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Influence of Tour Guide Job Satisfaction on their Performance

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***Abstract*: The main objective of the paper was to examine factors that influence tour guide performance in Kenya. This study is unique in the sense that it investigated a category of employees most of whom were in part-time and temporal employment. It examined tour job benefits and investigated how the benefits influence their job satisfaction and performance. The study applied both exploratory and descriptive designs. A total of 310 questionnaires were distributed where 250 were completed and returned. Binary logistic regression was used to analyze and generate a regression model. The findings indicated that job satisfaction influenced 13 % to 24 % of the guide's performance and those satisfied with their job were 3.935 times more likely to perform better than those dissatisfied. There was a positive correlation between job satisfaction and performance. The finding points that guide who were insured had a higher level of job satisfaction, ($e^{-1.502}$= 0.223) which increased their performance odds by 77%, while having career development as a benefit increased satisfaction ($e^{-1.924}$ = 6.851) and also increased performance odds by 585%. Tour guides who were given on-job training as a benefit were more satisfied ($e^{-1.557}$ = 0.211) which increased performance odd by 78.9%.**

***Index Terms*— Tour Guides, Job Satisfaction, Influence Performance.**

I. INTRODUCTION

The relationship between job satisfaction and performance has attracted attention from different researchers and several models that explain the relationships have been developed.

The purpose of the study on which this paper is based was to examine factors that influence tour guide performance in Kenya. The categories of tour guides in Kenya include those engaged on full time, contract, and part time who are engaged on need basis especially during the high season. This study is unique in the sense that it investigated a category of employees most of whom were inpart-time and temporal employment. The study also examined selected moderating factors and investigated how they influenced employment benefits, job satisfaction-job,and performance. These variables were employment benefits, guides qualification, terms of employment and work experience.

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This empirical study was informed by the feedback the researchers got from the stakeholders of the tourism industry in Kenya. These were the tour guides and the tour companies who employ most guides on contract. Guides had in many cases complained that they felt neglected by their employers. In their quest to manage seasonality and low business volume, most tour companies in Kenya have a core workforce of guides employed on full-time bases and are supplemented by flexible part-time guides normally referred to as free-lance guides. These guides are not employed by any tour company but gather at some selected venues waiting for any tour company who might require their guiding services. Most of these guides owned tourist designed open roof vehicles, equipped with amenities required by visitors and are ready to be engaged on a safari whenever selected from the pool.

Since most companies cannot afford to have a tour guide and the same time a driver, the guiding and interpretation knowledge and skills are paramount in deciding which guide with be given a job. This brings about competition amongst guides who undercut one another as they charge for the guiding service. Once engaged the guides are paid the agreed amount of allowance per day to cater for the vehicle and guiding services. The transport allowance also varies from season to another. During the low seasons, freelance tour guides engage themselves in other jobs in order to earn their living. This is the scenario in Kenya's tour guiding career. This study intended to examine the relationship between tour guide job satisfaction and their performance. Guides both on permanent and on part-time employment complained that they are poorly remunerated and nobody seems to acknowledge their work experience and qualifications as they engage them. This does not only affect their motivation but also job satisfaction and subsequently their performance.

II. REVIEW OF LITERATURE

There have been several studies on job satisfaction and the relationship between satisfaction and performance [23] (Fisher, 2003). [8] Locke, (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Others have linked job satisfaction to productivity, motivation, and reduced absenteeism, less accidents, mental/physical health, and general life satisfaction [10] (Landy, 1978). Job satisfaction has emotional, cognitive, and behavioral components [23] (Bernstein and Nash, 2008; [41] Avey, 2010). The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Several theories have also tried to interpret job

satisfaction where some agree on some issues where others disagree.

To date, there are many job satisfaction theories which have tried to explain job satisfaction and its influence on performance [2] (Dugguh, 2014). An example of such theories are: [3] Hierarchy of Needs, Hertzberg's , (1968) Two-Factor (Motivator-Hygiene) Theory, [4]Adam's , (1965) Equity Theory,[5] Porter and Lawler's, (1968) modified version of Vroom's , (1964) VIE Model, [6]Locke's (1969) Discrepancy Theory, [7]Hackman and Oldham's (1976) Job Characteristics Model, [8]Locke's , (1976) Range of Affect Theory,[9] Bandura's , (1977) Social Learning Theory, and [10]Landy's , (1978) Opponent Process Theory.

From the above theories, the researchers noted that there are many factors that influence job satisfaction of any employees' and these factors are never universal. To most employees, factors such as salary, benefits, and the quality of relationships with one's co-workers have shown some correlation with job satisfaction. According to [24] Kerber and Campbell (1987), understanding satisfaction indicators from employees may be helpful in identifying which specific aspects of a job require improvements with the aim of improving overall job satisfaction.

Studies also show that some people are inclined to be satisfied or dissatisfied with their work no matter the nature of the job or the organizational environment. Others are genetically positive in disposition whereas others are innately negative indisposition. Accordingly, this approach assumes that an employee's attitude about his or her job originates from an internal (mental) state. Positive affect is a predisposition favorable to positive emotional experience, whereas negative affect is a predisposition to experience a wide array of negative emotions [11] (Watson, Clark, and Carey, 1988). Positive affective people feel enthusiastic, active, alert and optimistic [11] (Watson, Clark, and Tellegen, 1988). On the contrary, negative affective people feel anger, contempt, disgust, guilt, fear, and nervousness [13] (Watson, Clark, and Tellegen, 1988). [14] Festinger's (1954) Social Comparison Theory, he observed that during social information processing, some employees look to co-workers to make sense of and develop attitudes about their work environment. In other words, if employees see that their co-workers are positive and satisfied then they will most likely be satisfied; however, if their co-workers are negative and dissatisfied then the employee will most likely become dissatisfied as well.

To measure job satisfaction, different researchers have used different variables [15] (Wong, 2013). For instance, [16] Glisson and Durick, he recommends the use of tools that will assess, job characteristics, social information processing and organizational characteristics, and worker characteristics. According to [17] Hackman and Oldham, (1980), a job characteristic is an aspect of a job that generates ideal conditions for high levels of motivation, satisfaction, and performance. This study examined the motivation level of tour guides from their current jobs. Research shows that the nature of an individual's job or the characteristics of the organization that the individual works for predominantly determine job satisfaction .These characteristics have been added to the more popular dimensions of job satisfaction assessment, the work itself.

A. Job satisfaction and performance models

There are several models that explain the relationship between job satisfaction and job performance [18] (Preacher, 2008). The first model suggests that job satisfaction has a directeffect on job performance [8] (Locke, 1976; [19] Vroom,1964, and [20] Shore Martin, 1989.The above early studies did not legitimate causal effects of the two variables thus giving room for more studies. The second model showed that job performance caused job satisfaction which in this case is a reverse model to the first one [21] (Olson and Zanna 1993);

These theorists found that performance leads to valued outcomes that in turn satisfy the individual. They also observed that good performance may lead to rewards, incentives, and benefits which influence job satisfaction [22] (Merchant, 2007). Like the Expectancy theory viewed satisfaction as a result of the performance.

The third model indicated that job satisfaction and job performance have a reciprocal relationship [22] (Koys, 2001; [22] March and Simon 1958; [25] Sigel and Bowen, 1971; [26] Sheridan and Slocum, 1975. These theorists observed that the two variables had a mutual effect on one another depending on the circumstances in which the respondents' were. The finding could therefore not be generalized and was only applicable to the study and respondents used.

The fourth model found that the relationship between job satisfaction and job performance is spurious [27] (Bowling, 2007). A spurious correlation is observed when the relationship between two variables is caused by a third available which was not measured [28] (Atkinson *et al*, 2004 and [29] Cohen 1983). Although few studies have formally tested this theory, there are some which support it.[30] (Brown and Peterson, 1993; and [31] Pierce *et al*., 1989)

The fifth models are those who found the relationships between job satisfaction and performance are influenced by another moderating factor [32] (Judge *et al*, 2001). Several others studies have found that job satisfaction affects performance only when people are compensated based on their performance. A strong pay performance-related would lead to satisfaction for those people who value pay increment or other rewards and this may influence their performance [33](Perry *et al*,2009; [34] Farooqui *et a*l, 2014; [35]Cherrington *et al, 1*971; [36] Orpen 1981. However, these theorists put a caveat and noted that performance may intrinsically satisfy individual in a different way and therefore not possible to generalize.

Other than using a reward as a moderator of satisfaction there are other scholars who have used other moderators to performance such as self-esteem [37](Rank *et al*,2009; [38] Korman,1971), organization tenure [39] (Norris and Niebuhr,1984) need for achievement(Steers,1975) time pressure (Bhagat 1982), and pressure for performance [46] (Ewen,1973) . This study adopted the fifth model which says

that between job satisfaction and performance there are other moderating factors that may influence the relationship, employment benefits, work experience and terms of employment.

III. METHODOLOGY

The study applied descriptive design from planning level all way to the data collection and analysis. The nature of the study and its objectives were the main reason for using this design. The study used qualitative and quantitative research approach. The study had several studies areas due to the distribution of respondents in various localities in Kenya and the data that required. These were Nairobi City market car park area, Masai Mara national reserve, Shimba Hills National Reserve and Kakamega Forest Reserve

The cluster sampling method was used for the study since it allowed individuals to be selected in geographic batches. A total of 310 questionnaires were distributed where 250 were completed and returned. Likewise, there were four focus group discussions (FDGs) which involved a total of 100 respondents. In total, 350 respondents participated in the study. For quantitative data, descriptive analysis was used where the frequency was generated and described. Cross-tabulation and correlation were conducted as per the objectives. Chi-square test of independence was conducted followed by logistic regression .SPSS version 23 was used to analyze both qualitative and quantitative data collected.

1) Findings on Influence of job satisfaction on tour guide performance

Logistic regression was conducted to examine how some predictor variables used to represent job satisfaction affected the dependent variable tour guide performance. From the output given in the table below, it was noted that the p value was greater than 0.05 tables 4.12.

Table 1.0 Omnibus Tests of Model Coefficients
Block 1: Method = Enter

Omnibus Tests of Model Coefficients				
		Chi-square	df	Sig.
Step 1	Step	17.423	16	.359
	Block	17.423	16	.359
	Model	17.423	16	.359

A p-value (sig) of greater than 0.05 for block means that the block 1 model has no significant improvement to the block 0 model with professional association included in the model as an intermediary variable to knowledge. (Table 1.0)

The Nagelkerke R Square shows the percentage of variance represented by the predictor variables. In this case only 18% of the variance in tour guide performance would be explained by guides nature of employment, work experience and job benefits

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Table 2 Model Summary showing Cox & Snell R Square

Model Summary			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	114.118[a]	.096	.180
a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.			

From the model summary table above, we can conclude that between 9.6% and 18.0% of the variation can be explained by the model in block 1. (Table 1.1)

Table 3 Variables in the Equation (Wald)

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Natureemploy			2.660	3	.447	
	Natureemploy(1)	-1.193	.902	1.749	1	.186	.303
	Natureemploy(2)	-1.469	.998	2.164	1	.141	.230
	Natureemploy(3)	-.704	.831	.717	1	.397	.495
	Yearsworked			2.192	3	.534	
	Yearsworked(1)	-1.474	1.169	1.588	1	.208	.229
	Yearsworked(2)	-.654	.672	.948	1	.330	.520
	Yearsworked(3)	-.820	.767	1.142	1	.285	.440
	MedicalcareREC	1.316	.923	2.031	1	.154	3.727
	InsuredREC	.084	.706	.014	1	.906	1.087
	RetirementplanREC	-.774	.685	1.277	1	.258	.461
	CareerdvptREC	.160	.740	.047	1	.829	1.173
	JobtrainingREC	-.991	.722	1.882	1	.170	.371

	HouseallowREC	-.161	.710	.052	1	.820	.851
	CommuterAREC	1.370	.648	4.472	1	.034	3.935
	DailyallowREC	.704	.542	1.683	1	.195	2.021
	LowseasonREC	-.654	.664	.971	1	.325	.520
	Q11PrefessionaAssociationREC	-.573	.587	.952	1	.329	.564
	Constant	-.575	.985	.341	1	.559	.563
a. Variable(s) entered on step 1: Nature of employment, worked experience, Medical care, Insurance, Retirement plan, Career development, on-Job training, House allowance, Commuter allowance, Daily allowance, Low season, and Professional Association.							

$$Y = \beta_o + \beta_{x1} + \beta_{x2} + \beta_{x3} \dots + \beta_{x18}$$

Where

β_s are the $x_{i's}$ coefficients

Y =Performance in Knowledge

β_o Constant

X_1 _ Natureemploy X_2 _ Natureemploy(1) X_3 _ Natureemploy(2)

X_4 _ Natureemploy(3) X_5 _ Yearsworked X_6 _ Yearsworked(1)

X_7 _ Yearsworked(2) X_8 _ Yearsworked(3) X_9 _ Medicalcare

X_{10} _ Insured X_{11} _ Retirementplan X_{12} _ Careerdvpt

X_{13} _ Jobtraining X_{14} _ Houseallow X_{15} _ CommuterA

X_{16} _ Dailyallow X_{17} _ Lowseason

X_{18} _ Q11PrefessionaAssociation

Y = Performance in Knowledge

$$0.563_{Constant} + 0.303_{Natureemploy(1)} + 0.230_{Natureemploy(2)} + .495_{Natureemploy(3)} + 0.229_{YearssWorked(1)} + .520_{yearssWorked(2)} + 0.440_{YearssWorked(3)} + 3.727_{MedicalcareREC} + 1.087_{Insured} + 0.461_{Retirementplan} + 1.173_{Careerdvpt} + 0.371_{Careerdvpt} + 0.851_{Houseallow} + 3.935_{CommuterA} + 2.021_{Dailyallow} + 0.520_{Lowseason} + 0.564_{PrefessionaAssociation}$$

The Wald test is used to test the hypothesis that each β= 0. In the sig column, the p-values and only commuter allowance (Sig.= 0.034) is below 0.05 level of significance. This means that once the other variables were controlled for, there is a strong enough relationship between commuter allowance and knowledge. The respondents who received commuter allowance as a benefit were 3.935 times more likely to perform better.

The study noted that tour guide job satisfaction influenced their performance. The respondents who were having medical cover at their place of work are 3.727 times more likely to perform better than those without. Those with insurance cover have a likelihood of performing 1.087 times better than those without while those given daily allowance are likely to perform 2.021 times better than those without

2. Logistic Regression model between job satisfaction and tour guide performance

The findings in this section were the output after conducting logistic regression which sought to get the best predictor variable for tour guide performance and in this case, the model included professional association as intermediary variable. This was intended to investigate whether it would improve the model. Once again, the p value was more than 0.05. The Hosmer-Lemeshow tests the null hypothesis that predictions made by the model fit perfectly with observed group memberships.

Table 4 Summary of Hosmer-Lemeshow statistic

		Chi-square	df	Sig.
Step 1	**Step**	**24.036**	**16**	**.089**
	Block	**24.036**	**16**	**.089**
	Model	**24.036**	**16**	**.089**

A p-value (sig) of greater than 0.05 for block means that the block 1 model has no significant improvement to the block 0 model on the influence of professional association membership included in the model as an intermediary variable to performance in skills. (Table 1.3)

Table 5 Summary model showing Cox & Snell R Square

Model Summary			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	110.424[a]	0.133	0.242

a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

From the model summary table above, we can conclude that between 13.3% and 24.2% of the variation can be explained by the model in block 1 (Table 1.4 There was slight improvement of the model as compared to the previous one where the variance predicted was between 8.3% to 15.7%. This model was not suitable since no variable was significant

Table 6 . Model summary Variables in the Equation

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Nature of employment			1.825	3	.610	
	Natureemploy(1)	-1.420	1.058	1.803	1	.179	.242
	Natureemploy(2)	-.561	.973	.333	1	.564	.570
	Natureemploy(3)	-.474	.864	.301	1	.583	.622
	Yearsworked			2.504	3	.475	
	Yearsworked(1)	-1.430	1.229	1.355	1	.244	.239
	Yearsworked(2)	-.681	.716	.903	1	.342	.506
	Yearsworked(3)	.039	.717	.003	1	.957	1.040
	MedicalcareREC	.786	.816	.928	1	.335	2.194
	InsuredREC	-1.502	.717	4.390	1	.036	.223
	RetirementplanREC	.459	.687	.448	1	.503	1.583
	CareerdvptREC	1.924	.758	6.444	1	.011	6.851
	JobtrainingREC	-1.557	.722	4.647	1	.031	.211
	HouseallowREC	.538	.672	.643	1	.423	1.713
	CommuterAREC	-1.176	.700	2.823	1	.093	.308
	DailyallowREC	.843	.586	2.068	1	.150	2.323
	LowseasonREC	-.141	.651	.047	1	.828	.868
	Q11PrefessionaAssociationREC	-.573	.638	.805	1	.369	.564
	Constant	-1.041	1.076	.935	1	.333	.353

a. Variable(s) entered on step 1: Nature of employment, worked experience, Medical care, Insurance, Retirement plan, Career development, on-Job training, House allowance, Commuter allowance, Daily allowance, Low season, and Professional Association

3. Summary of logistic regression

The Wald test is used to test the hypothesis that each β= 0. In the sig column, the p-values and only Insurance at place of work, Career development as a guide (Sig. =0.011) and on-Job training for guides (Sig.=0.031) were below 0.05 level of significance. This means that once the other variables were controlled, there is a strong likelihood that insurance as a job benefit, career development and on- job training would influence guides performance. The respondents who were offered career development were 6.851 times more likely to

have better performance in skills. The odds ratios insurance and on-job training as job benefit had low influence on performance and were lower at 0.223 times and 0.221 respectively (Table 1.5)

The coefficient increases the odds by a multiplicative amount, the amount is eb. "Every unit increase in X increases the odds by eb."

In the table 1.5 above, eb = Exp (B) in the last column we note that only three predictor variable were significant. These were, insurance, career development and having on- job train from a list of many variable that constituted to employment benefits and job satisfaction. We observe that, being insured on job made guide to be satisfied with their job, (e-1.502) = 0.223) increased performance odds by 77%. Likewise, Having career development as a benefit ($e^{-1.924}$= 6.851) increased performance odds by 585% while having on-job training as a benefit, (e $^{-1.557}$= 0.211) increases the odds of performance 78.9%.

The study noted that although there was significant relationship between tour guide job satisfaction and their performance some of the predictor variables used were not significant thus did not give a suitable model fit for the equation.

IV. RECOMMENDATIONS

The study noted that Job satisfaction influenced between 13.3% and 24.2% of guide's performance and those satisfied were 3.935 times more likely to perform better than those dissatisfied. There was positive correlation between job satisfaction and performance.

There was appositive correlation between job satisfactions and terms of employment(r=0.245), work experience(r=0.186) and employment benefits(r=0.157). This means that job satisfaction is dependent on these three variable used in this study as moderating factors in the job satisfaction-job performance relationship. It is therefore advisable that tour companies examine the benefits given to the guides even though most of them are on part-time employment. Amongst the benefits guides suggested were medical care, insurance while on duty, training, and support during the low seasons when most guides are laid off.

The majority of respondent guides were males with only 5% being females. This was different from other careers in tourism and hospitality where such variance has not been observed. The tourism and hospitality training institutes that offer tour guiding course, should investigate reasons for the variance.

More than half of the respondents did not get most of the benefits given to other employees in the tourism industry. This implies that most tour guides do not have medical care benefits for themselves and their families. Over 62% of the respondents were either on the contract of freelance. Under the Employment Act 2014 of Kenya employee on permanent employment are given a basic salary, overtimes, house, and transport allowance and bonuses. From this earning, there are other statutory deductions such as Pay As You Earn (PAYE), National Social Security Fund (NSSF) which is a pension scheme where the employer and the employee contributions and the National Hospital Insurance Fund (NHIF). These were some of the benefits not enjoyed by most guides due to the terms of their employment hence makes them feel disadvantaged and thus affecting their job satisfaction and performance.

Most financial institutions use employee's pay slips to decide whether one qualifies for a loan and the amount to be extended. This puts the guides in a situation where they do not qualify for such loans and may not use their jobs as collateral for such loans leaving the guides to seek for other sources of the funding other than the banks. Most guides do not have pension schemes to take care of them after retiring from their jobs. This affects their morale and performance. Likewise, 63% of the respondents indicated that they did not receive financial support their employers during the low seasons. Some respondents indicated that during the low season, guides were among the first employees to be laid off even for those on permanent employment. Consequently, they have little or no loyalty to their employers or those who contract them during the high season. This is in one way or another may affect their performance and the quality of service offered to the customers.

It was noted that guides are disappointed with their salaries for both those on permanent employment and those on part-time or contract. Dissatisfaction with pay leads to decrease in the level of job satisfaction, the interest of working and decreased motivation and performance.

This study noted that older employees were generally more satisfied with their job than younger employees. A higher percentage of newly employed guides who had worked for less than 5 years indicated a higher level of job dissatisfaction as compared to those with work experience between 5 to 15 years. But as the age increased, the level of satisfaction reduced indicating that those guide with more than 15 years of experience expected more from their employer which was not the case.

This study also found that elderly guides have invested in transport where some of them have visitors who come to them as compared to them passing through tour companies. These categories of guides have what is referred to as brief case tour companies which only operate during the high seasons. During the low seasons, such guides are engaged by the tour companies who used their services because of their extensive experience in managing visitors. Many companies who might not afford to employ a guide on permanent terms normally seek services from these elderly guides.

To the tour companies this finding means that if they do not motivate their guides, the chances of them leaving their company increases as they gain more experience. Experienced guides who are specialized in bird watching and other activities such as mountain climbing, nature walk safaris, and foreign languages had a better bargaining power for better daily allowance as compared to the newly employed who had no experience. It was noted that many companies

would not afford to employ experienced guides since they demanded higher remuneration and benefits thus only engaging them on part-time when the need arose. The study recommends further studies to investigate what can be done to improve guides job satisfaction and performance.

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