

The Role of Tour Guides in Developing Tourism Sector: From Managers Perspectives of Travel and Tourism Companies Operating in Erbil

Hussein A. Mustafa¹ Gibraeel A. Ismael² Asreen R. Hassan³

¹ College of Administration and Economics, Salahaddin University, Erbil, Iraq.

² College of Administration and Economics, Salahaddin University, Erbil, Iraq.

³ College of Administration and Economics, Salahaddin University, Erbil, Iraq.

Abstract

Tour guides are considered a significant part of the critical player in tourism development and experience. The tour guide's role in the tourism sector differs according to its type, importance, characteristics, and location. Besides, the person who is guiding a group of people (tourists) may significantly impact attracting tourists and developing the tourism sector through the role and characteristics they played and practice during their tours. Therefore, this research aims to examine tour guides' role in developing the tourism sector: from managers' perspectives of travel and tourism companies operating in Erbil. The researchers used a survey questionnaire as a data collection tool; however, the survey sample includes 122 managers randomly selected from different tourism companies to reply to the survey questions. The conceptual scheme and hypotheses are established that emphasize the correlation and effect among the research variables; the hypotheses are tested using SPSS V.25. The research reached some conclusions; most significant, the research found a positive relationship and effect between tour guides and developing tourism.

Keywords: Tour Guides, Leadership, Knowledge, Flexibility, Organizing the Tour.

1. Introduction

In the last few years, the flow of tourists increases into the Kurdistan region, especially to

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Author Email: fhss@koyauniversity.org

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Erbil city, from the neighboring countries and the southern areas in Iraq, due to its moderate climate and natural atmosphere, and known to have the mountains, lakes, and waterfalls. Besides, the improvement and development in building constructions, entertainment sites, touristic places, shopping centers, hotels, and all over that, the region are known to be safe in comparison to the south part of Iraq. Thus, these factors have focused on the tourism sector and concentrated more on improving this industry for the long term to enhance the region's economy. However, tourism in the Kurdistan region has witnessed significant development, as it became very economically profitable to qualify industry, and it no longer means the simple social and recreational situation. It is believed that tourism creates more than twice the jobs created by the industrial and agricultural sectors. Moreover, it finds that tourism activity is among the minority of activities that can integrate production and create jobs, so tourism has become one of the most critical competing activities in the global market. Thus, it plays a significant role and great importance in the economic boom; therefore, it has received the attention of many developed countries, and it is now beginning to interest in the developing countries in the path of growth. Since traveling is considered as the main aspect of tourism that has appeared as a necessary leisure activity in the 21st century due to increased paid holidays; as a result, many people are involved in travel and tourism. The increased demand for travel in the tourism industry leads tourism professionals to link travelers with what they want to consume during their travel. Hence, experts in the tourism industry mentioned the tour guides' role in motivating an individual to travel. Accordingly, a well-traveled person has a broader outlook in life; they are also looked up by others more often than not. Travel, after all, is considered a natural teacher and a bridge to understanding people. In this research, we tried to find the role of tour guides in some of the travel and tourism companies in Erbil, by studying its relationship and effect in developing the tourism sector as a model, hoping that by conducting this study, these companies and also the industry could obtain benefit from its outcomes.

1.1 Research Problem and Question

The different needs and roles are played by tour guides in the tourism sector, which can be differentiated according to their types, importance, characteristics, and sites. It is essential that these different roles could be implemented intensively and professionally in any circumstances to involve its importance to this sector's development. In accordance with that, we could highlight the problem statement: What is the role of tour guides in developing the tourism sector? Therefore, this research attempts to answer; main research question: To what extent does the tour guide impact tourism development in Erbil?

1.2 Research Purposes

This research's primary purpose was to examine tour guides' roles in developing the tourism sector in Erbil city as a tourism destination. Thus, the specific objectives were to present the conceptual and practical presentation of the tour guides' roles as a practical concept of the tourism sector and developing it. Then, to identify and evaluate roles of tour guides in creating job image in Erbil; and to establish the needs for tour guides' training in promoting the tourism sector economically, socially, and environmentally in Erbil, and finally to identify and recommend solutions to challenges that tourism and travel company encounter.

1.3 Conceptual Scheme

The conceptual research scheme prearranged based on the literature reviewed linked to the tourism sector's tour guides and development. It also reveals tour guides' role in developing the tourism sector: from managers' perspectives of travel and tourism companies operating in Erbil city. However, the conceptual scheme displays the relationship and effect between the independent and dependent variables, as revealed in Figure 1, below.

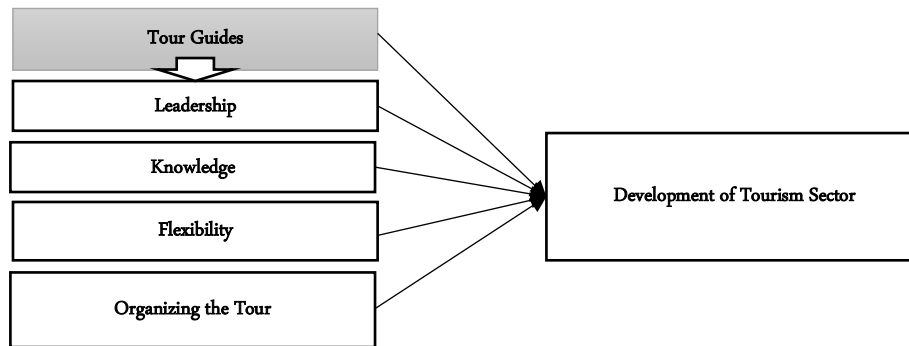


Figure 1. Conceptual Scheme - Developed by Researchers

1.4 Research Hypotheses

Theoretically, this research shows that tour guides (leadership, knowledge, flexibility, and organizing the tour) have a relationship and effect in developing the tourism sector from the managers' perspectives in the travel and tourism companies operating in Erbil city. Thus, the research pursues to test the following hypotheses:

Hypothesis H₁: The research's primary and sub-variables have significance differs according to survey sample perspectives.

Hypothesis H₂: Tour guides in terms of (leadership, tourism knowledge, flexibility, and organizing the tour) correlated to the development of the tourism sector from the manager's perspectives in the travel and tourism companies operating in Erbil city, at the level of ($0 \leq 0.05$)

Hypothesis H₃: Tour guides in terms of (leadership, tourism knowledge, flexibility, and organizing the tour) impacts the development of the tourism sector from the manager's perspectives in the travel and tourism companies operating in Erbil city, at the level of ($0 \leq 0.05$).

2 Literature Review

2.1 Tourism and Tour Guides

Nowadays, scholars and researchers have turned more attention to tour guides and tourism development. Hence, tourism experts often observe tour guides as an essential and critical player in tourism services, products, and experience. According to (Victor and Jackie, 2001; Khalifah and Mustafa, 2019), tourism defined by the World Tourism Organization (WTO), which is still the most extensively accepted in the world, has focused on the fact that tourism is the activities of individuals traveling and living in places outside their usual environment for less than a year for leisure, work, and for other purposes. Tourism also defined as the science, art, and process of attracting, transporting, living, and accommodating tourists, besides satisfying their needs, desires or a combination of activities and industries that provide tourist services to

individuals or groups of tourists who have left their original place for entertainment through tourism facilities and services; transport, accommodation, eating, drinking, and other tourist services (Leclerc and Martin, 2004). Richards (2005), also defined tourism as science, art, transporting, sheltering, and absorbing tourists, as well as meeting their needs and desires or a combination of activities and industries that provide tourism services to individuals or groups of tourists who have left their original place of entertainment through facilities and services. However, the tourism sector is a significant source of income in most countries; it is the primary source of job-creating and revenue — that why countries are concerned about tourism (Khalifah and Mustafa, 2019: 286). The essential elements of tourism are clearly emphasized in a guided tour (Schmidt, 1979). The pioneer of the tour guide concept was first introduced by Cohen (1985) as scientific attention. Thus, various attempts have been made to define tour guides and guiding professionalism. In this context, tour guides are stated as representatives, who role as a culture and social mediators, potentially influencing tourists' image of the destination and revisiting. Tour guides are considered formal mediators and brokers in tourist experiences and play several significant "host" roles within those capacities (Cohen, 1985; Jennings and Weiler, 2006). A tour guide guides groups around sites or places of interest such as natural areas, historic buildings, and sites and interprets the cultural and natural heritage in an inspiring and entertaining manner. Cohen et al. (2002: 920), defines a tour guides as a stopover in certain places, who may perform a mixture of rehearsal and improvised rituals, show the way, point to something, tell tourists what they are looking at, and where they are concentrated in displaying attractions. Tour guiding conduct in every geographic region of every country in the world, and according to (Ap and Wong, 2001), tour guides can influence the ideas of tourists, as they can see the sites through the guide's eyes, where guided tours have a great deal of power over tourists. Weiler and Ham, (2002), identify tourist guides as providers of tourism experiences who contribute to consumer satisfaction—provided that the quality tourist experience comes as a result of interaction between providers, government bodies, and environmental settings (Jennings, 2006). Many tourism researchers such as (Cohen, 1985), (Pond, 1993), (Ap and Wong, 2001), (Weiler and Ham, 2001), and many others demonstrate that the role of tour guide would be as a leader, who is capable of taking responsibility; an information giver and source of knowledge; a mentor, who teaches, and tutor; besides an educator, who help tourists understand lots of topics such as culture, society, religion, economy, politics, and health; However, tour guides are a mediator and cultural exchanger, an ambassador, who helps tourists to understand the places they visit. Furthermore, the tour guide's role is multi-faceted, requiring flexibility and the ability to solve the problem (Dahles, 2002: 783).

2.2 Development of Tourism Sector

The term tourism development expresses the various programs, which aim to achieve a continuous balanced increase in tourism resources to develop and rationalize productivity in the tourism sector (Latkova et al., 2017). Tourism development is a complicated process that includes several elements related to each other, and based on a practical and applied attempt to reach the optimal exploitation of elements of primary tourism services and products in a natural framework, a civilized framework, essential public and tourism facilities through scientific and technological progress. That linking to the environmental elements, and the

development of appropriation human revolution, including tour guides to fulfill its role in development programs and achieve the expansion of flexibility that must be available in the concert of the various productive sectors (Ahmad, 2013: 10). The development of the tourism sector will contribute to diversifying the sources of national income, providing opportunities for workers and acute from the problem of the heroine, supporting the balance of payments, achieving balanced growth and financing the state budget, and because of its other social impacts, as tourism development is closely linked to comprehensive development, and works to solve many problems in terms of economic and social problems (Hussein and Khalaf, 2014: 160). According to Weiler and Ham (2002), tourism development includes multiple dimensions that overlap with each other. Where the economic dimension of the tourism development represented by self-growth and depends on the principles of the macroeconomic balance (the balance of the money market, the market for goods/ services, and the labor market) as well as dependence on investment rules (budget allocations to sectors and investment rates, capital factor, level of productivity, percentage of consumption, savings). So, this type of sustainability aims to maximize growth, without overloading the debt burden transferred to future generations (Hu, 2007). The social dimension consists of combating poverty, social disintegration, eliminating unemployment, creating job opportunities, and achieving social and economic well-being. The environment dimension enables tourism to make optimal use of natural data. Tourism works to preserve such resources and not to offend them and not degrade them, as tourism activities plan and organize land use in a manner that leads to achieving the highest levels of benefit without this creates problems, and negative impact to nature and just as tourism activities are concerned with preserving the aesthetic dimension of the data and caring for them, whether these data are natural or human-made, as well as by maintaining and restoring these tourist data for fear of extinction, and fading (Huang et al., 2010). However, tourism development cannot be limited to the tourist's development only or partly by building hotels and tourist villages that spread in different regions. Instead, the meaning of tourism development should extend to the development of both supply and demand to achieve convergence between them to satisfy the wishes of tourists." Reaching predetermined national, sectoral, and regional goals serve as a standard for measuring the required levels of tourism development (Hassanein, 2006: 9). The tourism sector is one of the most important productive sectors of the country, obtaining vast capital, skilled and working hands, and building good relations with guests, satisfying their needs, desires, and interests (Faouri, 2006). While, the presence of successful tourist guides accompanies all these. In all cases, the tour guides are the first to meet the tourists. Accordingly, tour guides are considered the most critical tourism development (Latkova et al., 2017: 1).

3. Method

In this research, the researchers applied the quantitative method, while it is a suitable method as it serves the research purpose to analyze the role of tour guides in developing the tourism sector: from managers' perspectives of travel and tourism companies operating in Erbil city. A quantitative research method is also, commonly used in the studies that deal with statistical data. Therefore, this research paper established relationship and effect research design as it describes and finds the relationships and effects between research variables.

3.1 Survey Instrument

We have employed a survey questionnaire to collect and measure data and information on the research variables—the survey questionnaire appropriate for the research design, and the potential benefits it can provide. However, the questionnaire consisted of three main sections, and each section includes indicators that could measure the research variables and hypotheses—the first consists of demographic information of the survey sample. The second included the independent variable, which represents tour guides by dimensions of leadership, knowledge, flexibility, and organizing the tour. Furthermore, the third section is dedicated to developing the tourism sector's development as a dependent variable, as shown in Table 1

Table 1. The Survey Questionnaire

Major Variables	Sub- Variables Components	No of Statements	Scale Symbol
First: Demographic Variables	Gender, Age, Education Qualification Overall Job Experience, and Number of Tourism Training Courses Participated	5	-
Second: Tour Guides	Leadership, Knowledge, The flexibility Organizing the Tour	20	X1-X20
Third: Development of Tourism Sector	Economic Dimension, Social Dimension, Environmental Dimension, and Planning Dimension	20	Y1-Y20

3.2 Sampling

The samples are taking or involved in 50 from 275 travel and tourism companies operating in Erbil city. So, the travel and tourism companies selected as their managers and employees expected to recall tour guides and develop the tourism sector. The travel and tourism companies are the precise, targeted sample size, so, 122 tourism managers and employees contributed over-responding to the survey questions, which self-administered and distributed in these companies, who willingly accepted the request contribute to the research.

3.3 The Survey Reliability

Cronbach's alpha was used to inspect the survey reliability. The Cronbach's alpha is frequently used as a dependability method in the studies, particularly those that check for scale consistency. Accordingly, all questionnaire statements are ($0.775 > 0.60$), which presented a high level of scale reliability in the questionnaire's overall items. Besides, its total values for tour guides is ($0.737 > 0.60$). The values for leadership, knowledge, flexibility, and organizing the tour are (0.634 , 0.673 , 0.706 , and 0.683), respectively, all greater than (0.60). Moreover, the development of the tourism sector loaded value is ($0.784 > 0.60$). The values for the economic dimension, social dimension, environmental dimension, and planning dimension are (0.690 , 0.658 , 0.721 , and 0.609), respectively; also, all greater than (0.60); and therefore, the survey could consider as highly reliable, as displayed in Table 2.

Table 2. Reliability Test

Variables	Cronbach's Alpha	No. of Items	N	%	Decision
Tour Guides	0.737	20	122	100.0	Highly reliable
Leadership	0.634	5	122	100.0	Reliable
Knowledge	0.673	5	122	100.0	Highly reliable
The flexibility	0.706	5	122	100.0	Highly reliable
Organizing the Tour	0.683	5	122	100.0	Highly reliable
Development of Tourism Sector	0.784	20	122	100.0	Highly reliable
Economic Dimension	0.690	5	122	100.0	Highly reliable
Social Dimension	0.658	5	122	100.0	Highly reliable
Environmental Dimension	0.721	5	122	100.0	Highly reliable
Planning Dimension	0.609	5	122	100.0	Reliable
Overall	0.775	40	122	100.0	Highly reliable

4. Analysis and Findings

This section aims to apply statistical tests for investigating research hypotheses. First, the demographic variables analyzed include frequency distributions. The descriptive analysis also quantitatively describes the significant elements of the research variables using mean, standard deviations, t-tests, and agreement rates. The correlation test runs to find the relationship between tour guides, and it is dimensions, namely leadership, knowledge, flexibility, and organizing the tour with the development of the tourism sector. To describe only the degree of relationship between variables and not let the researchers make main interpretations regarding the relationships. Lastly, we have applied the multiple linear regression to test the hypothesis and define the tour guides' effect within this section. It is dimensions, namely leadership, knowledge, flexibility, organizing the tour in the development of the tourism sector, and the results presented using Tables.

4.1 Demographic Variables

The demographic variables or information of the survey sample collected from managers and employees in travel and tourism companies operating in Erbil city. In order to obtain a consistent demonstration of the samples, (see Table) below. The male staff who participated in the survey constituted 61.48% or 75 individuals of the survey sample compared to 38.52% or 47 female managers at the travel and tourism companies in Erbil city. Table 3, below reveals the frequencies of contributor's ages, 40.16% or 49 individuals aged between 31-40 years, while 27.9% or 34 aged from 21 to 30 years; besides 25.4% or 31 participators aged between 41-50 years; however, 6.6% or eight individuals of the total survey sample aged 51 and above.

As summarized in Table 3, the percentages and frequencies of participators education qualifications, 60.66 %, or 74 managers who contributed in the survey are bachelor degree holders, although 35.25% or 43 were diploma holders. Besides, 4.1% or five participators of the total survey sample obtained a master's degree. The managers' overall job experience obtained that of the total respondents, 48.38% or 59 participators experienced between 1-10 years and followed by 30.33% or 37 managers who experienced 11-20 years, 17.21% or 21 managers experienced between 21 to 30 years. Finally, 4.1% or five managers of the total survey sample experienced 31 and more, as revealed in Table 3.

Table 3, below shows that 77.87% or 95 managers who contributed to this survey participated in 1 to 5 tourism training courses. While 19.93% or 17 participated in 6 to 10 tourism training courses; however, 4.92% or six managers participated in 11 and more courses related to tourism. Also, 3.3% or four managers of the total respondent did not participate in any course related to tourism.

Table 3. Respondents' profile

Profile	Description	Frequency	Percent %	Total
Gender	Male	75	61.48	122
	Female	47	38.52	
Age	21-30	34	27.87	122
	31-40	49	40.16	
	41-50	31	25.41	
	51 and Above	8	6.56	
Education Qualification	Master	5	4.10	122
	Bachelor	74	60.66	
	Diploma	43	35.25	
Overall Job Experience	1-10	59	48.36	122
	11-20	37	30.33	
	21-30	21	17.21	
	31 and Above	5	4.10	
Number of Tourism Training Courses Participated	Not participated	4	3.3	122
	1-5	95	77.9	
	6-10	17	13.9	
	11 and More	6	4.9	

4.2 Descriptive Statistics

In this section, we examine the research variables; based on survey responses to rate the tour guides' significance, and its dimensions, namely, leadership, knowledge, flexibility, and organizing the tour. The tourism sector development includes economic dimension, social, environmental, and planning dimensions on the five-point Likert Scale. However, descriptive statistics quantitatively show the variables' crucial elements using mean, standard deviations, t-test, and agreement weight.

4.3 Descriptive Statistics of the Tour Guides

The outcomes of descriptive statistics, mean, and standard deviation for the independent variable tour guides are (4.175, and 0.3946), respectively. Although the weight of agreement is 83.5% of the total responses stated that tour guides significant in the development of the tourism sector, which supported by t (116.847), df (121), and ($p < 0.000 < 0.05$), as revealed in Table 4, below.

Table 4. Descriptive Statistics and T-tests of the Tour Guides

Descriptive Statistics	T-test	Significance
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Variables	Mean	Std. Deviation	The rate of Agreement	t	df	Sig. (2-tailed)	Rates
Tour Guides	4.175	0.394	83.5%	116.847	121	0.000	Fourth First Second Third
Leadership	4.054	0.517	81.08%	86.532	121	0.000	
Knowledge	4.249	0.469	84.98%	99.979	121	0.000	
Flexibility	4.213	0.515	84.26%	90.294	121	0.000	
Organizing the Tour	4.183	0.479	83.67%	96.393	121	0.000	

Mean*100

***Rate of agreement =** _____

5 (Five-point Likert Scale)

The mean values of the tourism leadership, knowledge, flexibility, and organizing the tour are (4.054, 4.249, 4.213, and 4.183), respectively, and the values of standard deviations are (0.517, 0.46944, 0.515, and 0.479) respectively. However, the weights of agreements are (81.08%, 84.98%, 84.26%, and 83.67%) respectively of the total responses, so this result indicated that tourism leadership, knowledge, flexibility, and organizing the tour essential for the development of the tourism sector, which these results supported by t (86.532, 99.979, 90.294, and 96.393) respectively at the p-values (0.000, 0.000, 0.000, and 0.000) respectively, which all less than (0.05), therefore, all the dimensions of tour guides significant (p-value<0.05).

4.4 Descriptive Statistics of the Development of the Tourism Sector

As seen in Table 5, the mean and standard deviation values for the development of the tourism sector are (4.150, and 0.355), respectively. Though, 83% of the total survey sample responses agreed on the influence tour guides on the tourism sector development. While, the t-test (128.864), df (121), and p-value (0.000), which is less than (0.05). The same table shows the mean values of the development of the tourism sector dimensions as economic dimension, social dimension, environmental dimension, and planning dimension are (4.152, 4.039, 4.375, and 4.032), respectively, and the values of standard deviations are (0.552, 0.470, 0.471, and 0.494) respectively. However, the weights of agreements are (83.04%, 80.7%, 87%, and 80.6%) respectively of the total responses, so this result indicated that economic dimension, social, environmental, and planning dimensions important for the development of the tourism sector, which these results supported by t(82.983, 94.853, 102.448, and 90.138) respectively at the p-values (0.000, 0.000, 0.000, and 0.000) respectively, which all less than (0.05), therefore, all the dimensions of tour guides significant (p-value<0.05).

Table 5. Descriptive Statistics and T-tests of the Development of the Tourism Sector

Variables	Descriptive Statistics			T-test			Significance Rates
	Mean	Std. Deviation	The rate of Agreement	t	df	Sig. (2-tailed)	
Development of Tourism Sector	4.150	0.355	83%	128.864	121	0.000	Second Third
Economic Dimension	4.152	0.552	83.04%	82.983	121	0.000	
Social Dimension	4.039	0.470	80.7%	94.853	121	0.000	

Environmental Dimension	4.375	0.471	87%	102.448	121	0.000	First
Planning Dimension	4.032	0.494	80.6%	90.138	121	0.000	Fourth

However, the tables above revealed that the research main and sub-variables have significant differences based on respondents' perspectives. Thus, there are significant differences in the tour guides' dimensions according to survey sample perspectives. Also, there are significant differences in the development of the tourism sector dimensions according to survey sample perspectives. Therefore, the hypotheses (**H1, H1.1, and H1.2**) were accepted. The results clarified that all dimensions of tour guides would influence the development of the tourism sector; however, knowledge of tourism, tourism flexibility, and organizing the tour, respectively, the vital elements motivating the influence on the development of the tourism sector.

4.5 Correlation Analysis

To examine the second research main hypothesis, which states that tour guides related to the development of the tourism sector, at the level of ($0 \leq 0.05$), we have run the Pearson correlation coefficient test, as a result, shown in Table 6. The correlation test explains that there is a significant positive relationship between tour guides and the development of the tourism sector, where R (0.554**) so, the correlation is significant at the 0.01 level (2-tailed) and the p-value (0.000), which is less than (0.05), hence, the hypothesis (**H2**) accepted.

Table 6. Correlation of Tour Guides and the Development of the Tourism Sector

		Tour Guides	Development of the Tourism Sector
Tour Guides	Pearson Correlation	1.000	0.554**
	Sig. (2-tailed)	.	.000
Development of the Tourism Sector	Pearson Correlation	0.554**	1.000
	Sig. (2-tailed)	.000	.

** . Correlation is significant at the 0.01 level (2-tailed).

c. Listwise N = 122

Table 7, shows the results of the correlation test clarify that the dimensions of tour guides, namely; tourism leadership, knowledge of tourism, tourism flexibility, and organizing the tour, all have a positive relationship with the development of the tourism sector, through R (0.368, 0.508, 0.444, and 0.452>p0.000) respectively. The result demonstrates that tourism knowledge, organizing the tour, and tourism flexibility achieved the highest positive relationship with the tourism sector's development. While tourism leadership has the weakest relationship with the tourism sector's development compared to the other three dimensions, the hypotheses (**H2.1, H2.2, and H2.3**) are accepted.

Table 7. Correlations between Tour Guides dimensions and the Development of the Tourism Sector

Independent Variables	Dependent Variable Development of the Tourism Sector
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Tourism Leadership	Pearson Correlation	0.368**
	Sig. (2-tailed)	0.000
Knowledge of Tourism	Pearson Correlation	0.508**
	Sig. (2-tailed)	0.000
Tourism Flexibility	Pearson Correlation	0.444**
	Sig. (2-tailed)	0.000
Organizing the Tour	Pearson Correlation	0.452**
	Sig. (2-tailed)	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

c. Listwise N = 122

4.6 Regression Analysis

The regression analysis examines the third research main hypothesis, which states that tour guides impact the tourism sector's development. The result, revealed that R square is (0.307), which presenting the effect and relationship among the experimental and predicted values of the dependent variable, the development of the tourism sector. However, this shows that tourism leadership, knowledge of tourism, tourism flexibility, and organizing the Tour accounts for 30.7% of the tourism sector's development from managers' perspectives in travel and tourism companies in Erbil city. The F-test results of variance, the sum of squares, the degree of freedom (df), mean square, regression, and residual principles reached from the regression analysis. The mean square, which is the sum of squares divided through the degrees of freedom, was (4.693). The F static, which is regression, is a mean square divided through the residual mean calculated (53.051), and df (1,121).

Table 8. Regression Analysis (Model Summary)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate		
1	0.554	0.307	0.301	.29744		
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.693	1	4.693	53.051	.000^b
	Residual	10.617	120	0.088		
	Total	15.310	121			

a. Dependent Variable: Development of the Tourism Sector

b. Predictors: (Constant), Tour Guides

Table 9, presented the results of regression coefficients, clarifies that statistically tour guides impact the development of the tourism sector, by the amount of (.554), and t (7.284), significant were p-value (0.000) less than (0.05). Thus, the model is significant, where ($p0.000 < 0.05$), then the hypotheses (**H3**) accepted.

Table 9. Regression Coefficients (Model)

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	2.067	.287		7.192	.000
	Tour Guides	.499	.069	.554	7.284	.000

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a. Dependent Variable: Development of the Tourism Sector

As the results revealed in Table 10, there is a significant effect of the tour guides' dimensions, namely, leadership, knowledge, flexibility, and organizing the tour to develop the tourism sector in Erbil city. The coefficient of determination (R²) was interpreted as (13.6%, 25.8%, 19.7%, and 20.4%), respectively, of the variation, so, the remaining amount due to other variables. The value of (B) has reached (0.368, 0.508, 0.444, and 0.452) respectively, and these indicate that the change in leadership, knowledge, flexibility, and organizing the tour one unit leads to a change in the development of the tourism sector by the same unit, and the p-value is highly significant (p -value <0.000). It is supported by the calculated values of t (4.338, 6.457, 5.422, and 5.546), respectively, for all four dimensions, then ($p0.000<0.05$); thus, we accepted hypotheses (**H3.1, H3.2, and H3.3, and H3.4**).

Table 10. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	R	R Square	t	Sig.
	B	Std. Error	Beta				
(Constant)	3.124	.238				13.103	0.000
Leadership	.253	.058	0.368	.368	.136	4.338	0.000
(Constant)	2.515	.255				9.873	0.000
Knowledge	.385	.060	0.508	.508	.258	6.457	0.000
(Constant)	2.860	.240				11.934	0.000
Flexibility	.306	.056	0.444	0.444	0.197	5.422	0.000
(Constant)	2.748	.254				10.798	0.000
Organizing the Tour	.335	.060	0.452	0.452	0.204	5.546	0.000

a. Dependent Variable: Development of Tourism Sector

5. Conclusions and Recommendations

5.1 Conclusions

The descriptive analysis results clarified that all four dimensions of tour guides would influence tourism development; however, knowledge of tour guides, flexibility, and organizing the tour are the vital dimensions motivating the influence tourism development. Hence, these results confirmed that tour guides familiar with the principles of dealing, protocol, and fluent in at least one foreign language. The tour guides in Erbil's tourism companies know and understand human behavior, dealing, and interacting with others. The survey participators also agreed that the tour guides know the archaeological, tourist, and historical places and the tourist attractions in the country, knowing them and linking them to the tourism process. The tour guides also know customs, traditions, and rules of conduct for people, especially those arriving regularly. As tour flexibility, the research found that the tour guides in Erbil are characterized by prescience and broadness of sight, and they can adapt and adjust to situations. The tour guides were active and adhered to implementing orders without independent thinking about facilitating them, delaying services, complicating them, and wasting time. The correlation test found a positive relation between tour guides and tourism development. The result, also demonstrated that knowledge on tours, organizing the tour, and flexibility achieved the highest positive relation with tourism development, while leadership has the weakest

relation compared to the other three dimensions. The regression coefficients found that statistically, tour guides impacted tourism development; these indicate that the change or progress in leadership, knowledge, flexibility, and organizing the tour will lead to a change in tourism development by the same unit.

5.2 Recommendations

For the travel and tourism companies operating in Erbil to develop the tourism sector, and business permanency, they would employ the tour guides and its dimensions effectively, by recruiting graduate individuals of an academic study or training staff in the specialized course in the least qualified to work as a tourist guide, in order to tour guides carry out a large number of duties and jobs together simultaneously. Also, make sure tour guides have a strong personality who can face problems and solve them. The necessity to promote tourism awareness between the local community in their awareness of the local tourist attractions. Besides hold training courses related to tourism and attracting tourists to the members' staff in the tourism companies, the necessity of informs tourists about the customs and traditions of the region before the visit to the tourist places. The tour guides should have communication skills and promote their abilities to facilitate the smooth arrival of visitors' services. However, the tourism companies motivate the tour guides to build strong personal relationships with others in the destination areas such as customs officers, passports, and others at the border points. The travel and tourism companies operating in Erbil should increase the tour guide's ability to prepare and organize tourist programs that include accommodation in different hotels, tourist visits, transfers, etc. As well as increase the tour guides' abilities to coordinate and continually monitor to ensure that the trip is well organized, which will confirm the success of tourism development.

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Appendix

Dear all respondent

We are conducting the research entitled **tour guides' role in developing the tourism sector: from the managers' perspectives of travel and tourism companies operating in Erbil.**

We are kindly asking you to do a favor by answering the following questions and statements. The questionnaire answers will have an essential role in the completion of scientific research efficiently, and we would also like to inform you that the results of these answers will appear in the form of statistical groups that have nothing to do with person, company or job, but are used exclusively for scientific research purposes. Thanks in advance.

Researchers

Please Select (v) the Option that Shows the best Alternative for Questions and Statements Below:

First Section: General Information

1. **Gender:** Male (), Female ().
2. **Age:** 21-30 years (), 31-40 (), 41-50 (), 51 and above ().
3. **Education Qualification:** PhD. (), Master (), Higher Diploma, (), Bachelor (), and Diploma.
4. **Overall Job Experience:** 1- 10 years (), 11-20 (), 21-30 (), 31 and over ().
5. **Number of Tourism Training Courses Participated:** Not participated (), 1- 5 (), 6-10 (), 11and more ().

Second Section: Tour Guides

The tour guide is a travel and tourism event that performs the activities of guiding and escorting tourists in various tourist and archeological places, also in a region and provides them with information about them.

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Leadership , is the ability to direct and motivate others towards implementation and commitment.						
1	The tour guides should be a graduate of an academic study or a specialized course in the least qualified to work as a tourist guide.					
2	The tour guides can carry out a large number of duties and jobs together simultaneously.					
3	The tour guides have a strong personality who can face problems and solve them.					
4	The tour guide influences to make emergency decisions.					
5	The tour guide is highly efficient, tactful, and diplomatic, and can influence the tourist.					
Knowledge , is a tour guideline, especially those related to promoting, tourism, and organized travel.						
6	The tour guides should be familiar with					

	the principles of dealing, protocol, and be fluent in at least one foreign language.					
7	The tour guide has knowledge and understanding of human behavior, how to deal and interact with others.					
8	The tour guide should know the political and economic conditions that the country is going through at once.					
9	The tour guide should know the archaeological, tourist, and historical places and the tourist attractions in the country, knowing them and linking them to the tourism process.					
10	The tour guide should know customs, traditions, and rules of conduct for people, especially those arriving regularly.					
Flexibility is the ability to respond to a request, facilitate procedures and services quickly.						
11	The tour guide is characterized by prescience and broadness of sight.					
12	The tour guide possesses the spirit of initiative and creativity.					
13	The tour guide is the ability to adapt and adjust to situations.					
14	The tour guide is distinguished by the presence of intuition and the ability to act quickly.					
15	The tour guide is the activity and adherence to orders without independent thinking about facilitating them, delaying services, complicating them, and wasting time.					
Organizing the tour: the ability and control of group organization and knowledge of the itinerary.						
16	The tour guide should have excellent communication skills.					
17	The tour guide should have the ability to facilitate the smooth arrival of services to visitors.					
18	The companies motivate the tour guides to build strong personal relationships with others in the destination areas, such as customs officers, passports, and others at the border points.					
19	The tour guide can prepare and organize tourist programs that include accommodation in different hotels, tourist visits, transfers, etc.					
20	The tour guide's ability to coordinate and continually monitor to ensure that the trip is well organized.					

Third Section: Development of Tourism Sector

It is represented by various public and private organizations involved in developing, producing, and marketing goods and services to serve tourists' needs and welfare. It consists of four dimensions: the economic Dimension, the social Dimension, the environmental Dimension, and the strategic planning dimension.

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The Economic Dimension is considered one of the main dimensions in the development of tourism, as it helps the country grow economically by securing an increased tourist flow through the creation and diversification of the tourism product.						
1	The company's management pursues to appoint qualified guides to provide the best services to obtain profits and raise the company's budget.					
2	The company's management focuses on raising the quality and level of the tourist.					
3	The company's management aims to increase the number of tourist visits.					
4	The company's management aims to create a kind of economic balance between the country's various economic sectors under the mutual relationship that links the tourism sector with various sectors.					
5	The company's management seeks to keep abreast of developments in world tourism to provide the best services.					
Social Dimension is represented in a set of legislations, regulations, and administrative tools that regulate dealing with people, in which the internal relations of employees are regulated, and the external relations between the company and tourists, as well as achieving social and cultural well-being by providing opportunities work for local people.						
6	The company's management is concerned with the need for a friendly social relationship between the tour guide and tourists to convey a positive image to the local community.					
7	The company's policy through its activities contributes to making tourism a gateway to cultural and civil exchange.					
8	There is a relationship of trust and mutual respect between the company's management and its employees, including the tour guide.					
9	The management of the company, through the tour guides, aims at strengthening cultural and social relations.					
10	The company's management aims to provide job opportunities for local people and train them.					
The environmental dimension is intended to preserve the tourism environment's components, improve it, prevent its deterioration, change its properties, distort its nature, or drain its resources.						

11	The tour guide is environmentally conscious in order to preserve the environment of tourist attractions.					
12	The company's tour guide is qualified to urge the tourist group not to pollute the tourist areas.					
13	Environmental instructions are distributed to the tourist group before the tour, especially for the archeological areas, not to prejudice the monuments or write on their walls.					
14	The tour guide's weak ability to keep pace with the rapid development of tourism demand on environmental tourism patterns that the tour guide has not been used to explain.					
15	The company's management urges the tour guides to spread moral, environmental awareness.					
Planning Dimension , it means effective planning and organization of tourist tours by providing relevant inputs from customers in terms of their needs and expectations.						
16	Training and education are essential to gain knowledge and skills for tour guides.					
17	The company policy supports any new and creative ideas by its mentors.					
18	The company's management seeks to open specialized training and educational courses for tour guides within sophisticated and studied programs.					
19	The training program's content is based on the tour guides' ability to perform the roles, capabilities, skills, and knowledge necessary for these roles.					
20	Training efforts are evaluated systematically, and lessons learned from these evaluations are documented and widely disseminated to inform future training efforts.					