as suppliers or casual contributors. Given an expansion plan of an existing entrepreneur or perceived increased demand these people are motivated to work for them. Others are simply attracted to the trade because some in reference peer group are doing decent. "Why cannot I?"

It is important to understand that governments-both at the centre and in states must continue to create hype in the tourism trade which will attract more individuals. If a large number of individuals compete to enter the tour guide business in a given area, in all likelihood tourism business will get competent guides.

Though for a more conclusive interpretation a research with bigger sample size is recommended. However, this study indicates that there are differences in motivations to become tour guide between respondents in northern and eastern regions. There are significant differences in some of the factors. For any case efforts should be made to create climate where positive motivators are significant compared to negative pressures to be in the trade. It is suggested that in regions other western, eastern, south and northeastern regions where tourism industry needs competent guides government and professional associations related to trade must undertake some kind of sensitization and counseling programmes to motivate prospective tour guides. Intervention in terms of academic content tourism and other undergraduate programmes can be another option. Organizing tourism awareness camps for students/youth may also be considered. Ministry of Tourism's schemes like "Earn While You Learn" should be extended to other regions as well. This might be a instrumental in create a pool of sensitized youth from where motivated few individuals can pursue this profession.

It is common to make generalizations about the motivating factors - which are not appropriate. It is important to understand that because of differences in an individuals' context which include culture, social norms, economic well being and importance attached to it, etc. affect motivations of individuals to become tour guides. Further, given an area because of peer group and social reference there evolves some

homogeneity in motivations. However this is different for different situations. Therefore any effort to motivate individuals to become tour guides should be drawn on research on motivators in that locality.

ENDNOTES

¹ Based on rotated component matrix.

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