PERCEPTION OF TOUR GUIDES TOWARDS TOUR OPERATORS IN BANGKOK, THAILAND

By
NORAWAN WONGLERTWIT

A Thesis submitted in partial fulfillment
of the requirement for the degree of

Master of Arts in Tourism Management

Graduate School of Business
Assumption University
Bangkok, Thailand

April, 2006

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ACCEPTANCE

This dissertation was prepared under the direction of the candidate's Advisor and Committee Members/Examiners. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Master of Arts in Tourism Management in the Graduate School of Tourism Management of Assumption University of Thailand.

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Abstract

This study aims at measuring the perception of tour guides towards tour operators in Bangkok, Thailand. A total of 381 questionnaires were distributed to respondents who were tour guides working at main tourist attractions around Bangkok. Descriptive statistics was used to calculate means, Inferential statistics by means of T-Test, ANOVA and Chi-square were used for testing 20 hypotheses set for this research.

Findings reveal that tour guides showed that they felt neutral for term of employment, fairness and integrity and safety and work procedure. However, they disagree for compensation they have received.

From hypothesis testing, 13 null hypotheses are rejected, and 7 null hypotheses are accepted. Thus, the general conclusion of hypothesis testing is that there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment, age, marital status, educational level; on compensation when classified by nature of employment, gender, age, educational level; on fairness and integrity when classified by nature of employment, age, educational level; on safety and work procedure when classified by nature of employment, age.

On the other hand, there is no difference among tour guides in their perception towards dealing with tour operators in term of employment when classified by

gender; on compensation when classified by marital status; on fairness and integrity when classified by gender; on safety and work procedure when classified by gender, marital status and educational level.

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Lastly, I would like to thank all tour guides who cooperated with me for answering my questionnaire and interview. I am quite positive that this study will contribute to tour guides status and the tourism community more or less.

Norawan Wonglertwit

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Chapter 1: Introduction

This chapter discusses tour guides and tour operators in Thailand and their relationship. Further, it identifies the research problems and the research objectives. Finally, this chapter will elaborate the scope of the research, the significance of the study, and definition of terms used in this study.

1.1 Background of the Study

1.1.1 Tour Guides in Thailand

People travel all the time, either for business or for leisure. They may experience unfamiliar culture and places. Therefore, the important role of tour guides as they escort, lead and interpret foreign cultures to millions of tourists each year is well recognized. During traveling, tourists find themselves in strange and unfamiliar places where they must rely on the experience, communication skills and knowledge of a single person — the tour guide.

Tourism is influenced by tour guides to a very high extent. Tour guides provide information and anecdotal stories about sites visited, places photographed and people encountered. They provide text to silent panorama passing outside the windows of the air-conditioned tour bus.

Association of Thai Travel Agents (ATTA) released its latest statistics for January to August 2005 that show ATTA-member handled tourist arrivals at Bangkok International Airport. ATTA welcomed 1,540,137 travelers in the first eight months at the airport. From January to August, top ATTA suppliers were China with 211,309 visitors, followed by Korea 198,493, Japan 185.732, Hong Kong 105,581 and Singapore 99,698. The UK was the ATTA's top European market with 93,449 visitors, Germany

46.558 and France 22,468. Australia supplied 28,647 tourists and the USA 22,484. August 2005 arrivals of 243,112 visitors. In August, Asian markets were the strongest with China delivering 40,185 visitors, Japan 25,067 and Hong Kong 24,901 visitors. Top European market was the UK with 11,740 travelers while the US supplied 2,116. (TR Weekly, 2005)

From the above statistic, we can see that there are numerous number of arrival tourists. With the rise of tourists worldwide, there is an increasing need of tour guides. All passengers who come through travel agents or tour operators need to pay ATTA fee for THB 15.00 per person, which is likely to estimate that tour guides will be using during service, either sightseeing, transfers or escort. The fare is calculated based on in tour and transfers cost. Therefore, tour guides become one of the tourism suppliers and has been playing a vital role in the industry. In tour operation, tour guide is even more indispensable as they take part in the delivery of service to the tourists.

According to Tourist Business and Guide Act 1992, it is stated that any tour operators/travel agents and tour guides are required to have licenses as tourists are regarded as consumers. The Act is to prevent tour guides and tour operators from taking advantage of tourists and to standardize the industry, which will be beneficial to all stakeholders. For tour guide service, the Tourism Authority of Thailand has set the qualification of tour guide as follows:

- Twenty years of age or above
- Thai citizen only
- Having the certificate from The Professional Tour Guide Training Course from authorized and approved institutes by Tourism Authority of Thailand

- Able to speak at least one foreign language
- Complete sanity, not being insane
- Never been imprisoned
- No contagious disease, and not a drug addict
- Not being a person under the restriction by Tourism Authority of Thailand
- Never got his or her tour guide license revoked in the past three years

Below are the latest statistics from Office of Tourist Business and Guide Registration, October 2005 (Figure 1.1 Tour Guides Statistics)

Type of license	Total	Registration office				
		Bangkok	North.	South Region 1	South Region	North-Eastern
1. General Tour guide	21,536	15,979	3,231	604	1,087	635
1.1 International (Silver license)	20,551	15,049	3,204	598	1,080	620
1.2 Thai (Gold license)	985	930	27	6	7	15
2. Specific Tour guide	6,136	1,780	1,905	623	1,587	241
2.1 International-Specific area (Pink license)	3,808	1,253	1,342	303	713	197
2.2 Thai-Specific are (Blue license)	532	304	136	26	64	2
2.3 Trekking (Green license)	391	10	357	15	6	3
2.4 Art-Culture (Red license)	2	2	0	0	0	0
2.5 Sea (Orange license)	5	0	0	3	2	0
2.6 Seashore (Yellow license)	1,213	163	16	275	756	3
2.7 Natural attraction (Violet license)	106	15	42	1	46	2
2.8 Local culture (Brown license)	79	33	12	0	0	34
Total	27,672	17,759	5,136	127	2,674	876

(Source: Office of Tourist Business and Guide Registration, October 2005)

To become a tour guide in Thailand, participants have to go to institutes that provide The Professional Tour Guide Training Course from authorized and approved institutes by Tourism Authority of Thailand, take tour guides courses that they choose. At the end, they have to pass exam and get the certificate. Each authorized institute has

provide training in different license depending on the demand of that area. For example, silver and gold license are commonly provide by institutes in Bangkok whereas yellow license (seashore) is commonly provide in seashore provinces such as Phuket.

1.1.2 Tour operators in Thailand

A tour operator is a person or company who purchases the different items that make up an inclusive holiday in bulk, combines them together to produce package holidays and then sells the final products to the public either directly or through travel agencies (Yale, 1995)

According to the Association of British Travel Agents (ABTA), the EC Package Travel Regulations define a 'package' as meaning, "the pre-arranged combination of at least two of the following components when sold or offered for sale at an inclusive price and when the service covers a period of more than 24 hours or includes overnight accommodation":

A) Transport – flights, coach, van, ship, rail, transfers

B) Accommodation – hotels, resorts, guesthouses, villas or serviced apartments

C) Other tourist services not ancillary to transport or accommodation and accounting for a significant proportion of the package – excursion, sightseeing and representative such as tour escort, tour guide (Yale, 1995)

Tour operators are generally classified as follows:

- *Incoming tour operators or inbound tour operators:* The organization is specializing in handling incoming foreign holidaymakers. Some are merely ground handling agents, and their role may be limited to organizing hotel accommodation on behalf of an overseas tour operator, or greeting incoming visitors and transferring them to their hotels. Other

companies, however, will offer a comprehensive range of services which may include negotiations with coach companies and hotels to secure the best quotations for contracts, organizing special interest holidays or study tours, or providing dining or theatre arrangement. In some cases, companies specialize by the markets they serve catering fro the inbound Japanese or Israel markets, for example. (Holloway, 2002)

- *Overseas tour operators or outbound tour operators:* The organization is specializing in handling outgoing holidaymakers. They mostly handle what inbound tour operators or incoming tour operators do, but operate overseas.

- *Domestic tour operators:* Domestic tour operators organizes package holidays domestically, that is, to a destination within the country in which the tourist resides. The well-known domestic tour operators in Thailand is Numsao Tour or N. S Travel.

- *Specialist tour operators:* To define the expression 'specialist tour operator' is quite tricky because such operators are very small and cater to a very specific niche in the market such as MICE (meeting, incentives, convention and events), educational tours and incentive tours.

In Thailand, to become a tour operator or travel agent, they need an official license from Tourism Authority of Thailand. There are three types of licenses:

1. Tour operators or travel agents who can operate or organize tour in a specific area where the office is located or nearby connecting provinces
2. Tour operators or travel agents who can operate domestic tour only which mean organize tours in Thailand.
3. Tour operators or travel agents who can operate both inbound and outbound tour.

More details of tour operators in Thailand will be clarified in the next chapter.

Below are statistics from Tourist Business and Guide Registration office, October 2005

(Figure 1.2 Tour operators statistics)

Type of license	Total	Registration office				
		'Bangkok	North	South Region 1	South Region 2	North-Eastern
International	2,634	2,086	127	105	222	94
Domestic	721	460	81	57	98	25
Specific area	2,910	374	606	120	1,790	20
Total	6,265	2,920	814	282	2,1 0	139

(Source: Tourist Business and Guide Registration office, October 2005)

1.1.3 Relationship between tour guides and tour operator in Thailand

It is obvious that tour guides and tour operators are inseperable. They have to rely on each other. Normally, the tour guides would not have the job if there is no tour operator. Tour guide can be regarded as supplier to the tour operators. After the tour operators have got the request from the clients that they want tour guides to take them around, accompany or escort, then the tour operators assign the job to the guides.

The role of tourist guides towards tour operators are as follows:

- Service at the best and solve on spot problem on behalf of tour operator
- Looking after benefits on behalf of tour operators such as trip expenses and prevent tourists to be taken advantage of by any tourist business.

  Acting as public relation officer for tour operators.
- Acting as ambassador to build good relationship with tourism service providers including accommodation, restaurants, tourist attractions, transportations and sightseeing.

- Data collector on tourist information regarding map or new routing in order to improve services and product in the future.

When tour operators get clients from overseas, either groups (tourists who travels in groups more than 9 persons) or FIT (Free Independent Travelers, 1-9 persons), they will assign a guide to accompany the clients throughout the trip or either a certain destination upon the request of clients. The company will ask the guide to come to the office to collect the itinerary, advance money and other relevant documents that the tour operators want tour guides to pass to clients. At this stage, tour operators will brief many things to guides including:

- The nationality and the nature of clients. Each group of clients will have different needs to travel such as Asian clients may keen on shopping, but not historical places like Westerners. Tourist guides will have to understand the needs and nature of clients.
- The overall itinerary where clients would like to visit. This will include where to stay, means of transport, where to eat and which places to visit.

  What are special characteristics of the clients such as clients who are interested in trekking, historical places and culture.

  Special details like vegetarian or non-vegetarian clients.

This kind of information is useful for tour guides to run the trip smoothly. After that, tour guide may have to study information of places and how to get there. Tour guides have to be ready before the clients arrive. They have to recheck on the following:

- Arrival flights: Tour guides have to check if the flight arrived on time and will arrive at which terminal.
- Coaches: Tour guides have to check if it is ready and the coach's microphone or air-conditioner is working well.
- Hotels: Tour guides have to check if the hotel has the booking and make sure on rooming list relevant with number of rooms.
- Restaurants and shows: Tour guides have to check on restaurants and shows if seats are booked.

On the spot when tour guides and clients are together, it is likely that incidents or problems may occur. The common ones are clients may request to visit places out of itinerary, buying optional tours, clients sickness and loss of belongings. When it happens, tour guides have to report tour operators and help each other to solve problems for clients.

After the tour finishes, tour guides have to come back to the company again to clear advance money to the company and do the report on what happened during the tour. If there are things that the tour guides experienced during the trip such as updated information on routing, or comments from clients on hotels, restaurants, and transports, tour guides must report to the company to improve on the next trip.

It is obvious that relationship between tour guides and tour operators are related. They have to depend on each other on every means.

1.2 Statement of the problem

According to the previous statement, the relationship between tour guides and tour operators is very obvious. To understand the perception of tour guides towards tour

operators is very important to benefit both sides on working together fairly and smoothly resulting in customer satisfaction. This study attempts to investigate the perception of tour guides towards tour operators in order to gain mutual understanding between both of them in order to make tourism product appealing to tourists.

Many people may perceive tourist guide as a high profile and a glamorous job. They are paid well to see the world. Although this commonly-held perception is more or less true, a few caveats are in order.

A tour operator somehow limits tour guides to certain destinations. It is true that tour guides sample a narrow range of attraction, at least in the early stage of employment, since companies assign novice tour guide to less popular tours. This means experienced tour guides will have more chances than unexperienced ones to go for complicated tours such as tours that go around north of Thailand or more jobs. Novice guides may be limited to getting only daily city tour and less jobs.

- Their availability is tightly controlled. Tour operators expect tour guides to be fully available during high season and they cannot refuse job even though they have personal matters. In other words, tour guides hardly have any well-paid job during low season at all.
- Tour operators mostly treat tour guides as freelance independents, yet frown on their working for competing companies, and they will certainly stop offering tours to tour guides who turn down too many trips.
- In term of salary and benefits, the financial rewards can be substantial. The typical tour operators pay guide fee a set amount per day (per-diam salary), although some pay an hourly wage. According to the standard guide fee from

Association of Thai Travel Agents (ATTA) announced unofficially since year 2003, full day tour is THB 800.00, half day is THB 400.00. Transfer rate is around THB 250-400.00. Proficiency in third language would enable tour guides to get higher guide fee because of the language skills required for the job. Companies located in large cities, such as Bangkok generally pay far more than those in smaller cities or towns.

- Although most meals, transportation and accommodations are provided free of charge to tour guides, there are many times that they have to partially pay out of their own pocket due to the group or the company having a very tight budget. The guides are required to help on this supplement.
- Sales commission on optional services provide important income to tour guides in certain companies. An optional service is a tour component that is not included in the tour price that a client can purchase during the tour. The tour companies typically gets 10 to 20 percent of what the clients pay for the optional. However, this percentage is normally shared between the tour leader and the tour guide respectively which the latter seems to get less.
- Commission on certain other extra must also be factored in. When tour guides or tour leaders 'steers' a group or a client to a gem factory, souvenir store, or extra night club tour, he or she often receives commission or kickback. Every tour company asks the tour guide to give half of the commission or any agreement percentage back to the company (TR Weekly, 2005).

Working closely together may have some misunderstanding or be treated unfairly from the tour operator. In the beginning of tourism industry in Thailand around 1970s

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when Thai government invented the campaign of "Travel to Thailand" which is the first campaign to attract incoming tourists, many standardized tour operator recruited tour guides to be their permanent staff (Tourism Authority of Thailand, 2003). The guides would get monthly salary, fringe benefits and other income. Later, there was more competition in the industry, so the tour operator decided to decrease their expenditure by laying off tour guides. Since then, tour companies do not want to add tour guides to the payroll and take responsibility for social security and insurance scheme because guides are now categorized as a freelance occupation. Tour guides currently are totally freelance with no monthly salary, fringe benefits and provident funds for their retirement. The main income is from guide remuneration paid daily if there are jobs, tips from customers and selling of optional tour. However, this above circumstance happen during the economic downturn. If the economy is good, the perception of guides towards tour operators may be changed too.

This is one of the examples that happened to tour guides. There are also many issues that tour guides cannot speak up but necessary for the tour operators to know in order to create mutual understanding for both of them

1.3 Research Objectives

The objectives of this study are to conduct analysis to:

1.3.1 To analyze the personal characteristics of sample tour guides

1.3.2 To analyze the perception of tour guides towards tour operators employing them

1.4 Scope of Research

This study covers the perception of tour guide towards travel agent. Independent variables include nature of employment, gender, age, marital status and educational level.

The dependent variables will be stated at terms of employment, compensation, fairness and integrity and safety and work procedure.

The main respondents will be general tour guides licensed (both full time and freelance) in Bangkok who hold gold or silver license which are the majority of guides population.

1.5 Limitations of the Research

The three main limitations of the study are time, respondents and policy of tour operator.

1.5.1 The study is limited to a short period of time, as time changes, attitudes and perception may change too.

1.5.2 The respondents are licensed tour guides who individually have different perception. Each perception is varied according to circumstances of the individual experiences.

1.5.3 Since the respondents will be general licensed tour guides who hold both silver and gold license, the rest of tour guides will not be covered.

1.6 Significance of the study

Understanding the perception of tour guides towards tour operators in Thailand would be useful to many aspects of tourism industry. First, tour guides serve as a cultural buffer and a communicator among tourists, host populations and tour operators, and yet their perception is perhaps the least emphasized aspect in tourism research. Second, since the research will explore different aspects of tour guides such as the points at which they have been affected. This would ensure tour operators to make mutual agreement that result in benefit for both of them. Third, since tour guides are building a highly

recognized relationship among tour operators, local communities and tourists, understanding their perception would help create customer satisfaction and loyalty in the end.

1.7 Definition of terms

Tour guides: In this study, tour guides refer to someone who takes people on sightseeing or excursion of limited duration focusing on ones who work with tour operators in Bangkok, Thailand (Braidwood, 2000).

Silver and Gold licensed tour guides: In this research, tour guides who hold *silver* license means tour guides who able to take domestic or international tourists around Thailand. Tour guides who hold *gold* license means tour guides who take domestic tourists only around (Thailand Tourist Business and Guide Act,1992).

Tour Operators: Tour operators can be described as assemblers of bought-in parts who produce the holiday package that the travel agent retails. They plan, organise, finance and sell the complete holiday package, which include accommodation, restaurants, attraction, transport, gift and souvenirs and entertainment. (Renshaw, 1994) In this study, the word tour operator also refers to travel agencies or tour companies in the purpose that it is the term widely known.

Inbound tour operators: Inbound tour operator is a subcategory of tour operator who specialises mostly in groups arriving in a specific city, area, or country. For example, Diethlem Co.,Ltd, East-West Siam Co.,Ltd are companies in Thailand that sell tours abroad through their own branches or through those of other companies. In this study, the word inbound tour operator also refers to inbound travel agencies or inbound tour companies in the purpose that it is the term widely known (Nontasak, 1996).

Outbound tour operators: Outbound tour operator takes group from a given city or country to another city or country. For example, Takerng Tour Co.,Ltd. In this study, the word outbound tour operator also refers to outbound travel agencies or outbound tour companies in the purpose that it is the term widely known (Pongsabuth, 1997).

Perception: Perception is defined as the process by which an individual selects, organises and interprets stimuli into a meaningful and coherent picture of the world. It can be describe as 'how we see the world around us'. Two individuals may be exposed to the same stimuli under the same apparent condition, but how each person recognises, selects, organises, and interprets these stimuli is a highly individual process based on each person's own needs, values, and expectations. (Schiffman & Kanuk, 2004)

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Chapter 2: Review of Related Literatures and Studies

2.1 Definition and Types of Tour Guides

Pond (1993) explained that tour guide is a person who conducts a tour, or the one with a broad-based knowledge of a particular area whose primary duty is to informed. For tourism industry, tour guides normally refer to someone who gives tours of his or her own site, city or region. He or she may be called as a city guide, sightseeing guide or step-on guide or even transfer guide who transfers tourists from place to place only such as airport to hotel, vice versa.

However, the definition of tour guides are still debatable due to the different roles and responsibilities. The difference depends on characteristics according to different destinations, regions and travel characteristics. For example, in some destinations a tour guide can be called a tourist guide, tour manager, tour leader, tour escort, interpreter and even couriers. In most European destinations a tour guide is called a tourist guide, similar to that in Thailand, and his/her role is different from that of the tour managers. Pond (1993) stated that tour guides can be one who conducts a tour in a particular area and might be freelancers while most tour mangers are employed directly from travel agencies or tour operators. Tour managers usually come from abroad or the tourist's destination and mainly control, take care and contact among tourists, tour operators and suppliers. In Thailand, generally speaking, tour managers come from abroad with the tourist and he or she might take care of them for the whole trip. Their main duty is to contact with tour operators, suppliers and local guides in order to make everything smooth then go back with their clients after the trip finishes. We typically call them "tour leader" and are hired by their base travel agencies or tour operators. (Mancini,1996)

stated that Tour manager is a person who manages a group's movement over a multi-day tour. In certain situations tour managers may even be expected to be translators, detectives, mind readers and problem solvers.

Tour managers were commonly called "tour escorts". The term is still in use, but not greatly in favor because confusion could arise in the public's mind between these travel professionals and those working for dubiously named "escort services." Among the other terms used to describe a tour manger are tour leader, tour director, tour conductor, and in Europe, tour courier. The World Federation of Tourist Guide Associations (http://www.wftga.org, November 20, 2005) clearly stated the different meaning between tour guide and tour manager/tour leader/Escort as below:

Tour guide: A person who guides visitors in the language of their choice and interprets the cultural and natural heritage of an area which person normally possesses an area-specific qualification usually issued and/or recognized by the appropriate authority.

Tour Manager/Tour leader or Escort: Person who manages an itinerary on behalf of the tour operator ensuring the program is carried out as described in the tour operator's literature and sold to the traveler/consumer and who gives local practical information. Tour manager may or may not be tourist guide. They are not trained or licensed to work in specific areas unless they have the proper requirements or legal right, depending on the region.

Poynter (1993) has clarified the different term of definition among step-on guide, guide/escort and tour manager as

1. *Step-on guide* usually means a person who works for a ground operator, a sightseeing company, or an inbound tour operator. Step-on guides are

experienced in specific tours; experts for those short tours in and around the guide's hometown. He or she might have long or short working hours, or can be up to 2-3 days, depending on the characteristic of the trip. However, their work also depends on seasonality. Step-on guides might work on a heavy schedule, almost everyday during summer or winter which is high season and then he or she may have a lighter job during low season which is normally rainny season. They can also do a part-time job, freelancers or employed by a tour operator.

2. *Guide or escort* is responsible for all aspects of the tour for its entire duration (from hometown departure to hometown return). He or she might have to accompany the tour at all times. Many guides and escorts usually begin their profession as step-on guide until they get more experience, knowledge and become more professional. Then they will move to be a guide or escort.
3. *Tour manager* is actually used for the person who has high training, more experience in tour guiding and professional. He or she might have been a step-on guide, guide, or escort before they become a tour manager. Tour manager normally works for the tour operator or travel agency whose main duty is to be responsible for a tour from the time that tour starts to the time that it is finished. Their main role is to conduct tour and represent the company to tour members as well.

Mancini (1996) also stated that there are other types of guides as

- Driver-guide who does double duty by driving the vehicle while narrating.
- Docents or on-site guide who conduct tour of one or several hours at a specific building, attraction or limited area and museum.

- City guide is the one who points out and comments on the highlights of a city, usually from a coach, minibus, or van but sometimes as part of a walking tour.

In addition, Jonhson (1999) has added two more normally used tour guides:

- Meet and greet guide is a representative or tour guide to meet arriving customers and direct them to a coach, limousine or taxi for transfer to the destination, unaccompanied.
- Transfer guide is a representative or tour guide who will meet arriving customers and accompany them to their destination, providing information about the city, their accommodation and future arrangements if relevant during the journey or on arrival at the destination.

2.1.1 Types of Tour Guides in Thailand

In Thailand, The Tourist Business and Guide Registration which under control by the Ministry of Tourism and Sports has categorized types of guides due to the characteristic of business, work areas and practice of job as follows:

1. *Inbound tour guide:* Inbound tour guide cater mainly to foreign tourist who come to Thailand. This type of guide is required to be proficient in at least one foreign language and capable to take international tourist to visit Thailand.
2. *Outbound tour guide:* This type of tour guide is acts as a tour leader or interpreter as thy they are taking Thais to travel abroad. Tour guide has to be like tour manager cooperating with tour operator, local land arrangement, local tour guide and supplier including accommodation, restaurant, tourist attractions, transportation and gift and souvenir.

3. *Domestic tour guide:* These type of guides are taking Thais to travel in Thailand. They do not have to be proficient in foreign language as the two above.

In addition, tourist guides have diversification on knowledge, area, language and special skills. In order to make it easy to clarify, Tourist Business and Guide Act (1992) has stated that tourist guides are sub-categorized as below:

1. *General tour guide:* be able to take domestic or international tourists around Thailand. Capable to give knowledge regarding sites visited, people, art and culture, festival, history, geography and archeology. Services included the start of the tour until the end of the tour. General tour guides are classified into two types:

1.1 *General tout guide (international):* be able to take domestic or international tourists around Thailand. The license card would be in silver.

1.2 *General tour guide (Thai):* be able to take domestic tourists only around Thailand. The license card would be in gold.

2. *Specific tour guide:* the tourist guide are required to have specific knowledge on particular field such as history, archeology, trekking and be able to take domestic and international tourists who may have special interest. There are eight types of specific tour guide:

2.1 *Specific tour guide (international, specific area):* be able to take domestic or international tourists to specific area or provinces stated in the license only. The license card would be in pink.

2.2 *Specific tour guide (Thai, specific area):* be able to take domestic tourists only to specific area or provinces stated in the license only. The license card would be in blue.

2.3 *Specific tour guide (trekking):* be able to take domestic or international tourists to travel in a forest area. The license card would be in green.

2.4 *Specific tour guide (Art & Culture):* be able to take domestic or international tourists in particular fields including history, archeology, art and culture and literature all over Thailand. The license card would be in red.

2.5 *Specific tour guide (sea):* be able to take domestic or international tourists to the sea. The license card would be in orange.

2.6 *Specific tour guide (sea and seashore):* be able to take domestic or international tourists to the sea and islands that is not farther than 40 sea miles from the shores. The license card would be in yellow.

2.7 *Specific tour guide (natural attractions):* be able to take domestic or international tourists to natural attractions stated in the license only. The license card would be in purple.

2.8 *Specific tour guide (local culture):* be able to take domestic or international tourists to see local culture including art and culture, history, geography, festival and archeology in local areas stated in the license. The license card would be in brown.

Apart from the above, tour guides are also categorized into two types regarding term of employment:

- *Employed tour guide:* Tour guides who are employed by a tour operator or a travel agent as permanent staff Apart from monthly salary, the guide will get benefits as other staffs such as social security, provident fund and bonus.
- *Freelance tourist guide:* Tour guides who work independently to any tour operators or travel agents. The only income they gain is guide remuneration, tips from tourist and commission from selling optional tour or shopping.

There is no statistics stating the number of how many are freelance or employed from Tourist Business and Guide Registration office in Tourism Authority of Thailand. Nowadays, there are rarely employed tourist guides, most of them are freelance (Source: www.pgathaiguide.com, October 15, 2005)

2.2 Roles of Tour Guides

"It has been suggested that a modern tourist guides has five roles: leader, educator, public relations representative, host and conduit" (Pond, 1993). Pond indicates that these five may appear as separate roles, but they are in practice 'interwoven and synergistic'. Pond also argues that the roles of tourist guide and adult instructor are very similar. She suggests an adult educator has four key roles: a programmer who sets up the conditions to facilitate learning, a guide, a content resource and an institutional representative. The guide's role as educator has been regarded as the most important.

Nevertheless, 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. On the other hand, they are also called the shepherds of the industry, as they attempt to herd tourist around safety and try to ensure that they return with fond memories of their holiday" (Ang, 1990). Ang stresses the importance of guides when she says:

> They exist not merely as mouthpiece, mindlessly rattling information or as a merciless shopping sales person...The job calls for commitment, enthusiasm and integrity as 'the entire experience of the tourist lies in their hands (1990:171).

"Early tour guides were usually unpaid, but were highly motivated and wanted to share the feelings and values they held with others" (McArthur, 1996). The main interaction involved in tour guiding is between the visitor and the guide. The guide's role in this interaction is as follows:

- Telling (provision of information)

  Selling (interactive communication that explains and clarifies)
- Participating (being a part of activity)
- Delegating (giving responsibility to some future behavior) (Howard, 1997).

Johnson (1999) has provided the checklist for the guides stating the responsibilities step by step from arrival transfer, during the tour until sending the tourist back home. The preparation required for an efficient transfer covers many items. One of the most important is attention to detail. Preparing for transfers by checking below:

- Numbers and names of arriving customers
- Arrival information, including arrival flight and time, coach or train numbers
- Arrival point, platform or terminal
- Confirmation of the transfer methods and time with the transportation company
- Departure points for transportation of passengers

  Checked baggage lists
- Loading and transportation of baggage

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- Checking other documents such as itineraries and vouchers prepared by tour operators as well as other checking bus amenities such as microphone if it is properly working, clean seats and bus condition.

During the tour, Pongsabuth (1997) stated explained what tour guide are required to do:

- Checking the name and number of tourists from the job order of tour operators before starting the tour. Be punctual for every service.
- Assisting for the smooth operation of the check-in procedures and minimize confusion, difficulties and delays
- If traveling in a big coach, tour guides may have to arrange the seating respectively. If traveling long distance, he or she may have to ask tourists who are sitting in the back to sit in the front, vice versa.
- Greeting tourists, introducing and briefing the amenities of the transport before commencing the service.
- Briefing the itinerary and the stop during the tour
- Narrating the description of places before commencing the tour or visiting the sites for tourist to get the general information.
- Always informing tourists about the meeting time and place
- Always helping elderly or ill tourists and stand at the bus door helping when tourists step on and off the bus
- Explaining in precise and short, good and clear voice transmission and always make sure that he/she is audible to all.
- Suggesting tourist, things to do before entering sacred places

- Reconfirming restaurant, hotel and sightseeing before arriving also always inform if there is a late arrival.
- Always preparing first-aid in case the tourist get sick during the trip and take tourist to see the doctor if needed.
- Following the itinerary, but if unable to follow by any reasons, always explain to tourist.
- Do not force tourist to buy optional tour, gift or souvenirs

For departure transfer, before sending off tourist to their home country, the guide should

- Saying thank you and express their gratitude to tourists as well as wish them a safe trip home
- Reminding tourists not to forget any belongings either at the coach or at the hotel
- Following the check list according to the arrival transfer, but departure transfers operate in the opposite direction
- Compiling tour report and suggestion to tour operator

2.3 Travel Operations

Although this research focuses mainly on tour operators who have the most contact with tour guides, it is nonetheless important to understand the differences among the other types of intermediary operations involved in the selling and providing of travel services. "A retail travel agency must deal with wholesalers, tour operators, consolidators, general sales agents and specialty channelers either as business associates or competitors" (Gee 1997). As shown in figure 2.1, suppliers can sell their services directly to travelers or through any one or more stages in the sales distribution system.

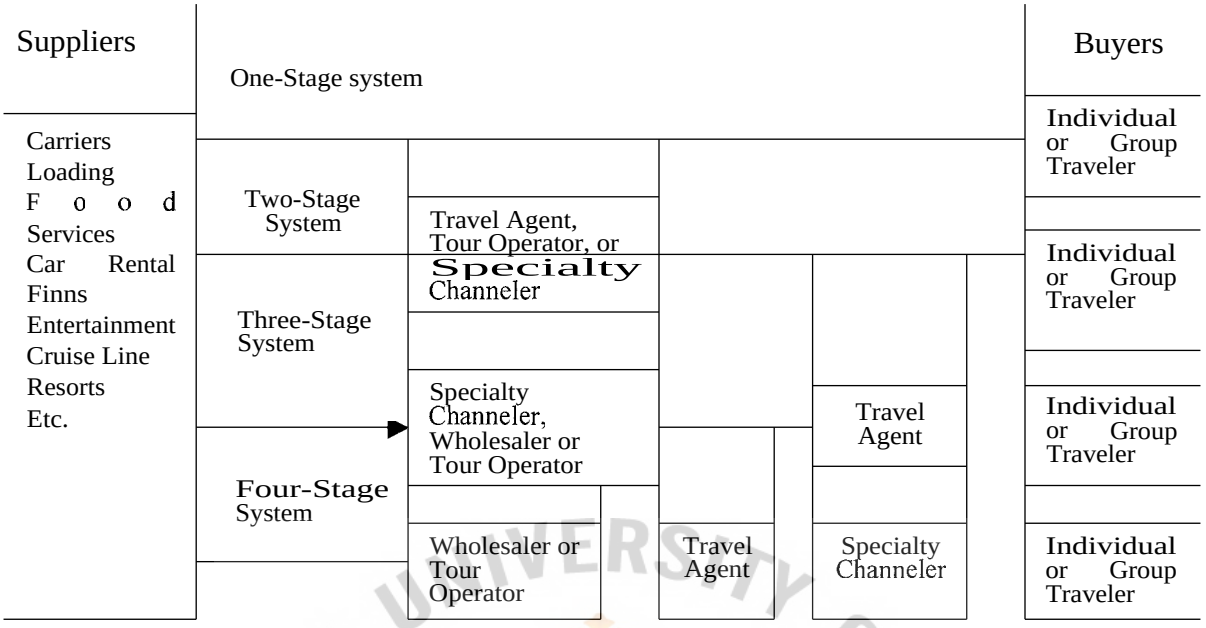

Figure 2.1 Travel sales distribution system (Gee 1997)

2.3.1 Retail Travel Agencies

Retail travel agents act as agents for travel suppliers such as airlines, cruise ship lines, hotels and car rentals. The retail agency receives a commission from suppliers for selling their respective services. Like other retail business, retail travel agencies sell directly to consumers, but do not take ownership or have any advance commitment to purchase travel services from suppliers. A retail agency will usually not purchase services from an airline, hotel, or any other supplier until a client already has paid for the travel services he or she has requested (Lehmann, 1985).

Characteristics of Retails Travel Agencies

- Making reservations for airline flights, hotels, transfers, cruises, meals, tickets and car rentals etc.
- Selling package tours, travel insurance and travelers cheques.
- Developing travel itineraries

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- Providing one-stop convenience in planning and collecting payment for all services associated with the trip.

Types of Retail Travel Agencies

- *Outbound Retail Travel Agencies* which their operations involve making reservations and providing services for people who are leaving home for a vacation or business.

  Inbound Retail Travel Agencies is mainly concerned with incoming passengers arriving a particular destination. They sell their services to international tourists.

2.3.2 Tour Wholesalers

Tour wholesalers specialize in designing tour offerings that are marketed through retail travel agencies, not dealing directly with consumers unless they also operate a retail division (which many do). Horner (1996) stated a key distinction between wholesalers and retail agencies is that a wholesaler will contract for services from suppliers such as airlines and hotels in large volume in order to achieve lower cost per unit, then repackage the services for resale through retail travel agents.

Types of Wholesalers

- *Inbound wholesalers* developing inbound packages and being a ground services by contracting suppliers which may include any one or all of the following: reception, luggage handling, transportation, accommodation, food and beverage, entertainment, sightseeing tours and tour guide services.
- *Outbound wholesalers* developing package tours that are offered with predetermined departure dates. Outbound wholesalers may contract with tour operators for the whole tour or only certain land arrangements.

Characteristics of Tour Wholesalers

- Wholesalers understand the growing preference of consumers for independent rather than group travel in setting their rates have provided retails travel agents with maximum flexibility in combining or modifying components of a tour to satisfy individual client needs. Having such flexibility allows a retail travel agency to use the services and lower cost advantages of a wholesaler for both its group and individual clients.
- A wholesaler can contract for services at substantially lower cost than a retailer not only due to sheer volume but also providing suppliers with stable business throughout the year.
- Wholesalers usually must commit large deposit to block and secure space from suppliers so that they have products to sell throughout the year.
- The investment of wholesalers also include research to design tour programs, development of tour brochures and other sales tools, and advance marketing of the tour programs to retail travel agents.
- Wholesalers may operate the tours they offer or they may contract with tour operators for the whole tour or only certain land arrangements. Wholesalers are often referred to as tour operators, but these two terms should not be confused. The following distinctions apply: (1) A wholesaler presumably sells nothing at retail, while a tour operator often does. (2) A wholesaler usually combines and contract for existing services to produce a new package, whereas a tour operator usually creates new products, such as sightseeing tour and offers services of its

own. (3) A wholesaler is less inclined than a tour operator to perform local ground services.

Classifications of Tour Wholesalers

Stevens (1990) stated that tour wholesalers can be categorized into several classes:

1. *National full-service wholesalers:* A national full-service wholesaler typically offers the largest range of products and covers more markets than the other classes of wholesalers.
2. *Limited Product or in-house national wholesaler:* In-house national wholesalers are operations created by suppliers such as airlines, hotel chains, and rental cars to sell their own products by including them as part of tour packages.
3. *Specialty tour operator:* A specialty tour operator usually offers only one product, designed to suit the tastes of a specific market segment, such as bicycle tours, garden tours, or skin diving tours.
4. *Regional or limited wholesaler:* A regional or limited wholesaler usually operates in only a few cities and offers only a few products.

2.3.3 Tour Operators

Tour operators may sell directly to travelers upon arrival at their destination or market their tours through retail travel agencies as wholesalers. As suppliers of ground services, tour operators may also supply wholesale travel agencies with ground packages on a contractual basis. Tour operators are primarily responsible for delivering and performing the services specified in a given, advertised tour package. They can provide these services themselves, with own buses, hotels, and other facilities, or they can obtain

them from travel suppliers such as hotels, bus companies, car rentals and restaurants or even other tour operators (Fuller, 1994).

According to the Tourist Business and Guide Act 2002, it defined tour operator / travel agents as the business which provide convenience on supplying accommodation, restaurant, sightseeing and guide services to tourist. The purpose is to offer services from putting all tourism stakeholders together to tourist. The definition of tour operator and travel agency is as follows:

Tour operators undertake a distinct function in the tourism industry; they purchase separate elements of transport, accommodation and other services and combine them into a package which they then sell directly or indirectly to customers. Tour operator are sometimes classified as wholesalers, in that they purchase services, and break bulk which means buying in large quantities in order to sell in smaller quantities. However, wholesalers do not normally change the product they buy before distributing it, and it is there has been an agreement for an operator to be classified as a principal, or supplier, rather than a traditional 'middleman'. (Holloway,1996). Tour operator can include the agents or representative that acted as a middleman for hotel, attractions, airlines or companies that provide tour guide services to tourist.

Suwannapimol (1999) has categorized types of tour operator by generic as below:

1. *Tour operator for incoming tourist:* This can be referred as ground operator providing service at the destination only and usually do not package or market transportation to or from the destination. This kind of company has to depend mainly with travel agency in order to bring more incoming tourists then they will

provide all land arrangements. For example, Tourismo Thai Co.,Ltd, Jet Tour Co.,Ltd.

2. *A package tour company:* This is mostly referred as Outbound Tour operators which they are the one who package the transportation to and from a destination, complete with ground services. This responds to the tourist who want one-stop-service by buying a package tour which normally include air ticket, accommodation, sightseeing with guide and meals (optional). Nowadays, Tourist are able to choose which one to be included. In other words, this can be called "inclusive tour".
3. *Domestic tour operator:* They operate tour within the country only. They can sell through sales agents or directly.
4. *Tour Operator or travel agents who is professional in a specific.* Mostly, they operate domestic tour and occasionally depend on the demand from clients such as trekking, rafting, scuba diving and cliff climbing tour. Some cases, they operate tour to overseas such as a tour to Olympic Game.

Although there are clarification above, in reality it is still difficult to define which company is in which category because each of them are trying to compete with one another by price cutting and marketing strategy in order to gain market share. Therefore, they are trying every means to improve their product and services. That is why, it is difficult to define the category of each company.

Roles of Tour Operators

Organize tour for tourist to travel by any means within the country or outside by providing tourism services such as transportation, tour guide and sightseeing.

Preparing travel information, suggestion and prices to clients. This can be in term of brochure pamphlet or advertisement in the magazine.

- Provide reservation for air, but or rail ticket like Eurail pass
- Hotel reservation both domestic and international
- Provide transfer such as airport transfer or even parcel service
- Ticket to Alcazar show or restaurant booking such as Khumkantoke
- Money exchange
- Visa arrangement
- Educational service for students who are interested in studying abroad

2.3.4 Consolidators

Consolidators refers to travel companies that receive maximum overrides in return for an annual volume of substantial size or lower contracted rates. A consolidator is a wholesaler and is usually not set up to sell directly to the public. Unlike tour wholesalers, a consolidator wholesalers only one of the components, such as airline seats or hotel rooms. The term in practice is often associated with airline seats but conceptually can be applied to other components as well (Johansen, 1986).

Airline consolidators usually sell through retail travel agents and other travel intermediaries. They may make reservations, confirm bookings and issue tickets.

2.3.5 General Sales Agents

A general sales agent (GSA) is the exclusive representative of a principal for a given area. The principal may be a supplier of an off-line airline, a car rental company, or a hotel that does not have its own sales offices in the area. A GSA may also be the

representative for government tourism bureaus and other destination organizations that want to develop a market in the area where the agent is located.

The principal normally contracts a GSA and specifies the terms and conditions of the representation. With regard to travel suppliers, GSAs may be authorized to act on behalf of the principal in taking reservations, completing sales transactions, and making sales calls. In essence, the GSA may function as the local sales and reservations office for the principal (Lehmann, **1985).**

2.3.6 Specialty Channels

Specialty channels include incentive travel firms, meeting planners and professional conference organizers. Unlike retail travel agents, they usually do not receive commissions or act as middleman in reselling travel services, but instead act as intermediaries in contracting for travel services at efficient costs on behalf of the organizations they represent. Other types of special-interest travel such as student tours, company educational programs which may be independent companies or part of a travel agency (Horner, 1996).

2.4 The Practice of Guide

According to World Federation of Tourist Guide Federation (http://www.wftga.org/page.aspid=16, November 20, 2005), it state the code of Guiding practice as follows:

> To provide professional service to visitors, professional in care and commitment, and professional in providing an objective understanding of the place visited, free from prejudice or propaganda.

To ensure that as far as possible what is presented as fact is true, and that a clear distinction is made between this truth and stories, legends, traditions, or opinions. To act fairly and reasonably in all dealings with those who engage in the services of guides and with colleagues working in all aspects of tourism.

- To protect the reputation of tourism in our country by making every endeavor to ensure that guided groups treat with respect the environment, wildlife, sights and monuments, with respect and also aware of local customs and sensitivities.
- As representatives of the host country to welcome visitors and act in such a way as to bring credit to the country visited and promote it as a tourist destination.

The Guild of Professional Tour Guide of Washington, DC stated the code of ethics for the guide below:

1. A professional guide provides skilled presentation of knowledge, interprets and highlight surroundings, and informs and informs and maintains objectivity and enthusiasm in an engaging manner.
2. A professional guide is prepared for each tour when the itinerary is furnished in advance. A professional guide assumes responsibility for reporting on time and for meeting appointments and schedules within the guide's control. A professional guide is sensitive to the interests and values of the tour group and does not share his/her personal views on controversial subjects such as sex, religion, and politics.
3. A professional guide has a wide range of knowledge of the city including its history and architecture, cultural and political life, and local folklore. A professional guide keeps current on new exhibits, seasonal events, and other

changes throughout the city. A professional guide does not knowingly give out misinformation.

4. A professional guide is expected to follow the rules and regulations at all sites and facilities where he/she takes visitors.
5. A professional guide knows and follows the policies of the company for whom the guide is working at the time. A guide does not accept or solicit a job from a client of the company that has hired him/her without the consent of the company that has hired him/her. Therefore, personal business cards should not be distributed for these purposes. All business-related communication with the client should be made through the company only. Further, 1. Each Affiliate member and/or tour company shall be responsible for setting forth policy as to the use of personal information (e.g. business cards, etc) for contractual employees. 2. Responsibility is that of the guide to communicate with the tour company as to future employment in regard to continued service with a repeat client.
6. A professional guide is knowledgeable about the best routes for all tours. This includes familiarity with the traffic laws. A professional guide informs the driver of the route in a calm, polite and timely fashion.
7. A professional guide dresses appropriately for the type of tour being conducted.
8. A professional guide accepts each tour as a serious commitment and cancels only when absolutely necessary and provides as much advance notice as possible.
9. A professional guide does not solicit gratitude.

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10. A professional guide does not initiate patronization of souvenir shops and other places that practice "kickback" payments to the guide and/or drivers, or abuse complimentary meal privileges offered by food establishments.
11. A professional guide cooperates with other tour groups and maintains ethical and professional conduct at all times, cultivating a positive relationship with all colleagues.
12. A professional guide respects the research and intellectual property of other guides and does not plagiarize to take it as one's own and does not copy another guide's commentary or individual presentation technique.

2.5 Perception

A motivated person is ready to act. How the person acts is influenced by his or her own perception of the situation. All of us learn by the flow of information through our five senses: sight, hearing, smell, touch and taste. However, each of us receives, organizes, and interprets this sensory information in an individual way. Therefore, perception is the process by which people select, organize and interpret information to form a meaningful picture of the world (Kotler and Armstrong, 2000). Perception depends not only on the physical stimuli, but also on the stimuli's relation to the surrounding field and on conditions within the individual. The key point is that the perception can vary widely among individuals exposed to the same reality (Kotler, 2003) One person might perceive a fast-talking salesperson as aggressive and insincere; another, as intelligent and helpful.

Daft (2006) mentioned that people can think of perception as a step-by-step process, as shown in Figure 2.2. First, we observe information (sensory data) from the

environment through our senses: taste, smell, hearing, sight and touch. Third, we organize the selected data into meaningful patterns for interpretation and response. Most differences in perception are related to how they select and organize sensory data.

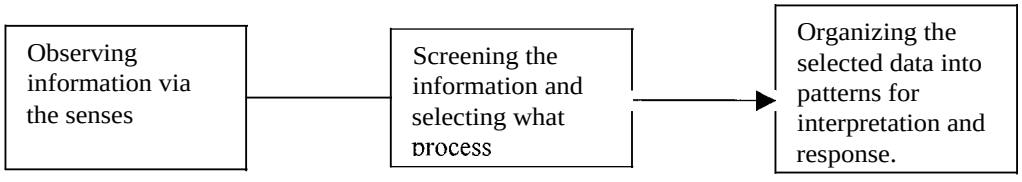

Figure 2.2 The Perception Process, Daft (2006)

Kotler and Armstrong (2000) also stated that people can emerge with different perceptions of the same object because of three perceptual process: selective attention, selective distortion, and selective retention.

Selective attention: the tendency for person to screen out most of the information to which they are exposed. There are some findings:

1. People are more likely to notice stimuli that relate to a current need.
2. People are more likely to notice stimuli that they anticipate.
3. People are more likely to notice stimuli whose deviations are large in relation to the normal size of the stimuli.

Selective distortion: the tendency to twist information into personal meanings and interpret information in a way that will fit our perceptions.

Selective retention: the tendency to retain information that supports their attitudes and beliefs. People are likely to remember good points mentioned about a product they like and forget good points mentioned about others or competing products.

2.6 Relationship between Tour Guides perception and compensation scheme

Mondy & Noe (2005) stated that organizations must attract, motivate, and retain competent employees. Because a firm's financial compensation system plays a huge role in achieving these goals, organizations ought to strive for equity. Equity, in the context of financial compensation, means fair pay treatment for employees. As we shall see, firms and individuals view fairness from several perspectives. Ideally, compensation will be even handed to all parties concerned and employees will perceive it as such. However, this is a very elusive goal. There are two types of pay equity:

- *External equity* exists when a firm's employees receive pay comparable to workers who perform similar jobs in other firms.
- *Internal equity* exists when employees receive pay according to the relative value of their jobs within the same organization. Job evaluation is a primary means for determining internal equity.

Employee equity exists when individuals performing similar jobs for the same firm receive pay according to factors unique to the employee, such as performance level or seniority. In tour guides industry, tour guides who have been working for a long time will get the same pay as other tour guides. However, they may get more jobs than novice tour guides due to experience.

Inequity in any category can result in morale problems. If employees feel that their compensation is unfair, they may leave the firm. Even greater damage may result for the firm if the employees choose not to leave but stay and restrict their efforts. In either event, the organization's overall performance is damaged.

From an employee relations perspective, internal pay equity may be more important simply because employees have more information about pay matters within their own organizations, and they use this information to form perceptions of equity. On the other hand, an organization must be competitive in the labor market to remain viable

Alfred & Shuan (2000) stated that a compensation policy provides general guidelines for making compensation decisions. Employees may perceive their firm's compensation policies as being fair and unbiased and others may have different opinions. For example, one study of compensation policies found that 21 percent of nonexempt workers believed that their employers' policies take advantage of them by requiring work outside the regular workplace and normal work hours. The result of these perceptions may well have an effect on employee's perception of fairness and result in lower productivity or turnover. An organization often, formally or informally, establishes compensation policies that determine whether it will be a pay leader, a pay follower, or strive for an average position in the labor market.

In the travel industry, tour operators tend to be a pay follower and opt to pay the market rate. The market rate, or going rate is the average pay that most employers provide for a similar job in a particular area or industry. Many organizations have a policy that calls for paying the market rate. In such firms, management believes that it can employ qualified people and yet remain competitive by not having to raise the price of its goods or services. Many tour operators such as Diethelm Travel Service Co.,Ltd, Gullives Travel Associates and Turismo Thai Co.,Ltd (http://www.guidescentre.com, 28 February 2006). However, small tour operators

tend to opt for pay followers because of poor financial condition or a belief that they simply do not require highly capable employees.

2.7 Empirical Studies

There are many empirical studies about tour guide in many aspects. However, most of them are about tour guide training and the role of tour guide. None of them studied on the perception of tour guide to tour operator.

Wong & Ap (1999) has studied the tour guide's perspective on the professionalism of tour guide in Hong Kong. They have studied in four aspects which are the expectation of the profession, training, service quality and the tourists complaint towards tour guide services. The result found was that tour guides are satisfied and enjoyed with their own profession. However, tour guides nowadays have to depend a lot on commission from shopping, and the stability of the profession has been hugely decreased. Moreover, the profession has been unacceptable from people in the society because they have negative attitude that tour guides always took tourists for shopping and got commission which brought bad reputation to the industry. In term of training, tour guides agreed that it is compulsory for them to be officially trained and get the license because nowadays training is not required. Moreover, the exam should be conducted in writing and oral in order to be standardized. In term of service quality, guide fee is too low which enables them to rely on commission as well as the instability of income. Most tourists stated that tour guides sometimes are impolite, not responsible, not honest and delivers bad service. The researcher suggested that tour guide training should be conducted regularly for instilling conscience. The related agency should issue the measures which stimulate

tourist guides to seek more knowledge at all times, provide more curriculums which emphasize on the job training, and provide training in foreign languages which are required by the tourism market taking exam and proper license should also be commenced. Furthermore, guide remuneration should be increased in order to reduce the problem of commission, and law enforcement should be enacted for the wrong doers of guide practice.

Geva & Goldman (1999) has studied the satisfaction measurement of tourists towards travel agencies and tour guides services. The respondents are 314 tourists from Isarael traveling to Europe and the USA. The result found was tourists who were satisfied with tour guides were likely to be satisfied with travel agencies as well, then repeated purchase and positive attitude will appear. That is because tour guide are the main resource when tourists are on the tour. However, tour guides are not the only factor that make the travel agency renowned among tourists, but also depends on other factors as well.

Leclerc (1999) has examined cross-national variations in the perceived importance of communication competencies of tour guides. The study also examined the relationship between selected personal tourist variables and tourist's perception of important tour guides communication competencies. Results indicated that there is significant difference in the perceptions of important communication competencies among the three national groups. For the most part, the French and German tourists ranked the dimensions differently from the American results. While all the tourists rated the 'instrumental' and 'social' competencies of tour guides as more important than communication competencies, this was especially true for German and French

tourists. Results also revealed that the tourists' personal explained little of the variance in perceptions of important tour guides competencies. Among the American Group, gender was determined to be a significant factor, for the German group.

Phungpanich (1992) has studied factors related to attitudes towards the tour guides profession. The study discovered that there was a correlation between sex and special talents, fields of study, group of occupation and experience and career image and lastly qualification required. The result of the research stated that student majoring in tourism, students majoring in other subjects and tour guide profession held average opinion on several factors involved in tour guide profession such as the social and economic status. However, it was interesting to discover that career image and special talents were held in high regard. The study also stated that no significant difference was found between the attitudes of the three group (professional tour guides, students majoring in tourism and students majoring in other subjects) towards social and economic status, career image and special talents, but there was a significant difference between the groups' attitudes towards experience and qualifications required. Moreover, analysis of the relationships between social and personal background and attitudes towards the tour guide profession revealed that study field was the only factor to have a significant effect on attitude. For example, there was a correlation between field of study, groups of occupation and qualification required.

It was remarkable to find that social and economic factors had no significant bearing on attitude. It was also found that the five most important qualifications necessary for competency as a tour guide

1. Knowledge of accommodation, reservation procedures and tax regulations.
2. Fluency in at least two foreign languages.
3. Knowledge of Thai heritage (history and culture)
4. Ability to deal with people.
5. Ability to present a good image of the country.

Weiler & Ham (2002) has investigated the personalities on tour guide studies from tourist point of view in term of tour guides services and the professionalism in tour guiding. They suggested that tour guides profession will be used more in the future because they perceived the service that tour guides offered are better than they can experience on their own. In addition, they also stated that tourists have higher expectation on quality products, so tour guides have to develop themselves to reach the standard or even than.

As stated above, most research have been conducted on tour guide training. Mason & Christie (2003) have suggested that good training should lead to change, not only in terms of knowledge and skills, but also in attitudes and behavior. It argue that good guides training should alter how guides think and act, and suggests that if trainee guides learn how to critique their own knowledge, attitudes and behavior, they will be able to offer their clients (tourist) something more than a superficial introduction to a new environment, country or culture.

Black and King (2002) has outlined a tour guide training program delivered on the paper outlines a tour-guide training program on the outer islands, which received financial assistance from several foreign aid agencies. The program is an instructive human resource strategy in a developing country arising from the recommendations

of a national tourism master plan that sought the active involvement of international funding agencies in the implementation phase.

Lerthasdeerat (2003) has studied the attitudes of tour guide in northern Thailand towards supplementary Tour Guide Training Curriculum # 1. Most modern tour guides with the principle of Regulation No. 10 B.E 2543: Travel Agency Business and Guide Act B. E. 2535. Most of them also agree that Thai tour guides have not enough quality to compete with tour guides from other countries so Thai government should not allow foreign tour guides to work in Thailand. Moreover, in order to develop quality, they agree on the necessity to take this supplementary tour guides training before renewing the tour guides license. Concerning the idea of testing their knowledge before renewing their license, it has been found that northern tour guides attitude towards taking the training was of a medium level.

Pataraphon (2003) has studied international tourists' and stakeholders' expectations of the monastery, tour guides' competency and ability, the monastery tour guide's real competency and ability in the present time, the monastery tour guides, competency and ability of monastery tour guides. The results revealed that the sample groups (100 international tourists in the Asian region, who visited monasteries in Bangkok and 15 stakeholders) had the most expectations of the monastery tour guides' competency and ability of human relation, knowledge, guiding, and problem solving. Stakeholders had similar expectations of the competency and ability of the monastery tour guides. Both sample tour groups thought that the monastery tour guides in the present time have considerable abilities of human relation, knowledge, guiding, and problem solving.

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There are also additional research on perceptions of employees. Henley (2005) studied the predicting employee reactions to pay compression: The mediating role of pay equity on employee commitment and intentions to leave. Pay compression occurs when new hires are brought into an organization at pay rates nearly equal to existing employees. As a result, the pay differentials between individuals of differing levels experience are eroded. Results indicated that as employees experience higher levels of pay compression, their perceptions of pay equity will fall. Additionally, the perceived amount of influence they have in the organization, their personal sensitivity to equity issues, and their beliefs about the organization's obligation to longer tenured employees were found to moderate this relationship between pay compression and perceptions of pay equity. Subsequently, pay equity was found to be significantly related to increased external labor market attractive and decreased effective organizational commitment, which stimulated employee intentions to leave the organization.

Many of the studies have covered many aspects of tour guide ranging from behavior, perception and training but there is nothing related to tour operators which plays a vital role of the guide. Therefore, this study will enable to study the perception of tour guides towards tour operators.

Chapter 3: Research Framework

3.1 Variables used in this study

This study makes use of the following variables

3.1.1 Independent Variables

"Independent variables are variable that cause changes to a dependent variable or variables" (Saunders, 2003). Independent variables in this study consist of such personal characteristics of tour guides as:

1. Nature of employment (full-time guide/freelance guide)
2. Gender
3. Age
4. Marital status
5. Educational level

All of them can influence the dependent variables.

3.1.2 Dependent Variables

“ Dependent variables according to (Saunders, 2003) are variable that changes in response to the changes in other variables." From the personal experience of the thesis writer, coupled with interview with some authorities in the field of tourist guides, such as and Mr. Wirote Sitaprasertnand, the President Professional Tourist Guide Association, Thailand, the following aspects are important dependent variables determining the perception of tour guides towards tour operators:

Term of employment: Term of employment in this study means job security and prestige status.

Job security means how a worker is secured with his/her job. Tour guides in Bangkok nowadays has been employed as freelance tour guide. This means the company do not have to hire them as permanent staff, so no monthly salary and fringe benefits such as health insurance, social security funds, and job termination have to be paid. Therefore, when there are jobs for guides, they just assign to tour guides and pay them guides fee after finished. However, tour guides are likely to have less job or no job at **all** during low season or unexpected crisis such as 911 terrorist attack, SARS and Tsunami. Many companies assigned no jobs to guides and guides have to struggle hard to survive. Some of them have to change the occupation or have to work in a low self-esteem job as sitting guide. Second, although tour guides in Bangkok mostly hired as freelance guide, tour companies want tour guides to commit to only one particular company. This means tour guides rarely have time to get jobs from other companies offered. They have to work for their head company where they do not belong to that company at all. This has reduced guides opportunity to find jobs for other companies. Third, some guides have to pay money to the tour operators or put advance deposit in order to get jobs as there are many supply of tour guides in the market. In short, tour guides an instable occupation.

Prestige Status: Prestige status including uniform and name tags. Uniform and name tags can build self-esteem of employees and gain confidence. They also represent the company that they work for and are easily recognized by the tourists. Only a few well-known tour operator in Thailand offer free uniform and name tags to guides such as Diethlem Travel Co.,Ltd, Tour East Co., Ltd and Asian Trails Co.,Ltd but both are

provided to guides who work for a long period of time. New apprentice tour guides are not supplied with uniform and name tags. .

Compensation: In this study, compensation means guide fee, system of overtime, medical insurance/social security, bonus and commission.

Guide Fee: The basic income of tour guides nowadays are guide fee (Source: Gullivers Travel Associates Thailand and Turismo Thai Co.Ltd)

Type of Service	Standard Guide Remuneration	Real Life Guide Remuneration
Half day Tour	THB 500-600	THB 250-500
Full day Tour	THB 500-800	THB 800-1000
Transfer	THB 500	THB 250-400
Go Around	THB 1200-1500	THB 1000-1200

Terms and conditions

1. Prices above are in Thai Baht
2. Standard guide fee is set by Tour Guide Professional Association.
3. Real life guide fee comes from average fee from tour operators.
4. Transfer means pick up from airport to hotel vice versa, including pier and train station.
5. Half day tour means 3-4 hours of tour conducted in main tourist attractions in Bangkok which are:

- Grand Palace and Temple of The Emerald Buddha
- Temple of Dawn (Wat Arun)

- Temple of the Golden Buddha (Wat Trimitr)
- Temple of the Reclining Budda (Wat Pho)
- Vimanmek Palace
- Jim Thompson

  Pakkard Palace
- Canal Tour

Tourists are able to choose to visit attractions above or the tour operator may package the tour for them.

6. Full day tour means 8-10 hours of tour conducted in Bangkok consisting the attractions above and likely to visit Ayutthaya, Kanchanaburi, Damnoen Saduak Floating market and Rose Garden. Tourists are able to choose to visit attractions above or the tour operator may package the tour for them. For example, a full day tour to Damnoen Saduak Floating market and Rose Garden.

7.Go around means tour guides are required to go along the trip with clients either to the north, the northeast, or the south or all over Thailand. Normally, meals and accommodation are free of charge for tour guides provided by suppliers like hotels and restaurants in case tour guide stay with the group.

Mr. Wirote said guides fee nowadays is real instable. This depended on the nationality of tourists as well. It is known in the industry that the markets of Malaysia, Singapore and China market are very competitive on price-cutting. The tour operators who operate that market has to reduce their price to the lowest in order to sell and the first cost that they will cut it out is guide fee. Tour guides who work in this company rarely get guide fee. The only main income they get is

from commission from shopping, selling optional tours and small percentage of tips. This would result in bad quality of service because tour guides would do the best in their job, but they have to focus on getting money from tourists.

Commission: Commission in this study means special money paid through guides when clients buy goods or services from contract shops such as jewelry shops, souvenir shops, massage shops, restaurants or entertainment. This is second income from clients apart from tips. Tour guides tend to get less commission nowadays because clients know where to shop for cheaper prices and shops tend to pay less commission to guides because they have to pay to tour operator as well. For example, in a jewelry shop, tour guides will get 10% commission while the company get 20%. If clients ask for bargain, the shop is likely to reduce guide commission to cover the budget of discount if given.

Other fringe benefits: This can mean transportation fee such as insurance, social security and taxi fee for tour. Since most of tour guides work as freelance, there is no proper accident, health insurance or social security given. For full time guide, these insurances and social security are compulsory by law. For taxi fee, most companies do not have policy to spend this cost on tour guides.

System of overtime: Normally, tour guides in Bangkok do not have set duration of working hours and the tour operator do not normally set this. Tour guides are supposed to work longer hours than the time in the itinerary. However, there are some companies which set the time. For example, half day tour in Bangkok is for 4 hours and 8 hours for full day tour. When guide works longer than that, mostly they are paid overtime. The company will regard guides fee as overtime paid.

Fairness and integrity: This means, whether tour guides have been treated fairly by tour companies. In this study, fairness is referred as tour guides having being treated fairly in every aspect such as guide remuneration, benefits, or even the equality of each guide who are in the same level to get jobs. This also includes how tour guides view the image of their employer regarding integrity both with the employers and customers.

Safety and Working procedure: This means when guides are sent to working in a remote area, if the company provide safety for tour guides. This also covers female tour guides who may have to work late night or remote area with male drivers and clients. For working procedure, the employer is required to provide clear-cut policy for guides to work smoothly and efficiently without unnecessary conflicts. The researcher has mentioned some of tour guides working procedure of a tour operator called Gullivers Travel Associates (Thailand) or GTA as below:

- Assistant/Guides/Interpreters/Tour Escorts must arrive 10-15 minutes prior to the start of the service. Optional tours must not be sold without prior authorization from clients via GTA. All services must be purchased through GTA, under no circumstances should you purchase from non-GTA suppliers.
- Assistant/Guides/Interpreters/Tour Escorts are expected to take very seriously the responsibility given by GTA and assist in all matters affecting the clients and report any problem affecting the clients or the service to GTA. During transfer, assistants are required to give general and practical information on the city/country to be visited.

When clients are being met at the airport, station or port, it is the responsibility of the assistant to check the arrival time of the flight, train or ship. In the event of delay, GTA is not responsible for any extra charges when the change of estimated time of arrival or departure was known in advance.

- On arrival transfers, assistants must try to identify the clients as quickly as possible. If the clients are facing custom/visa problems, assistant must do everything possible to help:

  -Assistant to check that coach/minibus/car is in place and ready for the transfer before collecting the clients. If the coach/minibus/car is delayed, the assistant must inform the coach/minibus/car company/local supplier immediately.

  -Assistant to check the porters are available (when requested by GTA) before collecting the clients.

  -Assistant to ensure that the clients are settled in and that all the services have been provided before leaving the hotel and that the client or Tour leader is satisfied and has no problem or difficulties with his/her itinerary.

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3.2 Conceptual Framework

Independent Variables **Dependent Variables**

Tour Guides' Personal Characteristics

- Nature of Employment (Full time & Freelance)
- Gender
- Age
- Marital Status
- Educational Level

Perception of Tour Guides towards Tour Operators

Term of Employment

- Job Security
- Prestigious Status

Compensation

- Guide Fee
- Commission
- Other fringe benefits ex. Insurance and taxi fee
- System of Overtime

Fairness and Integrity

Safety and Work Procedure

3.3 Research Hypothesis

This study sets the following hypothesis.

Hypothesis:

H1 o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment (full-time or freelance).

H1a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment (full-time or freelance).

H2o: There is no difference among tour guides in their perception towards on dealing with tour operators on term of employment when classified by gender.

H2a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by gender.

H3o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by age.

H3a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by age.

H4o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by martial status.

H4a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by martial status.

H5o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by educational level.

H5a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by educational level.

H6o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by nature of employment.

H6o: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by nature of employment.

H7o: There is no difference among tour guides in their perception towards on dealing with tour operators on compensation when classified by gender.

H7a: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by gender.

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H8o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by age.

H8a: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by age.

H9o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by martial status.

H9a: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by martial status.

H10o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by educational level.

H10a: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by educational level.

H11 o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by nature of employment.

H1 1 a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by nature of employment.

H12o: There is no difference among tour guides in their perception towards on dealing with tour operators on fairness and integrity when classified by gender.

H12a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by gender.

H13o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by age.

H13a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by age.

H14o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by martial status.

H14a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by martial status.

H15o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by educational level.

H15a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by educational level.

H16o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by nature of employment.

H16a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by nature of employment.

H17o: There is no difference among tour guides in their perception towards on dealing with tour operators on safety and work procedure when classified by gender.

H17a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by gender.

H18o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by age.

H18a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by age.

H19o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by martial status.

H19a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by martial status.

H20o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by educational level.

H20a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by educational level.

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3.4 Operationalization of the Independent and Dependent Variables

Table 3.4.1

Independent Variables	Definition	Operational Component	Level of Measurement	Question No.
1. Nature of Employment	Condition of employment	- Full-time - Freelance	Nominal	No. 1
2. Gender	Sex that people belong to	- Male - Female	Nominal	No. 2
3. Age	Duration of life of people	- 20-29 - 30-39 - 40-49 - 50-59 - 60 or over	Ordinal	No. 3
4. Marital Status	Whether the person is married	- Married - Single	Nominal	No. 4
5. Educational Level	Information about education credentials	- High School level - Vocational level - Bachelor Degree - Higher	Ordinal	No. 5

Table 3.4.1 shows the operationalization of the independent variables. It is mainly about tour guide personal information. Nature of employment, gender and marital status will be measured by using nominal scale, whereas other two variables, which are age and educational level will be measured by using an ordinal scale.

3.4.2 Operationalization of the Dependent Variables

Dependent Variables	Definition	Operational Component	Level of Measurement	Question Number
Terms of Employment	Condition of employment	- Job Security - Prestigious Status	Interval	No 6 No. 7
Compensation	It is an amount of money given to employee	- Guide Fee - Commission - Other fringe benefits - Systems of Overtime	Interval	No. 8 No. 9 No. 10 No. 11
Fairness and Integrity	The quality of being fair. The quality of being honest and always having high ethical standard.	- Fair policy and practices - Overall image of fairness and integrity	Interval	No. 12 No. 13
Safety and Work procedure	The state of not being in danger or free from harm or injury. The clarity of work process.	- Employer provides safety measures. - Employer sets clear-cut working procedure	Interval	No. 14 No. 15

Table 3. 4.2 explains the operationalization of the first dependent variables. It is mainly about the perceptions which are term of employment, compensation, fairness and integrity, and safety and working procedure. All these dependent variables will be ranked by using a five point Likert scale and will be measured by using the interval scale. The result, will explain the perception of tour guide towards tour operator from strongly agree to strongly disagree.

5 = Strongly agree

4 = Agree

3 = Neutral – neither agree or disagree

2 = Disagree

1 = Strongly disagree

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Chapter 4: Research Methodology

This chapter explains the research method used in this study; to select the research style, to design the questionnaire and to determine the method of collecting, analyzing and formulating data to confirm or reject the hypothesis that has been explained in Chapter 3. The research methodology is divided into five sections: Research Method Used, Respondents and Sampling Procedure, Research Instrument and Questionnaire, Collection of Data and Statistical Treatment of Data.

4.1 Research Method Used

This research is designed to use the *survey research method,* quantitative techniques which are generally used to collect descriptive research data. Quantitative research is necessary for measuring both behavior patterns, feelings, beliefs and attitudes. If anyone would like to know how many people are satisfied with a product, then quantitative method will be used. So far, there are many researches conducted on survey research method to evaluate tourist perception and behavior from related data. Therefore, the quantitative research method was an appropriate research method because it uses research data to find result and conclusion, which would be reliable and helpful in this study.

This study was also designed to use the *survey research method* to obtain information from the questionnaire of the respondents. The main purpose to use survey method in this study is due to the fact that it is easy to collect data required, inexpensive, simple and give reliable results. As this study is concerned with tour guide perception in Bangkok, the method used in the form of questionnaire given to respondents at tourist attractions where it was convenient for them to fill out the

questionnaire. All questionnaires were self-administered. The researcher explained the purpose of the survey and facilitated how to fill out the questionnaire to the respondents. The respondents, then, had a chance to question and dialogue with the researcher regarding the issues related to the questionnaire.

In addition, to make this study more reliable, the researcher has also conduct an interview with ten tour guides which giving questionnaire. Moreover, the researcher interviewed a few tour operators. Before the interview, the researcher explained the purpose of the interview to every interviewee.

4.2 Respondents and Sampling Procedures

4.2.1Target population

Since the research studies the perception of tour guide, the target population is licensed tour guides who are guides as profession. To limit the scope of the respondents, the guide were general tour guides who hold silver and gold license.

4.2.2 Sampling Methods

In this research, non-probability sampling method will be used as a classification of sampling techniques. Saunders (2003) stated that non-probability samples is the probability of each case being selected from the total population is not known and it is impossible to answer research questions or to address objective that require you to make statistical inferences about the characteristics of the population. The researcher may still be able to generalize from non-probability samples about the population, but not on statistical grounds. For this reason non-probability sampling (other than quota sampling) is more frequently used for case study research.

Therefore, the researcher decided to use *convenience sampling,* as it is one kind of non-probability sampling technique because it is inexpensive and easy for data access and collection.

4.2.3 Sampling element

The sampling element in this study are licensed tour guides who work for tour operator, inbound, outbound and domestic market. To be more specific, we will focus on tour guide who hold silver and gold license.

4.2.4 Sampling Unit

Sampling unit is where the researcher has to collect data. In this study, the researcher will launch the questions and distribute to tour guides at various selected tourist attractions in Bangkok, Thailand. These areas were selected because tour companies normally included them in the package or regular sightseeing. Moreover, there are seating areas provided to tour guides to wait for tourists, so questionnaires were handed out there. For example, there is an area called Larn Pho in front of the Reclining Buddha Viharn at Wat Prachetuphon (Wat Pho) where tour guides waiting for tourists to come out. The researcher had distributed 130 questionnaire here because it is where most tour guides get together. Other places such as The Emerald Buddha Temple (Wat Phra Kaew) and Grand Palace, Wat Trimitr, Jim Thompson's House, River City Pier and famous souvenir shops such as Narai Phan. The researcher distributed and completed questionnaire from a total of 381 tour guide within one month period, March 2006. This time period was selected because it is the high season where guides get most work in the year (www.guidescenter.com, February 28, 2006).

4.2.5 Sampling size

The sample size of this study was selected using Anderson's theory (1996). Anderson has given the theoretical sample sizes for different sizes of population and a 95 percent level of certainty as shown in table 4.1

Population	equired Sam le for	Tolerable Error of	
	4%	3%	2%
100	79	85	91	96
500	217	272	340	413
1,000	277	375	516	705
5,000	356	535	879	1,622
50,000	**381**	**593**	**1,044**	**2,290**
100,000	382	596	1,055	2,344
1,000,000	384	599	1,065	2,344
25,000,000	384	600	1,067	2,400

Source: Anderson, Fundamentals of Educational Research, 1996.

The entire population group of this study is 15,979 (Office of Tourist Business and Guide Registration, October 2005) This is for general tour guides which only means tour guide who hold gold and silver license, registered in Bangkok by the statistics from Bangkok Tourist Business and Guide Registration Office update on October 2005. Therefore, the sample sizes of this study was 381 in order to minimize the error and to discover the perception of tour guides towards tour operators in Bangkok, Thailand.

4.3 Research Instruments/Questionnaires

The researcher is used self-administered questionnaire, which is structured for the primary purpose of describing and predicting the results of the study. During the questionnaire process, the researcher was around for the respondents to ask questions

at any time. However, the researcher conducted interview to ten selected tour guides whom the researcher had clarified the purpose of the research and asked for the willingness of the respondents. The questionnaire together with the interview helped the researcher to gather a larger amount of information from the sample population and achieved a better understanding of the respondents as well.

There are two categories in the questionnaire in order to obtain appropriate perception of tour guides towards tour operator which are:

Part 1: Personal information

Part 2: The perception of tour guides towards tour operator in Bangkok.

In part 2, the researcher decided to use the five Likert scales in order to obtain the rating of tour guide's perception. Likert scales is the most common approach in which you ask the respondent how strongly they agree or disagree with a statement or series of statements. It is important to keep the same order of response categories to avoid confusing respondents and include both positive and negative statements so as to ensure that the respondent read each one carefully and think about which box to tick. A Likert scale in this questionnaire had been composed in order to provide a rating on the level of perception of tour guides towards tour operator as:

5 = Strongly Agree

4 = Agee

3 = Neutral – neither agree nor disagree

2 = Disagree

1 = Strongly disagree

4.4 Collection of Data/Gathering Procedures

Although this research is designed using *survey research* for the purpose of obtaining appropriate data from tour guides in Bangkok on perception towards tour operator, the research still requires additional information from secondary data such as; related studies, journal articles, and other literary articles which support the study. There are two ways of gathering data; secondary data and primary data.

4.4.1 Secondary data

Secondary data is data used for a research project that was originally collected for some other purpose. It includes both raw data and published summaries (Saunders, 2003). Secondary data in this study come from many sources such as journals, articles, previous studies, on-line information, brochures which the researcher get from libraries, organizations and interne resources.

4.4.2 Primary data

Saunders (2003) discussed that the primary data is the data collected specifically for the research project being undertaken. In this study, most of the primary data was based on the survey method through questionnaire, which expressed the respondents towards tour operator in Bangkok. Since there were not many secondary data conducted on tour guides aspect according to literature review, the researcher had to depend on primary data as the main instrument for gathering data. The researcher decided to launch the questionnaire to the respondents who work closely with tour operator in order to get exact data as much as possible.

The process of data collection was done during March 2006 to tour guide who hold silver and gold license in Bangkok. Tour guides were simply noticed from license that they are wear during on the job. Http://www.guidescenter.com has conducted a survey on ten places in Bangkok where tour guides normally take tourists to. The result of the survey have shown as Wat Pho, Grand Palace and Temple of The Emerald Buddha, Wat Trimitr, Don Muang International Airport, Jim Thompson's House, River City Pier, Souvenir shops such as Narai Phan and Shopping Center such as MBK and World Trade Centre (Http://www.guidescenter.com, September 2, 2005). Therefore, the researcher decided to use all these seven places for launching the questionnaires and interview in order to get all completed data. To avoid duplication of answering questions because freelance tour guide are able to work for many different companies, they were asked if they have done this questionnaire before.

In addition, to support the primary data, the researcher had conducted the interview with ten tour guides and four tour operators. The interview had been done during the questionnaire session and had asked selected tour guides to give more information on the interview by their will. For tour operator, the researcher called to the selected companies and introduced themselves and telling the purpose of the interview.

The researcher has summarised the number of questionnaires and tour guides who have been interviewed in each place in table 4.4.3

Table 4.4.3 Summary of Questionnaires and number of tour guides who have been interviewed in each place.

Places distributed	Number of questionnaire	Number of interview
Wat Pho	150	5
Grand Palace & Temple of the Emerald Buddha	50	2
Wat Trimitr	50	2
Don Muang International Airport	50	-
Jim Thompson's House	40	1
River City Pier	30	
Souvenior Shops	11	-
Total	381	10

From the questionnaire distribution and number of tour guides who have been interviewed, the researcher found that Wat Pho is number one place where tour guides most gathered. Grand Palace and Temple of the Emerald Buddha,Wat Trimitr, Don Muang International Airport, Jim Thompson's House, River City Pier, Souvenior shops ranged respestively.

4.5 Statistical Treatment of Data

4.5.1 Descriptive Statistics

Descriptive Statistics are statistical indices that summarize the basic characteristics of a distribution of responses or observations made. In descriptive analysis, observation or responses in the form of raw data transformed into comprehensible of interpretable through statistical indices such as average, frequency distributions and percentage distributions (Malhotra, 2002)

In this study, descriptive statistics is used to analyze personal profile of tour guide in Bangkok.

4.5.2 Inferential Statistics

Inferential Statistics consist of techniques that allow researcher to study samples and then make generalizations about the population from which were selected.

(Gravetter and Wallanau, 2000) Inferential statistics are used for hypothesis testing. In this study, the following inferential statistics are used to test the 20 operational hypotheses.

4.5.3 T-Test

T-Test is the tool to compare the difference in the means of the two samples using a measure of the spread of the scores. It is the likelihood of any difference between these two samples occurring by chance alone is low this will be represented by a large t statistic with a probability less than 0.05 (Saunders, 2003)

4.5.4 ANOVA

ANOVA stands for variance. It is a statistical test to determine the probability (likelihood) that the values of a quantifiable data variable for three or more independent samples or groups are different. The test assesses the likelihood of any difference between these groups occurring by chance alone (Saunders, 2003)

4.5.5 Chi-Square

Chi-Square is a statistical test to determine the probability likelihood that two categorical data variables are associated. A common use is to discover whether there are statistically significant differences between the observed frequencies and the expected frequencies of two variables presented in a cross-tabulation. Chi-Square is also appropriate when the level of measurement is in a nominal scale.

4.6 Pretest (Reliability Test)

Pretest is defined as the degree to which measures are free from error and therefore yield consistent results (Zikmund, 1997). A pretest of questionnaire was necessary for research using primary data. Therefore, the pretest checked if the

wordings of the questionnaire were appropriate and to test whether the questions described the same idea to all respondents. The researcher used the questionnaire to measure perception of tour guides towards tour operator and personal profile. Thus, in order to avoid errors in the questionnaire during the survey period, the pretest was conducted from 23-24 January 2006, and 30 tour guides from selected two tour operators which are Gullivers' Travel Associates (GTA) and Turismo Thai Co.Ltd and members of Professional Tourist Guide Association, Thailand participated. During the pretest period, the importance of the research and pretest was explained to the respondents. For the reliability test, the researcher used the Cronbach's Coefficent Alpha Scales to test the reliability of the questionnaire. Results that are less than 0.60 are generally considered to be poor, those in the 0.70 range, to be acceptable, and those over 0.80 to be good.

All items were tested and the result is N of cases = 30. Alpha = 0.77 (see Appendix B) which in this case the questionnaire was considered to be reliable.

4.7 Qualitative Study

In addition to the quantitative study, the researcher had also conducted a qualitative study in the form structured interview with selected tour guides, asking such questions as:

1. What is the term of employment of the company you are working with? Are you satisfied with it?
2. How long have you been working as a tour guide?
3. How do you feel about the job security the company gives you?

4. Did the company provided you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?
5. How do you feel about guide fee given by the company?
6. How do you feel about commission given by the company?
7. Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?
8. Do you receive overtime paid by the company? How do you feel about it?
9. What do you think of the overall policy and practices of your employer? This includes the policy of tour guides, suppliers and tourists.
10. What do you think of the image of the company regarding integrity both with the employees and customers?
11. What is your comment about safety in your work?
12. What is your comment about the working procedure of your employer?
13. What aspects do you think the company should care more for tour guides?
14. Please give any suggestions.

In order to support the primary data, the researcher had conducted interviews with operations staffs who work with tour operators. In order to reserve their privacy, company name was treated confidential and published in this research only. The researcher had interview a few tour operators in order to learn their perception towards tour guides.

Questions to ask tour operators such as below:

1. What are your difficulties working with tour guides?
2. How do you provide policy and working procedure to tour guides?

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3. In your opinion, what aspects of guide works should be improved on the part of tour guides?
4. What is your remuneration plan for tour guides?
5. How about tips and porterage fee? Does your company provide this for tour guide?
6. How do you provide safety to tour guides?
7. What factors attracted tour guides to work in your company?

Both interviews will be put in the next chapter.

The researcher has summarised the data collection procedure as below:

Table 4.7.1 Data Collection Procedure

Types of Data	Period
Secondary Data	October-November
Quantitative (Questionnaire)	February-March
Qualitative (Interview)	February-March

Chapter V: Data Analysis

This Chapter consists of three parts. Part one presents the statistical analysis concerning personal characteristic of respondents. Part two presents the statistical analysis for hypothesis testing. Part three presents the dimension of some interesting research items and the last part is the conclusion based on the hypothesis.

5.1 Statistical analysis concerning personal characteristics of tour guides.

The result of statistical analysis concerning personal characteristic of respondents could be presented as follows (n=381):

Table 5.1.1: Summary of respondent characteristics

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Personal factors	Frequency	Percent
Type of tour guide		
- Full-time	5	1.3
- Freelance	376	98.7
Gender		
- Male	176	46.2
- Female	205	53.8
Age		
- 20-29	75	19.7
- 30-39	181	47.5
- 40-49	84	22.0
- 50-59	33	8.7
- 60 or over	8	2.1
Marital Status		
Single	168	44.1
Married	203	53.3
Divorced	10	2.6
Education		
- High School	7	1.8
- Diploma/College graduate	26	6.8
- Bachelor Degree	337	88.5
- Higher than Bachelor Degree	36	2.9
Total sample size	381	100 %

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From Table 5.1 show that there are 5 respondents or 1.3% are full-time tour guide and there are 376 respondents or 98.7% are freelance tour guide from 381 respondents in this study. The percentages of female in this study is 53.8% (205 respondents) and Male is 46.2% (176 respondents). 47.5% of respondent is 30-39 years old, 22% of respondents are 40-49 years old, 19.7% is 20-29 years old, 8.7% is 50-59 and 2.1% is 60 or over. For the marital status of the respondents 53.3% are already married, 44.1% are single and 2.6% are divorced. Most educational level of the respondents is Bachelor Degree which is showing 88.5%. Diploma/College graduate is in the second order which is 6.8% and then Higher than Bachelor Degree and High School are 2.9% and 1.8% respectively.

5.2 Statistical Analysis for Hypothesis testing

This study has set twenty hypotheses testing. The results are as follows:

5.2.1. Hypothesis One

H1 o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment (full-time or freelance).

H1a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment (full-time or freelance).

Table 5.2.1: Term of Employment classified by nature of employment

Group Statistics

	Please indicate type of tour guide you are	N	Mean	Std. Deviation	Std. Error Mean
Tern of Employment	Full-time	5	4.6000	.54772	.24495
	Freelance	376	3.2527	.77459	.03995

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Tern of Employment	Equal variances assumed	.47	.50	3.9	379	.000	1.347	.3478	.6635	2.031
	Equal variances not assumed			5.4	4.2	.005	1.347	.2482	.6719	2.023

As shown in Table 5.2.1, the significant value of Levene's Test for Equality of Variances is 0.50 which is greater than 0.05 so that the Equal variances assumed.

For independent sample T-test whether there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment. As shown in Table 5.2.1, at 95% confidence interval the significance value is showing 0.000 which is less than 0.05 so the Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment (full-time or freelance).

5.2.2. Hypothesis Two

H2o: There is no difference among tour guides in their perception towards on dealing with tour operators on term of employment when classified by gender.

H2a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by gender.

Table 5.2.2: Term of Employment classified by gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Tern of Employment	Male	176	3.3239	.80902	.06098
	Female	205	3.2244	.76594	.05350

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equali of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Tern of Employment	Equal variances assumed	93	.336	1.2	379	.219	.0995	.08078	-.059	.2583
	Equal variances not assumed			1.2	363.4	.221	.0995	.08112	-.060	.2590

As shown in Table 5.2.2, the significant value of Levene's Test for Equality of Variances is 0.336 which is greater than 0.05 so that the Equal variances assumed.

For independent sample T-test whether there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by gender. As shown in Table 5.2.1, at 95% confidence interval, the significance value is showing 0.219 which is greater than 0.05 so Null Hypothesis (Ho) is fail to reject. It means that there is no difference among tour guides in their perception towards on dealing with tour operators on term of employment between Male and Female.

5.2.3. Hypothesis Three

H3o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by age.

H3a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by age.

Table 5.2.3: Term of Employment classified by age

ANOVA

Tern of Em lo ment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.096	4	5.524	9.749	.000
Within Groups	213.059	376	.567		
Total	235.155	380			

Tern of Employment

Scheffe[a,b]

Age	N	Subset for alpha = .05		
		1	2	3
20-29	75	3.1000		
40-49	84	3.2024	3.2024	
30-39	181	3.2293	3.2293	
50-59	33		3.7727	
60 or over	8			4.4375
Sig.		.983	.105	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 26.872.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by age. As shown in Table 5.2.3, at 95% confidence interval the significance value is showing 0.000 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by age. Age group of (20-29) < (50-59) < (60 or over).

5.2.4. Hypothesis Four

H4o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by marital status.

H4a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by marital status.

Table 5.2.4: Term of Employment classified by marital status

ANOVA

Tern of Employment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.352	2	2.176	3.563	.029
Within Groups	230.803	378	.611		
Total	235.155	380			

Tern of Employment

Scheffe[a,b]

Marital status	N	Subset for alpha = .05
		1
Single	203	3.1724
Divorced/Separate	10	3.2500
Married	168	3.3899
Sig.		.593

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 27.057.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by martial status. As shown in Table 5.2.4, at 95% confidence interval the significance value is showing 0.029 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by marital status. Marital Status group of (Single) < (Married)

5.2.5. Hypothesis Five

H5o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by educational level.

H5a: There is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by educational level.

Table 5.2.5: Term of Employment classified by educational level

ANOVA

Tern of Em lo ment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.000	3	1.667	2.730	.044
Within Groups	230.155	377	.610		
Total	235.155	380			

Tern of Employment

Scheffe

Education level	N	Subset for alpha = .05
		1
High School Level	7	3.0000
Bachelor Degree	337	3.2433
Higher than Bachelor Degree	11	3.3182
Vocational School	26	3.6731
Sig.		.147

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 14.535.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by educational level. As shown in Table 5.2.5, at 95% confidence interval the significance value is showing 0.044 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by educational level. Educational level group of (High School Level) < (Vocational School)

5.2.6. Hypothesis Six

H6o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by nature of employment.

H6o: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by nature of employment.

Table 5.2.6: Compensation classified by nature of employment

Group Statistics

	Please indicate type of tour guide you are	N	Mean	Std. Deviation	Std. Error Mean
Compensation	Full-time	5	4.3000	1.09545	.48990
	Freelance	376	2.4508	.75360	.03886

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Compensation	Equal variances assumed	1 4 .	.24	5.4	379	.000	1.849	.3412	1.1782	2.5202
	Equal variances not assumed			3.8	4.1	.019	1.849	.4914	.49144	3.2070

As shown in Table 5.2.6, the significant value of Levene's Test for Equality of Variances is 0.24 which is greater than 0.05 so that the Equal variances assumed.

For independent sample T-test whether there is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by

nature of employment. At 95% confidence interval, the significance value is showing 0.000 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by nature of employment.

5.2.7. Hypothesis Seven

H7o: There is no difference among tour guides in their perception towards on dealing with tour operators on compensation when classified by gender.

H7a: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by gender.

Table 5.2.7: Compensation classified by gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Compensation	Male	176	2.3182	.75378	.05682
	Female	205	2.6098	.78950	.05514

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Compensation	Equal variances assumed	3.2	.076	-3.67	379	.000	-.292	.07946	-.448	-.135
	Equal variances not assumed			-3.68	374.7	.000	-.292	.07918	-.447	-.136

As shown in Table 5.2.7, the significant value of Levene's Test for Equality of Variances is 0.076 which is greater than 0.05 so that the Equal variances assumed.

For independent sample T-test whether there is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by gender. As shown in Table 5.2.7, at 95% confidence interval, the significance value is showing 0.000 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on compensation between Male and Female.

5.2.8. Hypothesis Eight

H8o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by age.

H8a: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by age.

Table 5.2.8: Compensation classified by age

ANOVA

Compensation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.511	4	2.128	3.538	.008
Within Groups	226.127	376	.601		
Total	234.638	380			

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Compensation

Scheffe[a,b]

Age	N	Subset for alpha = .05
		1
20-29	75	2.3400
30-39	181	2.3895
40-49	84	2.6607
50-59	33	2.6667
60 or over	8	2.9375
Sig.		.095

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 26.872.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by age. As shown in Table 5.2.8, at 95% confidence interval the significance value is showing 0.008 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by age. Age group of (20-29 & 30-39) < (60 or over)

5.2.9. Hypothesis Nine

H9o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by marital status.

H9a: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by marital status.

Table 5.2.9: Compensation classified by marital status

ANOVA

Compensation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.085	2	1.042	1.694	.185
Within Groups	232.553	378	.615		
Total	234.638	380			

Compensation

Scheffe[a,b]

Marital status	N	Subset for alpha = .05
		1
Single	203	2.4594
Married	168	2.4673
Divorced/Separate	10	2.9250
Sig.		.094

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 27.057.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by martial status. As shown in Table 5.2.9, at 95% confidence interval the significance value is showing 0.185 which is greater than 0.05 so Null Hypothesis (Ho) is fail to reject. It means that there is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by marital status.

5.2.10. Hypothesis Ten

H10o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by educational level.

H10a: There is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by educational level.

Table 5.2.10: Compensation classified by educational level

ANOVA

Compensation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.169	3	3.056	5.110	.002
Within Groups	225.469	377	.598		
Total	234.638	380			

Compensation

Scheffe[a,b]

Education level	N	Subset for alpha = .05
		1
Higher than Bachelor Degree	11	2.4318
Bachelor Degree	337	2.4325
High School Level	7	2.4643
Vocational School	26	3.0481
Sig.		.204

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 14.535.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by educational level. As shown in Table 5.2.10, at 95% confidence interval the significance value is showing 0.002 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on compensation when classified by educational level. Educational Level Group of (Higher than Bachelor Degree & Bachelor Degree & High School Level) < (Vocational School)

5.2.11. Hypothesis Eleven

Hi lo: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by nature of employment.

H11 a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by nature of employment.

Table 5.2.11: Fairness and Integrity classified by nature of employment

Group Statistics

	Please indicate type of tour guide you are	N	Mean	Std. Deviation	Std. Error Mean
Fairness and Integrity	Full-time	5	4.6000	.54772	.24495
	Freelance	376	3.3816	.72293	.03728

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Fairness and Integrity	Equal variances assumed	.183	.669	3.8	379	.000	1.22	.3247	.5799	1.857
	Equal variances not assumed			4.9	4.2	.007	1.22	.2478	.5424	1.894

As shown in Table 5.2.11, the significant value of Levene's Test for Equality of Variances is 0.669 which is greater than 0.05 so that the Equal variances assumed.

For independent sample T-test whether there is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by nature of employment. As shown in Table 5.2.11, at 95% confidence interval, the significance value is showing 0.000 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by nature of employment.

5.2.12. Hypothesis Twelve

H12o: There is no difference among tour guides in their perception towards on dealing with tour operators on fairness and integrity when classified by gender.

H12a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by gender.

Table 5.2.12: Fairness and Integrity classified by gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Fairness and Integrity	Male	176	3.4119	.69646	.05250
	Female	205	3.3854	.76555	.05347

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Fairness and Integrity	Equal variances assumed	2.1	.145	.352	379	.725	.0266	.0755	-.1218	.17496
	Equal variances not assumed			.355	377.7	.723	.0266	.0749	-.1208	.17390

As shown in Table 5.2.12, the significant value of Levene's Test for Equality of Variances is 0.145 which is greater than 0.05 so that the Equal variances assumed.

For independent sample T-test whether there is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by gender. As shown in Table 5.2.12, at 95% confidence interval, the significance value is showing 0.725 which is greater than 0.05 so Null Hypothesis (Ho) is failing to reject. It means that there is no difference among tour guides in their perception towards on dealing with tour operators on fairness and integrity between male and female.

5.2.13. Hypothesis Thirteen

H13o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by age.

H13a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by age.

Table 5.2.13: Fairness and Integrity classified by age

ANOVA

Fairness and Inte ri

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.644	4	2.161	4.149	.003
Within Groups	195.864	376	.521		
Total	204.508	380			

Fairness and Integrity

Scheffe[a,b]

Age	N	Subset for alpha = .05	
		1	2
40-49	84	3.3036	
30-39	181	3.3315	3.3315
20-29	75	3.4400	3.4400
50-59	33	3.7727	3.7727
60 or over	8		3.9375
Sig.		.227	.052

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 26.872.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by age. As shown in Table 5.2.13, at 95% confidence interval the significance value is showing 0.003 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by age. Age group of (40-49) <(60 or over)

5.2.14. Hypothesis Fourteen

H14o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by marital status.

H14a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by marital status.

Table 5.2.14: Fairness and Integrity classified by marital status

ANOVA

Fairness and Inte ri

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.682	2	.341	.633	.532
Within Groups	203.826	378	.539		
Total	204.508	380			

Fairness and Integrity

Scheffe[a,b]

Marital status	N	Subset for alpha = .05 1
Single	203	3.3621
Married	168	3.4315
Divorced/Separate	10	3.5500
Sig.		.642

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 27.057.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by martial status. As shown in Table 5.2.14, at 95% confidence interval the significance value is showing 0.532 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by marital status.

5.2.15. Hypothesis Fifteen

H15o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by educational level.

H15a: There is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by educational level.

Table 5.2.15: Fairness and Integrity classified by educational level

ANOVA

Fairness and Integrity

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.767	3	.589	1.095	.351
Within Groups	202.741	377	.538		
Total	204.508	380			

Fairness and Integrity

Scheffe[a,b]

Education level	N	Subset for alpha = .05
		1
Higher than Bachelor Degree	11	3.2727
High School Level	7	3.2857
Bachelor Degree	337	3.3858
Vocational School	26	3.6346
Sig.		.622

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 14.535.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by educational level. As shown in Table 5.2.15, at 95% confidence interval the significance value is showing 0.043 which is less than 0.351 so Null Hypothesis (Ho) is

rejected. It means that there no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by educational level.

5.2.16. Hypothesis Sixteen

H16o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by nature of employment.

H16a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by nature of employment.

Table 5.2.16: Safety and Work Procedure classified by nature of employment

Group Statistics

	Please indicate type of tour guide you are	N	Mean	Std. Deviation	Std. Error Mean
Safety and Working Procedure	Full-time	5	4.4000	.89443	.40000
	Freelance	376	3.4375	.91983	.04744

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Safety and Working Procedure	Equal variances assumed	.003	.955	2.3	379	.021	.9625	.4140	.14854	1.776
	Equal variances not assumed			2.4	4.1	.073	.9625	.4028	-.1438	2.069

As shown in Table 5.2.16, the significant value of Levene's Test for Equality of Variances is 0.995 which is greater than 0.05 so that the Equal variances assumed.

For independent sample T-test whether there is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by nature of employment. At 95% confidence interval, the significance value is showing 0.021 which is less than 0.05 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by nature of employment.

5.2.17. Hypothesis Seventeen

H17o: There is no difference among tour guides in their perception towards on dealing with tour operators on safety and work procedure when classified by gender.

H17a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by gender.

Table 5.2.17: Safety and Work Procedure classified by gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Safety and Working Procedure	Male	176	3.4176	.91200	.06874
	Female	205	3.4780	.93712	.06545

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Safety and Working Procedure	Equal variances assumed	16	.69	-.64	379	.526	-.060	.09512	-.247	.1266
	Equal variances not assumed			-.64	373.1	.525	-.060	.09492	-.247	.1262

As shown in Table 5.2.17, the significant value of Levene's Test for Equality of Variances is 0.69 which is greater than 0.05 so that the Equal variances assumed.

For independent sample T-test whether there is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by gender. As shown in Table 5.2.17, at 95% confidence interval, the significance value is showing 0.526 which is greater than 0.05 so Null Hypothesis (Ho) is failing to reject. It means that there is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure between male and female.

5.2.18. Hypothesis Eighteen

H18o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by age.

H18a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by age.

Table 5.2.18: Safety and Work Procedure classified by age

ANOVA

Safety and Working Procedure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25.063	4	6.266	7.853	.000
Within Groups	299.990	376	.798		
Total	325.052	380			

Safety and Working Procedure

Scheffe

Age	N	Subset for alpha = .05	
		1	2
30-39	181	3.2956	
20-29	75	3.3333	
40-49	84	3.6131	
50-59	33	3.8485	
60 or over	8		4.6875
Sig.		.275	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 26.872.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by age. As shown in Table 5.2.18, at 95% confidence interval the significance value is showing 0.043 which is less than 0.00 so Null Hypothesis (Ho) is rejected. It means that there is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by age. Age group of (30-39 & 20-29 & 40-49 & 50-59) < (60 or over)

5.2.19. Hypothesis Nineteen

H19o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by marital status.

H19a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by marital status.

Table 5.2.19: Safety and Work Procedure classified by marital status

ANOVA

Safety and Working Procedure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.206	2	2.103	2.478	.085
Within Groups	320.846	378	.849		
Total	325.052	380			

Safety and Working Procedure

Scheffe[a,b]

Marital status	N	Subset for alpha = .05
		1
Single	203	3.3522
Divorced/Separate	10	3.5000
Married	168	3.5655
Sig.		.696

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 27.057.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when

classified by martial status. As shown in Table 5.2.19, at 95% confidence interval the significance value is showing 0.085 which is greater than 0.05 so Null Hypothesis (Ho) is failing to reject. It means that there is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by marital status.

5.2.20. Hypothesis Twenty

H20o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by educational level.

H20a: There is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by educational level.

Table 5.2.20: Safety and Work Procedure classified by educational level

ANOVA

Safety and Working Procedure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.875	3	1.292	1.516	.210
Within Groups	321.177	377	.852		
Total	325.052	380			

Safety and Working Procedure

Scheffe[a,b]

Education level	N	Subset for alpha = .05
		1
High School Level	7	3.1429
Bachelor Degree	337	3.4258
Vocational School	26	3.6923
Higher than Bachelor Degree	11	3.8182
Sig.		.275

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 14.535.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

For One way ANOVA test whether there is difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by educational level. As shown in Table 5.2.20, at 95% confidence interval the significance value is showing 0.210 which is greater than 0.05 so Null Hypothesis (Ho) is failing to reject. It means that there is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by educational level.

5.3. Discussion of Some Interesting Research Items

The following Table gives mean values for various research items representing various degrees of perception of the tour guides towards tour operators in Bangkok.

Table 5.3: Summary of Descriptive Statistic of Variables

Variables	Sub-variables	Mean	S.D.
Term of Employment	-The job security provided by my employer is good.	3.30	0.90
	-The employer provides prestigious status, such as uniform, name tag, etc.	3.24	0.88
	Average Mean	3.27	
Compensation	-My employer gives reasonable remuneration (Guide fee)	2.85	0.87
	-My job as a tour guide with this employer enables me to earn reasonable commission.	2.73	0.91
	-My employer provides reasonable fringe benefit, such as insurance, taxi fee etc.	2.18	1.04
	-My employer gives fair compensation for overtime work.	2.13	1.10
	Average Mean	2.46	
Fairness and Integrity	-The overall policy and practices of my employer is fair.	3.25	0.83
	-The image of my employing company regarding integrity both with the employees and customers.	3.55	0.82
	Average Mean	3.40	
Safety and Working Procedure	-My employing company provides me with safety which working as a tour guide.	3.50	0.99
	-My employing company has clear-cut working procedure enabling me to work efficiently and smoothly without unnecessary conflicts.	3.40	0.98
	Average Mean	3.45	

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Table 5.3 can be interpreted as follows:

5.3.1 Term of Employment

In terms of term of employment, the means are 3.30 for job security provided by employer, which could be interpreted as neutral; and 3.24 for employer providing prestigious status, which could be interpreted as neutral.

5.3.2 Compensation

In terms of compensation, the means are 2.85 for reasonable guide fee, which could be interpreted as disagree; 2.73 for reasonable commission, which could be interpreted as disagree; 2.18 for reasonable fringe benefits, which could be interpreted as disagree; and 2.13 for compensation for overtime work, which could be interpreted as disagree.

5.3.3 Fairness and Integrity

In terms of fairness and integrity, the means are 3.25 for overall policy and practices, which could be interpreted as neutral; and 3.55 for image of integrity, which could be interpreted as agree.

5.3.4 Safety and Working Procedure

In terms of safety and working procedure, the means are 3.5 for safety which could be interpreted as agree; and 3.4 for clear-cut working procedure ,which could be interpreted as neutral.

5.4. Summary of Hypothesis Testing

From table 5.4 is showing the summary of the hypothesis testing of this study as follows:

Table 5.4: Summary of the Hypotheses

Hypothesis	Significance (P-Value)	Results
H1 o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment.	0.000	Rejected
H2o: There is no difference among tour guides in their perception towards on dealing with tour operators on term of employment when classified by gender.	0.219	Accepted
H3o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by age.	0.000	Rejected
H4o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by martial status.	0.029	Rejected
H5o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by educational level.	0.044	Rejected
H6o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by nature of employment.	**0.000**	Rejected
H7o: There is no difference among tour guides in their perception towards on dealing with tour operators on compensation when classified by gender.	0.000	Rejected
H8o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by age.	0.008	Rejected
H9o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by martial status.	0.185	Accepted
H10o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by educational level.	0.002	Rejected
H1 lo: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified	0.000	Rejected

by nature of employment.		
H12o: There is no difference among tour guides in their perception towards on dealing with tour operators on fairness and integrity when classified by gender.	0.725	Accepted
H13o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by age.	0.003	Rejected
H14o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by martial status.	0.532	Accepted
H15o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by educational level.	0.043	Rejected
H16o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by nature of employment.	0.021	Rejected
H17o: There is no difference among tour guides in their perception towards on dealing with tour operators on safety and work procedure when classified by gender.	0.526	Accepted
H18o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by age.	0.043	Rejected
H19o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by martial status.	0.085	Accepted
H20o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by educational level.	0.210	Accepted

5.5 Results from interviewing with ten tour guides and three tour operators

From interviewing ten tour guides, there are interesting issues that tour guides mostly referred to:

1. Guide Fee: This is the most frequent issue tour guides talked about. Many tour guides commented that there is no standard pay-scale. Guide fee rate is depended on each tour operator which normally low. For example, some tour guides received THB 400 for a full day tour which is quite low. Many of them stated that in some market like Chinese, tour guides rarely got guide fee. They had to take tourists to shop and sell optional tours so that they would get commission. However, some tour guides satisfied with guide fee they have received. On this point, tour operators stated that the company is giving fair guide fee to tour guides although there is no standard. One company gave THB 800 for full day tour which they think many tour guides satisfied.

2. Commission: Many tour guides felt neutral towards commission given. Some satisfied, but some did not. Tour guides said that they connot rely on commission much because tourists rarely shop from souvenior and jewelry shops these days. Tour operators said they gave 10-15% commission to tour guides while the company itself received the same percentage. However, some company received 20% and gave tour guides 10% commission. Tour operators viewed that they are giving fair percentage to tour guides as well.

3. Fringe Benefits: Most tour guides received only taxi fee at night time which sometimes does not enough because the fee is normally fixed such as THB 100. That means if they paid more, they had to absorb more. Many tour guides stated that they never received any health or accident insurance. On this issue, tour operators said that since tour guides have been hired as freelance, they do not need to give health or accident insurance to them. They commented that they are giving fair taxi fee anyway, and the reason that they fixed the taxi fee is because the limited budget.

4. System of Overtime: All tour guides never received overtime which all of them agreed that they should received because they always work more than standard working hours. However, tour operators had no policy of giving overtime pay to tour guides and tour guides have to accept this because it has been a normal practices for a long time.

5.Job Security: Apart from compensation scheme, this is the second most issue tour guides referred. Tour guides worked as freelance and worked only to a few companies. They got very less jobs during low season, but had to work longer hours during high season. Many tour guides hardly refused their job during high season even though tey had personal matter to do. They said that the refusal of the job may put them on black list of the company and in the end got no job at all. On this point, tour operators said that tourism industry depended a lots on seasonality, so tour guides should accept less quantity of the job during low season and over-demand during high season. However, they stated that they had pushed more sales and marketing during low season so that they got more customers and tour guides woud had more jobs.

6. *Fairness:* Many tour guides felt that their empolyer are fair to them on policy and practices, but not benefits. They all agreed that they always have not been informed if ther are any changes of the policy which brough to the misunderstanding and losing some benefits. Anyhow, tour operators commented that they have tried their best to give fair policy and practices to tour guides. When mentioned on the changes of policy, tour operators said they always informed tour guides and tour guides should pay attention on it.

7. *Safety:* Many tour guides voiced that they are quite safe working in the company. Some of them requested for private room when they had to go up-country with tourists. Tour operators also said the same that they always provided safety to tour guides and requested private room. However, some cases like the full occupancy of the hotel, they had to move tour guides to stay somewhere else which they have tried to find the hotel close to tourists.
8. *Work procedure:* Tour guides referred that they have been informed of the work procedure but hardly been informed when there is any immediate changes which lead to the error of the work. Anyhow, tour operators said that they have sated clear-cut work procedure to every tour guides and prepared on-the-job training to novice tour guides. When asked about the changes, they said that they always informed to tour guides which tour guides have to pay attention.
9. *Integrity:* All tour guides stated that customers and guides themselves had viewed tour operator in good level in term of integrity.
10. *Prestige Status:* This is the last statement that tour guides rarely mentioned. Most leading tour opertors provided uniform for tour guides which they feel proud wearing them. However, small to medium sizes companies rarely provided.

In addition, a few tour guides mentioned on zero-dollar tour which mean customers do not have to pay anything for the tour. That means, tour guides did not receive any guide fee. Therefore, they have to sell optional tours and steer tourists to jelwery and souvenior shops so that tour guides will get commission, but have to refund a big percentage of commission to their employer.

5.6 Conclusion

Due to the results from quantitative and qulitative study, the findings of tour guides perception towards tour operators are related. From the both studies, tour guides disagree on compensation scheme which are guide fee, commission, fringe benefits and system of over tme. Tour guides thinks that there is no standard pay-scale and have not been paid fairly. Some tour guides do not get guide fee and have to rely on commission only. For fringe benefits, most tour guides received only taxi fee, but no insurance and overtime pay.

On the issue of term of employment, quantitative study showed that tour guides preferred to be be hired as full time staff instead of freelance so that they would get standard benefits and have jobs throughout the year, both high and low season. However, tour guides feel neutral regarding quanlitative study as well as prestigious status.

In terms of fairness and intergrity, both quantitative and qualitative study show relvevant results. Tour guides viewed that they have been treated fairly regarding policy and practices of the company. The result is neutral for quantitative study may come from the issue of changing the policy without being notified. For integrity, tour guides agreed that customers and guides themselves viewed the image of the company in good level.

For safety and work procedure, quantitative study showed that tour guides agree on safety which is matched with the interview. They only commented to have private room when they go-up country with customers. In terms of working procedure, tour guides stated that they have been informed by the company before

start working. However, they have rarely been notified from the company when there are changes which coule be interpret as neutral from the questionnaire.

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Chapter 6: Conclusion and Recommendations

This chapter consists of three parts. Part one gives a summary of findings. Part two provides recommendation regarding perception of tour guides towards tour operators. Part three gives a recommendation for further study.

6.1 Summary of Findings

The findings of this study could be summarized as followed:

6.1.1 Summary of Personal Characteristics

Table 6.1.1 Summary of Personal Profile of Respondents

Type of Tour Guides	Freelance	376	98.7%
Gender	Female	205	53.8%
Age	30-39	181	47.5%
Marital Status	Married	203	53.3%
Education	Bachelor Degree	337	88.5%

The respondents from 381 respondents, who were tour guides can be described in terms of terms of employment, gender, age group, marital status and education level. All these details of the respondents who have differences in perceptions towards tour operators is explained in table 6.1.1. Most of the respondents were freelance tour guides (98.7%), with the age group of 30-39 (47.5%). The majority of gender is female (53.8%) For the marital status of the respondents 53.3% are already married, 44.1% are single which does not make much difference. The last aspect of respondents was the educational level which was Bachelor degree (88.5%), higher than other levels.

Table 6.1.2 Summary of Hypotheses testing

The following table 6.1.2 gives a summary of findings for the twenty hypotheses set in this study.

Table 6.1.2 Summary of Hypotheses testing

Hypotheses Statement (Null Hypotheses)	Significance (P-Value)	Results
H1 o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment.	0.489	Accepted
H2o: There is no difference among tour guides in their perception towards on dealing with tour operators on term of employment when classified by gender.	0.219	Accepted
H3o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by age.	0.000	Rejected
H4o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by martial status.	0.029	Rejected
H5o: There is no difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by educational level.	0.044	Rejected
H6o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by nature of employment.	0.000	Rejected
H7o: There is no difference among tour guides in their perception towards on dealing with tour operators on compensation when classified by gender.	0.000	Rejected
H8o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by age.	0.008	Rejected
H9o: There is no difference among tour guides in their perception towards dealing with tour	0.185	Accepted

operators on compensation when classified by martial status.		
H10o: There is no difference among tour guides in their perception towards dealing with tour operators on compensation when classified by educational level.	0.002	Rejected
Hl lo: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by nature of employment.	0.544	Accepted
H12o: There is no difference among tour guides in their perception towards on dealing with tour operators on fairness and integrity when classified by gender.	0.725	Accepted
H13o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by age.	0.003	Rejected
H14o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by martial status.	0.532	Accepted
H15o: There is no difference among tour guides in their perception towards dealing with tour operators on fairness and integrity when classified by educational level.	0.043	Rejected
H16o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by nature of employment.	0.002	Rejected
H17o: There is no difference among tour guides in their perception towards on dealing with tour operators on safety and work procedure when classified by gender.	0.526	Accepted
H18o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by age.	0.043	Rejected
H19o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by martial status.	0.085	Accepted
H20o: There is no difference among tour guides in their perception towards dealing with tour operators on safety and work procedure when classified by educational level.	0.210	Accepted

From hypothesis testing, 13 null hypotheses are rejected, and 7 null hypotheses are accepted. Thus, the general conclusion of hypothesis testing is that there is difference among tour guides in their perception towards dealing with tour operators on term of employment when classified by nature of employment, age, marital status, educational level; on compensation when classified by nature of employment, gender, age, educational level; on fairness and integrity when classified by nature of employment, age, educational level; on safety and work procedure when classified by nature of employment, age.

On the other hand, there is no difference among tour guides in their perception towards dealing with tour operators on terms of employment when classified by gender; on compensation when classified by marital status; on fairness and integrity when classified by gender; on safety and work procedure when classified by gender, marital status and educational level.

6.2 Recommendations for improving working relations between tour guides and tour operators.

From the results of the findings, coupled with additional interview with ten tour guides and five tour operators, the researcher would like to give the following recommendations for improving relation between tour guides and tour operators.

<u>Term of employment</u>

Job security: Tour guides have many jobs during high season, but get less job during low season. To enable them to keep their jobs, tour operator should try to provide them with some other related jobs during low season. Some tour guides have to find second job. However, if the company is quite big and have worldwide market, they

would not get affected on seasonality much. Furthermore, tour guides understand that tourism depends on external factors such as political and economic stability, natural disaster like Tsunami and epidemic like SARS or bird flu. Some tour guides have a second job if this external factor happened and they got no job from their employer. Furthermore, some tour guides commented that knowing third language apart from Thai and English such as Spanish, Russian, Japanese have more opportunities to get jobs.

Prestige Status: Many small tour operators do not provide uniform and name tags whereas leading and well-known tour operators do. However, tour guides prefer to wear uniform even though they are freelance. They say that they feel proud of wearing it and uniform can represent the image of the company. Therefore, tour operators should provide them with such uniforms.

Compensation

Guide Fee: Tour guides agree that guide fee is not high and there is no standard. Tour guides have to struggle to get as many jobs as possible. Some companies paid THB 400 for full day private tour, which is too little, while others paid THB 500-800. They said that living on guide remuneration was never enough and hard to survive especially when the economy went down. Some tour operators especially the ones who have to compete on lower prices such as Chinese market, there is no guide fee. Therefore, in this case, tour guides have to do every thing to steer customers for shopping and selling optional tour, so that tour guides will get commission and extra money. Furthermore, guide fee for tour guides who are able to speak a third language is only a little bit higher. For example, half day private tour, English tour guide may

get THB 400 for the maximum whereas Spanish speaking tour guide will get THB 450 or THB 500. All in all, tour guides think that there should be standard guide fee and pay higher. Therefore, tour operators should jointly set the standard pay-scale which should be reasonable.

Commission: Normally, tour guides get 5-10% when they could steer tourists to buy jewelry or souvenior shops where as the tour operators get 20% or more. Most tour guides agree that they cannot depend on commission either because of changing customer behavior nowadays. They do not buy in tourist shops which have nice displays and persuasive sales assistants. Many tourists go to Chatuchak weekend market and department stores to buy stuffs which sell at cheaper prices. Sometimes, clients bargain with the shop and the company will cut commission from guides in order to give more discounts to clients. Therefore, tour guides may not depend on commission like in the past, then tour operators should be fair to them.

Fringe benefits: Normally, most companies provide taxi fee at night time only and to pay to tour guides when there are working at night time. However, some tour operators do not give taxi fee at all especially Chinese market. Most tour guides think that there should be other fringe benefits as well such as health and accident insurance.

Overtime: Tour guides do not get paid overtime. Most tour guides agree that there should be overtime paid because they always work longer than set time. For example, the duration of one day tour is 8 hours, but most tour guides have to work up to 10-11 hours.

Fairness and Integrity

Fairness: Most tour guides agree that the overall policy regarding tour guides and customers are fair. However, they commented that the company rarely notified to tour guides when there were changes in the policy. Therefore, if there are any changes, the company should let tour guides know in order to work smoothly.

Integrity: Most tour guides view the image of the company regarding integrity with tour guides and customers are in good level.

Safety and Work Procedure

Safety: Tour guides feel safe in their work. However, they commented that they wanted private room when they go up-country with customers. This is the common problem they often raised.

Work procedure: Tour guides have been informed by the company on working procedure. The problem was when there were any changes, the company did not inform tour guides accordingly.

As the researcher has interviewed tour operators as well, the results below are summarized on what they think:

1. Tour operators prefer to work with experienced tour guides who know the job very well. When they inform new policy or working procedure to tour guides, the company want tour guides to pay good attention and do it accordingly, so that the work will be smooth and with no mistake.
2. Tour operators want tour guides to be more prepared on travel details, information and recheck with travel suppliers such as hotels, transportation and restaurant that they are booked prior to the arrival of customers.

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3. Tour operators want tour guides to report what they have seen during the trip such as new information on travel details including the comments from customers.
4. Tour operators have to compete with one another to reduce their price, but have the same quality. The first net cost that they will cut is guide remuneration. Therefore, it is possible that they give less remuneration. However, from the interview, tour operators think that they are giving fair remuneration rate to tour guides.
5. From the interview, tour operators stated that they have prepared on-the-job training as well as briefing to the working procedure to new tour guides. Tour guides are requested to come to pick up the job or client's itinerary. Thus, the operation staff will explain the details of the itineraries to tour guides regarding; rooming list, itinerary and giving allowance.
6. Tour operators try to put tour guides in a safe place as much as possible in case they have to go up-country with customers such as providing separate rooms in the same place.
7. Tour operators stated that what attracted tour guides to work and become loyal to the companies was security of the jobs, fairness from employer and good remuneration.
8. Tour operators think that tour guides should improve on punctuality, responsibility of the job, capability on decision making, handling the emergencies and accurate information on various topics.

6.3 Recommendations for further studies

From the result of the study, it is obvious that tour guides are more concerned on tour guides compensation and fairness. This could be done with the cooperation from many organizations. For example, Tourism Authority of Thailand (TAT), Professional Tourist Guides Associations (PTGA) and Associations of Thai Travel Agents (ATTA) to create mutual understanding between tour guides and operators. It would be better to have an open forum for everyone so that they can speak up and list misunderstandings. In addition, institutes that provide tour guide training course should teach students on how to work with travel intermediaries such as accommodation, travel agents, tour operators etc. This will create mutual understanding and create have conflicts.

This section of recommendations would explain more about the recommendations of studying perception of tour guides and towards tour operators. From the result of the study, it mainly concerns two parts, which are tour guides personal characteristics and perception of tour guides towards tour operators. For tour guides personal characteristics, the researcher has studied asked tour guides on nature of employment, gender, age, marital status and education level. In the future, this could also study the relationship in many aspects of tour guides' characteristics such as on how long tour guides have been working, languages that tour guides used for their profession, and the type of tour operators (inbound, outbound or domestic).

For tour guides' perception, the researcher has covered many aspects which are terms of employment, compensation, fairness and integrity and safety and work procedure. However, the researcher suggests for further study that it might be able to

study the perception of tour guides towards tour operators in deeper aspects such as labor markets and employee satisfaction. Furthermore, the study can be done not only in Bangkok, but main cities which are popular among tourists such as Chiang Mai, Phuket, Pattaya, Ayutthaya and Kanchanaburi in order to understand the perception of tour guides towards tour operators in those areas.

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Appendix A

Questionnaire

I am Norawan Wonglertwit, a student of Master of Business Administration in Tourism Management at Assumption University, Thailand. I am conducting a research under the topic of "Perception of Tour Guides Towards Tour Operator in Bangkok, Thailand" as a part of my degree.

In order to complete this research, I need your help to provide me with some information, please answer all questions in the questionnaires given. All information will be treated confidentially and will be used for this research purpose only. Thank you very much for your kind assistance.

Direction: This questionnaire consists of two parts:
Part 1: Personal Information
Part 2: Perception of Tour Guide towards Tour Operators.
Please tick (x) the appropriate answer

Part 1: Personal Information

1. Please indicate what type of tour guide you are

❑ Full-time ❑ Freelance

2. Gender

❑ Male ❑ Female

3. Age Group (years)

❑ 20-29 ❑ 30-39 ❑ 40-49
❑ 50-59 ❑ 60 or over

4. Marital Status

❑ Married ❑ Single ❑ Divorced/Separate

5. Education Level

❑ High School level ❑ Vocational Level
❑ Bachelor degree ❑ Higher than Bachelor Degree

Part 2: Perception of Tour Guides Towards Tour Operator in Bangkok
Please rate your perception towards with employers/tour operators regarding the following aspects of employment and working procedures, using the following five-point scales:

5 = Strongly agree
4 = Agree
3 = Neutral – neither agree or disagree
2 = Disagree
1 = Strongly disagree

Aspects of Employment and Working Procedure	Agreement or Disagreement				
Term of Employment					
6. The job security provided by my employer.					
7. The employer provides prestigious status, such as uniform, name tag, etc.					
Compensation					
8. My employer gives reasonable remuneration (Guide fee)					
9. My job as a tour guide with this employer enables me to earn reasonable commission.					
10. My employer provides reasonable fringe benefit, such as insurance, taxi fee etc.					
11. My employer gives fair compensation for overtime work.					
Fairness and Integrity					
12. The overall policy and practices of my employer is fair.					
13. The image of my employing company regarding integrity both with the employees and customers.					
Safety and Working Procedure					
14. My employing company provides me with safety which working as a tour guide.					
15. My employing company has clear-cut working procedure enabling me to work efficiently and smoothly without unnecessary conflicts.					

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แบบสอบถาม

ดิฉันนางสาวนรวรรณ นักศึกษาปริญญาโทภาควิชาบริหารธุรกิจสาขาการจัดการการท่องเที่ยว มหาวิทยาลัยอัสสัมชั ดิฉันได้ทำวิจัยในหัวข้อความคิดเห็นของมัคคุเทศก์ต่อบริษัททท่องเที่ยวในกรุง กพฯ ประเทศไทย จึงใคร่ขอความกรุณาจากมัคคุเทศก์ช่วยสละเวลาตอบแบบสอบถามดังกลาว ถูกนำมาใช้ในงานวิจัยนี้เท่านั้น

วิธีการทำ : แบบสอบถามนประกอบด้วย 2 ส่วน

ส่วนที่ 1 ข้อมูลส่วนตัว

ส่วนที่ 2 ความคิดเห็นของมัคคเทศก์ต่อบริษัททท่องเที่ยว

(x)

ส่วนที่ 1 ;

1.โปรดระบุประเภทมัคคุเทศก์ของท่าน

❑ ประจำ ☐ ไม่ประจำ (ฟรีแลนซ์)

2.เพศ

☐ หญิง

3.อายุ

☐ 20-29 ☐ 30-39 El 40-49

☐ 50-59 ☐ 60 ขึ้นไป

4.สถานะภาพ

❑ แต่งงาน

5. ะดับาารศึกษา

❑ มัธยมศึกษา ☐ าชีวศึกษา

☐ ปริญญาตรี ญา

ส่วนที่ 2: ความคิดเห็นของมัคคเทศก์ต่อบริษัททท่องเที่ยว

ร ณากากบาทในช่องที่ท่านเห็นด้วยหรือไม่เห็นด้วยตามขอมูลทางด้านล่าง

5 = เห็นด้วยมากที่สุด

4 = เหนด้วย

3 = เฉ

2 = ไม่เห็นด้วย

1 = ไม่เห็นด้วยมากที่สุด

แง่มุมของการจ้างงานและระบบการทำงาน	เห็นด้วยหรือไม่เห็นด้วย				
สถานะในการทำงาน					
6. ทางบริษัทมีความมั่นคงให้กับข้าพเจ้าในขณะประกอบอาชีพมัคคเทศก์					
7. นายจ้างทำให้ข้าพเจ้ามีความภูมิใจโดยมีเครื่องแบบและป้ายชื่อให้แก่ข้าพเจ้า					
ค่าตอบแทน					
8. นายจ้าง ให้ค่าตอบแทน (Guide fee) ที่สมเหตุสมผ					
9. ทางบริษัท/นายจ้างได้ให้คอมมิชชันที่สมเหตุสมผ					
10. ทางบริษัทได้ให้ค่าตอบแทนอื่นๆเช่นค่าแท็กซี่ ค่าประกันภัย					
11. ข้าพเจ้าได้รับค่าล่วงเวลาที่เ นธรรมจากบริษัท					
ความยุติธรรมแ ะความ อตรง					
12. นโยบายและข้อปฏิบัติของบริษัทมีความยุติธรรมต่อขาพเจ้า					
13. ภาพพจน์ของบริษัทในเรื่องความซื่อตรงอยู่ในแง่ดีในสายตาของข้าพเจ้าและลูกคา					
ความปลอดภัยและระบบการทำงาน					
14. บริษัท/นายจ้างทำให้ข้าพเจ้ รู้สึกปลอดภัยในขณะปฏิบัติงานอาชีพมัคคุเทศก์					
15. บริษัท/นายจ้างมีนโยบายและระบบการทำงานที่ชัดเจนซึ่งส่งผลข้าพเจ้าปฏิบัติงานด้วยความมีประสิทธิภาพและราบรื่นโดยปราศจากความขัดแย้งใดๆ					

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Appendix B

ITEM MEANS	1.80	0.67	2.33	1.67	2.93	3.67	3.30	3.53	3.(
ITEM ST.DEVS.	0.41	0.48	1.32	0.48	0.45	0.84	0.92	0.73	0.!
ITEM VARS.	0.17	0.23	1.75	0.23	0.20	0.71	0.84	0.53	0.:
SUM ITEM VARS	5.91								
TEST MEAN	44.73								
TEST STD. DEV.	4.56								
TEST VAR.	20.75								
K (# QUET)	15.00								
K-1	14.00								
CRONBACH'S ALPHA	0.77								

Standard Error of Measurement = (Std.Dev. Of Test)(Sq. Root of 1-Cronbach's alpha)

Standard Error of Measurement = 2.20

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95% C.I. for 1st person (upper limit) =	47.32
95% C. I. for 1st person (lower) =	38.68
95% C.I. for 10th person (upper limit) =	46.32
95% C. I. for 10th person (lower) =	37.68
95% C.I. for 20th person (upper limit) =	45.32
95% C. I. for 20th person (lower) =	36.68

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Appendix C

Appendix C reveals the interview questions of ten tour guides

1. What is the term of employment of the company you are working with?
2. How long have you been working as a tour guide?
3. How do you feel about the job security the company gives you?
4. How do you feel towards guide fee given by the company?
5. How do you feel towards commission given by the company?
6. Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?
7. Do you receive overtime paid by the company? How do you feel about it?
8. What do you think of the overall policy and practices of your employer? This is included the policy of tour guides, suppliers and tourists.
9. What do you think of the image of the company regarding integrity both with the employees and customers?
10. What is your comment about safety in your work?
11. What is your comment about working procedure of your employer?
12. What aspects do you think the company should care more for tour guides?
13. Please give suggestions.

Interview questions to tour operators

1. What are your difficulties working with tour guides?
2. How do you provide policy and working procedure to tour guides?
3. In your opinion, what aspects of guide works should be improved on the part of the tour guides?

4. What is your remuneration plan for tour guides?
5. How about tips and porterage fee? Does your company provided these for tour guide?
6. How do you provide safety to tour guides?
7. What factors attract tour guides to work in your company?

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Appendix D

Appendix D reveals interview results with ten selected tour guides

1. A female English speaking tour guide

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance tour guide, but work regularly with only one company. I am quite satisfied with it. Although the pay is not that good, but operation staffs at the company are fair to me and I get along with them very well.

How long have you been working as a tour guide?

For about 6 years.

How do you feel about the job security the company gives you?

I get many jobs during high season, but get less jobs during low season.

What should the company do about this?

They should find us related jobs during low season, but none of the tour operators do it.

Did the company provide you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

No. I think it is good to have uniform and name tags, but if the company do not provide, I do not mind. I think it is only an external factor.

How do you feel towards guide fee given by the company?

I am quite satisfied. I think some of their rates are higher than standard such as transfers and private tours.

How do you feel towards commission given by the company?

I get 10% commission from selling optional tour and shopping. It is not much if compared to other companies, but overall it is still OK.

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

Only taxi fee at night time, others do not.

Do you receive overtime pay from the company? How do you feel about it?

No, I think we should get overtime pay.

What do you think of the overall policy and practices of your employer towards tour guides?

They are OK with the company. However, when they want to change policy and practices, they should consult tour guides as well. I mean it is better to organize meeting and discuss officially.

What do you think of the image of the company regarding integrity both with the employees and customers?

I think the image of the company towards customers and employees is quite good. We, employees, are proud to work in this company although there are something we dislike which is normal.

What aspects do you think the company should do to develop good relationship between tour guides and the company?

The company should have more opportunity for tour guide to speak up and share opinions on implementing new procedure and policy.

Please give suggestions?

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I still think that the profession of a tour guide is not secured because it depends on external factors such as economic and political stability. In addition, natural disasters and diseases could also be some of the factors. Thus, I think tour guides should keep a second profession as an alternative job by if such a situation arises.

2. A male English speaking tour guide

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance tour guide and work regularly with only two companies

How long have you been working as a tour guide?

For about 10 years.

How do you feel about the job security the company gives you?

I think the company I work for is quite secured because they are quite big and doing both inbound and outbound. They normally provide me jobs but I get less jobs during low season.

What do you think the employer should do about this?

Find us some related jobs.

How do you feel towards guide fee given by the company?

The pay is OK, not too good for inbound business. However, for outbound, the pay is a little better, but I have to work much harder.

How do you feel towards commission given by the company?

Same as above, when I am taking a group to outbound, I get more commissions than inbound. However, I still work in an inbound company because I am loyal to them. I have been working with them since I started as a tour guide.

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

No fringe benefits at all. What I only get is the taxi fee during 2100-0500 hrs when I have to work at that time. I think the company should provide taxi fee during day time as well.

Do you receive overtime pay from the company? How do you feel about it?

No overtime pay.

What do you think of the overall policy and practices of your employer towards tour guides?

I think the overall policy of my two employer are fair. However, there are some points which are a bit difficult to handle. For example, if there is any extra cost occurring during the trip, the company rarely absorb. This cost included porterage fee or toll way. Tour guides have to absorb.

What is your comment about safety in your work?

As I am a man, I feel safe working with the company.

What is your comment about the working procedure of your employer?

Yes, they provided me procedure, however, sometimes when they update the procedure or make any changes, they do not inform us. Therefore, we miss it and likely to make error.

What aspects do you think the company should do to develop good relationship between tour guides and the company?

The company should look after tour guides more in term of compensation. You know, cost of living here is high with the petrol cost rising almost everyday which make other

consumer products higher. It is not easy to survive, so I have to find as many jobs as possible. I admit that sometimes, I sell optional tour and take customers for shopping without informing my employer. You have to do it to survive because guide fee is low.

3. A female English speaking tour guide.

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance tour guide but work for a few companies only.

How long have you been working as a tour guide?

I have been working as a tour guide for 6 years.

Did the company provided you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

No uniform and name tags provided. I don't care much about it.

How do you feel towards guide fee given by the company?

I don't think the pay is good for me. For example, I get paid quite fair for transfer in and out, but regular city tour is not so good. I can't depend on tips and commission. Commission is quite less compared to other companies.

How do you feel towards commission given by the company?

I get 10% commission

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

Only taxi fee

Do you receive overtime pay from the company? How do you feel about it?

No, I think the company should pay overtime to tour guides because we always work longer which mostly the company requests us to work longer to please customers.

What do you think of the overall policy and practices of your employer towards tour guides?

Generally, the policy is ok, but it would be better if the policy was announced officially. Sometimes, the company implements new policy and does not inform guides which could create misunderstanding.

What do you think of the image of the company regarding integrity both with the employees and customers?

The image of the company regarding integrity both with tour guides and customers are fine.

What is your comment about working procedure of your employer?

I think when the company implements the new procedure, they should inform tour guides.

What aspects do you think the company should do to develop good relationship between tour guides and the company?

They should ask for guides' opinion.

4. A female Spanish and English speaking.

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance tour guide but work for two companies only.

How long have you been working as a tour guide?

I have been working as a tour guide for **10** years

How do you feel about the job security the company gives you?

I feel fairly secured working in the company.

How do you feel being able to speak third language like Spanish?

I feel it is an advantage. I have more opportunities than tour guides who speak only one language.

Did the company provided you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

One company provided me uniform and name tag, another one did not. Actually, I feel proud wearing it

How do you feel towards guide fee given by the company?

I am not satisfied with guide fee. I feel that I do not get well-paid. I think tour guides who are able to speak third language should get paid more.

How do you feel towards commission given by the company?

Commission is ok. Not too bad, but not too good either.

Do you receive overtime pay from the company? How do you feel about it?

No, not at all. I think the company should provide.

What do you think of the overall policy and practices of your employer towards tour guides?

I think policy should be more fair with tour guides such as compensation. Tour guides should get better pay.

What do you think of the image of the company regarding integrity both with the employees and customers?

The image is quite good.

What is your comment about safety in your work?

I don't feel that safe when I have to travel up country because some companies try to minimize the budget. Therefore, sometimes I have to stay in a very small and isolated hotel, not the same with customers.

What is your comment about the working procedure of your employer?

The company provides clear-cut procedure to tour guides, but should update tour guides as well when implementing the new one.

What aspects do you think the company should do to develop good relationship between tour guides and the company?

I think the company should care more for tour guides such as providing transport for tour guides when working at night. Moreover, guide fee should increase. I think if we get better paid, our work will be better as well.

Is that so?

Yes, the company should pay us more. I understand that each tour operator has to compete on price-cutting in order to sell in lower price. However, if you want quality to remain good, you have to treat your employee well like increase guide fee.

5. A female Spanish and English speaking.

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance tour guide but work for two companies only.

How long have you been working as a tour guide?

I have been working as a tour guide for 12 years

How do you feel about the job security the company gives you?

I normally get jobs from the company so I think I am secured. I am very busy during high season and get less job in the low season.

How do you feel being able to speak third language?

It is an advantage. I get more jobs.

Did the company provide you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

Yes, one company provided me uniform, but another one did not. I prefer the uniform though because it makes me feel proud.

How do you feel towards guide fee given by the company?

I feel satisfied with guide fee. However, some companies pay less which I think there should be standardized.

How do you feel towards commission given by the company?

The standard guide commission is 15-20%, but one company I worked for paid less around 10% which I think should have standardized.

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

I do not receive any of them. I think at least I should receive taxi fee.

Do you receive overtime pay from the company? How do you feel about it?

Overtime is not paid, but I receive in term of guide fee for additional services. I think the company should provide overtime.

What do you think of the overall policy and practices of your employer towards tour guides?

I am satisfied with the fairness of the policy of the company.

What do you think of the image of the company regarding integrity both with the employees and customers?

Since I have been dealing with many customers, customers view the company in good image in term of honesty and willing to help customers.

What is your comment about safety in your work?

I feel quite safe because company always select the job during day time for me and provide me to stay in the same accommodation with customers when I have to travel up country.

What aspects do you think the company should care more for tour guides?

I think every tour operator should set standard tour guide remuneration and benefit. Tour guides should also be hired as full time staff

6. A male Mandarin speaking.

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance Mandarin tour guide but work for two companies only.

How long have you been working as a tour guide?

I have been working as a tour guide for 15 years

Did the company provide you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

No uniform and name tag given.

How do you feel towards guide fee given by the company?

Guide fee is not so good. Chinese tour guide normally get lower fee than other languages. Due to very high competition, Chinese tour operators have to minimize the cost and the first cost they cut off is guide remuneration.

How do you feel towards commission given by the company?

Chinese tour guides have to depend a lot on commission. Sometimes, I have to steer customers to shop so that I would get commission. I get around 15-25% commission per time.

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

No. I think the company should provide these for tour guides. Don't ask me about overtime, I never get it.

What do you think of the overall policy and practices of your employer towards tour guides?

For Chinese tour operators, we cannot depend on their policy much. They do not implement proper policy really.

So, if there is no proper policy, how do you work?

We work from our experience. You can see that most Chinese tour guides are senior and we used our experience. Mostly, we have to make decision by ourselves, then we report to the company later or sometimes we do not report at all.

What do you think of the image of the company regarding integrity both with the employees and customers?

Customers and tour guides view employer as fair in terms of integrity.

What aspects do you think the company should care more for tour guides?

First, I just wanted zero-dollar tour to be eliminated. It did not bring any good to our travel industry because we are losing instead of gaining. Furthermore, our reputation has been destroyed. Second, there are many Chinese tour guides who come to work in Thailand. They just hired tour guide like us to sit in the coach (sitting guide) and we could not do anything. It is actually illegal but the government do not care much about it.

Please explain more about it.

I mean if Chinese tour guides work in Thailand more and more, we Thai tour guide who can speak Chinese will have no job in the future. They come to replace us and all income have gone with them, it didn't contribute to Thais even one baht. I think the government or TAT should do something about it. There is not only Chinese, there are other languages as well such as Korean, French and Italians. According to the law, tour guide profession is reserved for Thai citizen only, but now I do not understand why no one does anything about it.

7. A female English speaking

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance English tour guide but work for two companies only.

How long have you been working as a tour guide?

I have been working as a tour guide for 2 years

How do you feel about the job security the company gives you?

It is ok. I get a lot of jobs during high season, but less in low season. However, being a novice tour guide is not easy. You need to push yourself hard to prove to your employer that you are capable.

Did the company provide you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

Yes, I have been given a uniform. I feel good wearing them.

How do you feel towards guide fee given by the company?

Guide fee is fair.

How do you feel towards commission given by the company?

Commission is ok. Not too good, but not too bad either.

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

No, just taxi fee during night time.

Do you receive overtime pay from the company? How do you feel about it?

No. They should pay us for overtime work.

What do you think of the overall policy and practices of your employer towards tour guides?

Policy is fine for me. Actually, I do not care much.

What do you think of the image of the company regarding integrity both with the employees and customers?

Yes, I think both customers and tour guides view employer as fair in term of integrity

Do you feel safe working in this company?

I think I am quite safe when going out with customers during my job. The company always selected job during day time for me or the give jobs that is not far away from Bangkok for me.

Did the company provide you the clear-cut working procedure enabling you to work efficiently and smoothly? How?

I do not understand some procedure such as tips and poterage. The company do not allow tour guides to pay unless we have to pay from our own pocket. Sometimes, customers do not pay, so we pay from our own pocket and can not resume from the company. I normally pay tips to service providers such as drivers, porters and waiter/waitress.

What aspects do you think the company should care more for tour guides ?

Tour guide remuneration and benefits. Employee satisfaction leads to customers satisfaction.

8. A male English speaking guide

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance English tour guide but work for one company only.

How long have you been working as a tour guide?

I have been working as a tour guide for 2 years

How do you feel about the job security the company gives you?

Yes, I got jobs mostly in high season. In low season, I have to do other things.

Did the company provided you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

No.

How do you feel towards guide fee given by the company?

I am satisfied with guide remuneration. I understand that I have less experience than senior tour guides

How do you feel towards commission given by the company?

Commission is a bit less in my opinions

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

No, just taxi fee. The company should provide health and accident insurance.

Do you receive overtime pay from the company? How do you feel about it?

No. They should provide.

What do you think of the overall policy and practices of your employer towards tour guides?

Ok. Acceptable.

What do you think of the image of the company regarding integrity both with the employees and customers?

Customers and tour guides view the company image in term of integrity in a good level

What is your comment about safety in your work?

I feel fairly safe.

What is your comment about the working procedure of your employer?

Some parts are clear, some parts are not. What is unclear is when it concerns about money. For example, the day when tour guides come to pick up the cheque. The company do not set how many days to proceed, and we get confused.

What aspects do you think the company should care for more tour guides?

They should give more opportunities for novice guides and provide on-the-job training like putting novice tour guides to accompany the experienced tour guides.

9. A female English and Russian speaking guide

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance tour guide and work for a few companies. I am also the member of Russian Speaking Tourist Guide Association.

How long have you been working as a tour guide?

I have been working as a tour guide for 10 years

How do you feel about the job security the company gives you?

I have jobs every day.

Did the company provide you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

One company which is a famous inbound tour operator provided me uniform and name tags, others do not.

How do you feel towards guide fee given by the company?

Tour guide remuneration is fine for me. It is not the best though, but I am ok.

How do you feel towards commission given by the company?

Commission is ok. I got around 10-20%.

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

No, I think the company should provide.

Do you receive overtime pay from the company? How do you feel about it?

No. They should provide.

What do you think of the overall policy and practices of your employer towards tour guides?

I noticed that big companies implemented quite fair policy compared to small ones.

What do you think of the image of the company regarding integrity both with the employees and customers?

That is why, I became an active member of Russian Speaking Tourist Guide Association, so that I can work independently.

What is your comment about safety in your work?

Sometimes I do not feel safe when I have to go around with customers because I have to move to other hotels to stay, not with customers.

What is your comment about the working procedure of your employer?

The company provides clear-cut working procedure. Even small companies I work for, they do the same which I am quite ok with.

10. A female English speaking guide

What is the term of employment of the company you are working with? Are you satisfied with it?

I am a freelance tour guide and work for one company.

How long have you been working as a tour guide?

I have been working as a tour guide for 3 years

How do you feel about the job security the company gives you?

I do not work every day. Normally, I get around 3-4 jobs per week. I understand it is quite less compared to other tour guides. However, I do not care because I have other business to do.

That means it is better to have second job apart from tour guides?

You are right. That is because a guide's job is not stable.

Did the company provide you the uniform and name tag? If yes, how do you feel? If no, do you think it is necessary to have name tag and uniform?

Yes, the company I worked for is quite big. They have more than 100 tour guides, so they have provided uniform and name tags.

How do you feel towards guide fee given by the company?

Guide remuneration is not too good. I receive THB 250 for transfer, but get more for conducting tours.

How do you feel towards commission given by the company?

I receive 10-15% for commission

Do you receive fringe benefits such as insurance, taxi fee etc? How do you feel about it?

No, other fringe. I think the company should provide.

Do you receive overtime pay from the company? How do you feel about it?

No over time pay. The company should pay us for overtime work.

What do you think of the overall policy and practices of your employer towards tour guides?

The overall policy is not bad. When they implemented something new, they announced to the tour guides officially. I think it is because company I worked for is quite big.

What do you think of the image of the company regarding integrity both with the employees and customers?

The image is quite good.

What is your comment about safety in your work?

I feel fairly safe working as a tour guide. If I have to go up country, the driver is quite trustworthy.

What is your comment about working procedure of your employer?

Yes, they provide me clear cut working procedure. They brief me special details about what to do on the job.

What aspects do you think the company should care more for tour guides?

Increase our remuneration and benefit.

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Appendix E

Results of the Interviews with Tour Operators

1. A female Inbound Service Operations working at an inbound tour operator company in Bangkok, Thailand

What are your difficulties working with tour guides?

If tour guides work here for a while, they would know the procedure and policy quite well. For novice tour guides, I have to brief them more and keep an eye on them. However, tour guides normally call me when they have problems that they cannot solve on their own or decision that they cannot make. I feel annoyed when they asked me several times on the same thing that I already told them. Therefore, I feel that they might not have paid attention when I briefed them.

How do you provide policy and working procedure to tour guides?

No. I normally brief them before they started the first job with us. As I am handling group customers, who have many details, I asked tour guide to come to see me prior to the arrival of the clients to brief overall itinerary, details and give them advance money.

In your opinion, what aspects of guide works should be improved on the part of tour guides?

First, I want tour guides to be more prepared on travel details, information and recheck travel suppliers such as hotels, transportation, restaurant that are booked prior to the arrival of customers.

Second, I think tour guides should be able to make decision and depend on themselves more. They should be able to solve problems on the spot by themselves.

Third, tour guide should report to tour operators any difficulties they have experience such as coach and hotel condition during the job in order to improve the services. We always ask tour guide to report us any new restaurants or tourist attractions they have seen so that we could update our data.

What is your remuneration plan for tour guides?

In my company, transfer rate for tour guide is higher than others which is THB 400 per transfer. However, a tour guide tend to get lower for regular sightseeing tours which is normally joint tour. For the private tour, half day we paid THB 400 and THB 800 for full day. Tour guides will get 10% commission from shopping or selling optional tour. In addition, we provided taxi fee for tour guide who have to work at night time, but this does not apply for every tours.

How about tips and porterage fee? Does your company provide these for tour guide?

We do not provide tips and porterage fee for FIT basis, but for group customers we always do.

How do you provide safety to tour guides?

When I assign jobs to tour guides, I try to allocate night time jobs and jobs that I have to go up-country for many days to male tour guides. Then I allocate day time job and jobs in Bangkok to female tour guides. I also provide accommodation for tour guides to sleep in the same hotel with customers. I try to be fair though.

What factors attract tour guide to work in your company?

I think it is because we have jobs all year round. Our customers are worldwide, so they come from different countries all the time. Second, I think we are fair with our tour guides.

2. An inbound reservation working at an inbound tour operator specialized in German market

What are your difficulties working with tour guides?

No. My company always recruited tour guides who had experiences. We never recruited the new novice tour guides. Therefore, they are quite familiar working with us.

How do you provide policy and working procedure to tour guides?

We do not have manuals or proper written policy here. Our practice is that we tell each tour guide one by one on policy and procedure.

Do you have any problems?

No, because we always hired experience tour guides.

In your opinion, what aspects of guide works should be improved on the part tour guides?

They are already good. Our tour guide work with us for a long period of time and we knew one another quite well. The most important thing is that they are quite professional in their job. As we are serving German customers, we would like our tour guide to have language proficiency as well.

What is your remuneration plan for tour guides?

We accept that we do not pay that high. For example, transfer rate is THB 300 and half day tour rate is THB 400 on private basis.

How do you provide safety to tour guides?

We always provided safety to tour guides. When tour guides go up-country with customers, we provide them to stay in the same place with customers, or if we cannot find, we will find safe place for them.

What factors attract tour guides to work in your company?

I think it is because we are a small company. Everybody know one another quite well, so it is easy to work together as a team. If there is any misunderstanding, we will have meeting. Our practice in our company is that when guides come back from the trip, we always ask them to come back and report to us what they have seen. For example, travel itinerary, new restaurant, coach condition and customers comments.

3. A male Operations Officer working at a leading inbound tour operator in Bangkok, Thailand

What are your difficulties working with tour guides?

I personally do not have any difficulties working with tour guides. In our Operation department, we work as a team. We try to rotate to do every job. If tour guides performed well, they will get jobs from us regularly which I mean, almost everyday.

Second, we have no problem working with them because they know their job quite well, and the most important thing is to know what to do when problems happen.

How do you provide policy and working procedure to tour guides?

No, we have never provided any manuals. Since we are a big company, if there is any change of the policy, we will organize tour guide meeting. Actually, our company does not change policy often. For working procedure, tour guides know their job responsibilities quite well. They also know how to solve problem on spot. However, if

there is anything during the trip such as clients cancelled on spot. Our guides knew that if there is anything concerning clients and money, they have to urgently report the company. For working procedure, our normal practice in our company is we provided on-the-job training. This means, we will allow our novice tour guides to go along with experienced tour guides on trip so that they could learn. We believed that this is a good learning method.

Are there any problems?

Yes, there are a few. The most common one with miscommunication between sales staff and tour guides. Sales staff may pass on the incorrect information to tour guides. For example, what is included and what is not included in the tour. If ticket is not included, they should inform clients and tour guides as well.

In your opinion, what aspects of guide works should be improved on the part of tour guides?

I think tour guides should be more punctual and take responsibility of their job.

What is your remuneration plan for tour guides?

Most tour guides said we pay quite fair. For example, transfer rate is THB 250, half day private tour is THB 300, full day private tour is THB 550 and THB 750 to go up country (go around) plus daily allowance. We also pay 10% commission to tour guides in case clients buy optional tour and shopping from our contracted stores. We also provide health insurance, but no overtime paid.

How about tips and porterage fee? Does your company provide for tour guides?

We provid tips, but for limited amount. No porterage fee provided.

St. Gabriel's Library, Au

How do you provide safety to tour guides?

When tour guides have to go stay overnight in up country with clients. We always provided private room for tour guides and stay in the same hotel with clients. If the hotel is fully booked, we might move tour guides to stay in a nearby hotel.

We always provide free transport for tour guide who do transfer job. This means, tour guides can come to our office and go to the airport together with our driver.

What factors attract tour guides to work in your company?

I think it is about our reputation of being well-known inbound tour operator. Second, we provide consistency of the job as we served worldwide market, which means well performance tour guides will get work all year round. In addition, we do not hire only English tour guides, we hire Italian, French, Spanish and German speaking guides to serve our clients as well. Third, I think it is about guide remuneration. We pay quite fair in the market.

Appendix F

ANOVA

Tern of Em lo ment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.096	4	5.524	9.749	.000
Within Groups	213.059	376	.567		
Total	235.155	380			

Tern of Employment

Scheffe[a,b]

Age	N	Subset for alpha = .05		
		1	2	3
20-29	75	3.1000		
40-49	84	3.2024	3.2024	
30-39	181	3.2293	3.2293	
50-59	33		3.7727	
60 or over	8			4.4375
Sig.		.983	.105	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 26.872.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

ANOVA

Tern of Em lo ment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.352	2	2.176	3.563	.029
Within Groups	230.803	378	.611		
Total	235.155	380			

Tern of Employment

Scheffe[a,b]

Marital status	N	Subset for alpha = .05
		1
Single	203	3.1724
Divorced/Separate	10	3.2500
Married	168	3.3899
Sig.		.593

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 27.057.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

ANOVA

Tern of Em lo ment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.000	3	1.667	2.730	.044
Within Groups	230.155	377	.610		
Total	235.155	380			

Tern of Employment

Scheffe[a,b]

Education level	N	Subset for alpha = .05
		1
High School Level	7	3.0000
Bachelor Degree	337	3.2433
Higher than Bachelor Degree	11	3.3182
Vocational School	26	3.6731
Sig.		.147

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 14.535.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Group Statistics

	Please indicate type of tour guide you are	N	Mean	Std. Deviation	Std. Error Mean
Compensation	Full-time	5	4.3000	1.09545	.48990
	Freelance	376	2.4508	.75360	.03886

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Compensation	Equal variances assumed	14.24		5.4	379	.000	1.849	.3412	1.1782	2.5202
	Equal variances not assumed			3.8	4.1	.019	1.849	.4914	.49144	3.2070

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Compensation	Male	176	2.3182	.75378	.05682
	Female	205	2.6098	.78950	.05514

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Compensation	Equal variances assumed	3.2	.076	-3.67	379	.000	-.292	.07946	-.448	-.135
	Equal variances not assumed			-3.68	374.7	.000	-.292	.07918	-.447	-.136

ANOVA

Compensation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.511	4	2.128	3.538	.008
Within Groups	226.127	376	.601		
Total	234.638	380			

Compensation

Scheffe[a,b]

Age	N	Subset for alpha = .05
		1
20-29	75	2.3400
30-39	181	2.3895
40-49	84	2.6607
50-59	33	2.6667
60 or over	8	2.9375
Sig.		.095

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 26.872.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

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ANOVA

Compensation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.085	2	1.042	1.694	.185
Within Groups	232.553	378	.615		
Total	234.638	380			

Compensation

Scheffe[a,b]

Marital status	N	Subset for alpha = .05
		1
Single	203	2.4594
Married	168	2.4673
Divorced/Separate	10	2.9250
Sig.		.094

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 27.057.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

ANOVA

Compensation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.169	3	3.056	5.110	.002
Within Groups	225.469	377	.598		
Total	234.638	380			

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Compensation

Scheffe[a,b]

Education level	N	Subset for alpha = .05
		1
Higher than Bachelor Degree	11	2.4318
Bachelor Degree	337	2.4325
High School Level	7	2.4643
Vocational School	26	3.0481
Sig.		.204

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 14.535.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Group Statistics

	Please indicate type of tour guide you are	N	Mean	Std. Deviation	Std. Error Mean
Fairness and Integrity	Full-time	5	4.6000	.54772	.24495
	Freelance	376	3.3816	.72293	.03728

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Fairness and Integrity	Equal variances assumed	.183	.669	3.8	379	.000	1.22	.3247	.5799	1.857
	Equal variances not assumed			4.9	4.2	.007	1.22	.2478	.5424	1.894

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Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Fairness and Integrity	Male	176	3.4119	.69646	.05250
	Female	205	3.3854	.76555	.05347

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Fairness and Integrity	Equal variances assumed	2.1	.145	.352	379	.725	.0266	.0755	-.1218	.17496
	Equal variances not assumed			.355	377.7	.723	.0266	.0749	-.1208	.17390

ANOVA

Fairness and Inte ri

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.644	4	2.161	4.149	.003
Within Groups	195.864	376	.521		
Total	204.508	380			

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Fairness and Integrity

Scheffe[a,b]

Age	N	Subset for alpha = .05	
		1	2
40-49	84	3.3036	
30-39	181	3.3315	3.3315
20-29	75	3.4400	3.4400
50-59	33	3.7727	3.7727
60 or over	8		3.9375
Sig.		.227	.052

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 26.872.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

ANOVA

Fairness and Integrity

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.682	2	.341	.633	.532
Within Groups	203.826	378	.539		
Total	204.508	380			

Fairness and Integrity

Scheffe[a,b]

Marital status	N	Subset for alpha = .05
		1
Single	203	3.3621
Married	168	3.4315
Divorced/Separate	10	3.5500
Sig.		.642

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 27.057.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

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ANOVA

Fairness and Inte ri

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.767	3	.589	1.095	.351
Within Groups	202.741	377	.538		
Total	204.508	380			

Fairness and Integrity

Scheffe[a,b]

Education level	N	Subset for alpha = .05
		1
Higher than Bachelor Degree	11	3.2727
High School Level	7	3.2857
Bachelor Degree	337	3.3858
Vocational School	26	3.6346
Sig.		.622

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 14.535.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Group Statistics

	Please indicate type of tour guide you are	N	Mean	Std. Deviation	Std. Error Mean
Safety and Working Procedure	Full-time	5	4.4000	.89443	.40000
	Freelance	376	3.4375	.91983	.04744

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Safety and Working Procedure	Equal variances assumed	.003	.955	2.3	379	.021	.9625	.4140	.14854	1.776
	Equal variances not assumed			2.4	4.1	.073	.9625	.4028	-.1438	2.069

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Safety and Working Procedure	Male	176	3.4176	.91200	.06874
	Female	205	3.4780	.93712	.06545

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Safety and Working Procedure	Equal variances assumed	.16	.69	-.64	379	.526	-.060	.09512	-.247	.1266
	Equal variances not assumed			-.64	373.1	.525	-.060	.09492	-.247	.1262

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ANOVA

Safety and Working Procedure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25.063	4	6.266	7.853	.000
Within Groups	299.990	376	.798		
Total	325.052	380			

Safety and Working Procedure

Scheffe[a,b]

Age	N	Subset for alpha = .05	
		1	2
30-39	181	3.2956	
20-29	75	3.3333	
40-49	84	3.6131	
50-59	33	3.8485	
60 or over	8		4.6875
Sig.		.275	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 26.872.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

ANOVA

Safety and Working Procedure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.206	2	2.103	2.478	.085
Within Groups	320.846	378	.849		
Total	325.052	380			

Safety and Working Procedure

Scheffe[a,b]

Marital status	N	Subset for alpha = .05
		1
Single	203	3.3522
Divorced/Separate	10	3.5000
Married	168	3.5655
Sig.		.696

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 27.057.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

ANOVA

Safety and Working Procedure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.875	3	1.292	1.516	.210
Within Groups	321.177	377	.852		
Total	325.052	380			

Safety and Working Procedure

Scheffe[a,b]

Education level	N	Subset for alpha = .05
		1
High School Level	7	3.1429
Bachelor Degree	337	3.4258
Vocational School	26	3.6923
Higher than Bachelor Degree	11	3.8182
Sig.		.275

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 14.535.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

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