

DURBAN UNIVERSITY OF TECHNOLOGY

**WORKPLACE INEQUALITY AND DISCRIMINATION ON
INDIVIDUAL DEVELOPMENT AND ORGANISATIONAL
PERFORMANCE, IN SELECTED HOTELS IN DURBAN
METROPOLITAN CITY, SOUTH AFRICA**

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OCTOBER 2022

Declaration

I declare that this is my work and not any other persons, unless clearly stated and acknowledged (including citations of published and unpublished sources). The result has not been submitted previously to any institution of learning for assessment or any other purpose.

Signature of student

Date approved for final submission

Prof. B. Dlamini

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Dedication

I dedicate this study to my family. My wife, I would not have achieved this work if it were not for you. Your steadfast support during the time I neglected you because of this project to attain the goal I set to achieve was a foundation for it all. When you were not feeling well, I thought I could not continue with the study, but your thoughts and support gave me the strength to progress through challenging situations. My parents and brother passed on before I achieved this objective. However, their unwavering strength, support, faith, and enthusiasm were overwhelming. Without their encouragement to continue with education, I would not have completed this difficult journey towards attaining the Doctor of Philosophy in Management Sciences. Thank you all.

Abstract

Orientation: Workplaces today consist of many cultures, ages, genders, races, and ethnicities. This varied work environment offers prospects for employers to generate and encourage organisational strategies that value and manage diversity while eliminating workplace inequality and discrimination. This research explores employees' subjective experiences of workplace inequality and discrimination within South African hospitality contexts.

Research purpose: The aim of the research was to understand the implications of workplace inequality and discrimination on individual development and organizational performance in the South African hotel environment.

Motivation: The nature of inequality and discrimination in the South African work context and its influence demands the review of the hotel working environment and influence changes to close the existing knowledge gap.

Research design, approach, and method: A qualitative case study within the social constructivist/interpretivist paradigms culminated in in-depth, rich, and detailed descriptions of employees' experiences in the South African Hotel Industry. Purposive sampling with the help of snowballing were used to recruit the participants. Data were collected using informal discussion, observation, and interviews. The interview guide consisted of 14 semi-structured open-ended questions. The interviews were conducted face-to-face, audio-recorded, and transcribed verbatim using computer REV transcription. I verified the transcriptions by listening to the audio and making corrections to ensure accuracy.

Setting: Participants were recruited from two hotels in Durban City, KwaZulu-Natal.

Data analysis: Data were analysed as recommended in qualitative studies. Structured data were analysed using inductive and deductive methods. Thematic analysis and computer software NVivo played a critical role in analysing and refining the results. The search, query, and visualization tools of NVivo effectively verified the networks and patterns in the data and interpretation of the context and identity of participants' answers.

Main findings: The findings identified four main themes: *Recruitment and work experience*; *Emotions*; *Discrimination at work*, and *Inequality at work*. The study demonstrates the hidden inequalities and discrimination within the industries (the hospitality industry in this case). However, participants confirmed that racism is a severe problem in hotels. The study highlights the experiences of Blacks within the toxic working environment. The research

demonstrated the impact of workplace inequality and discrimination on individual development and organizational performance.

Practical implications: This study provided valuable insights into the impact of workplace inequality and discrimination on individual development and organizational performance.

Contributions/value-adding: The results of this research can be used by human resources managers to (1) create awareness and communication within individuals, organisations, and society regarding workplace inequality and discrimination. (2) insist that trade unions and the government must revisit their mandate to protect workers, irrespective of nationality. This research has shown that vulnerable employees: women, foreign workers, and school leavers are exploited in the hospitality industry. (3) implement training and development programmes to help employees improve their skills and meet the organization's objectives.

Key terms: Discrimination, Equality, Hospitality Industry, Human Resources Policies, Inequality, Prejudice, South Africa, Workplace.

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LIST OF ACRONYMS

BCEA	Basic Conditions of Employment Act 75 of 1997
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women of 1979
CERD	Convention of Elimination of All Forms of Racial Discrimination
EEA	Employment Equity Act 55 of 1998
EIS	Employment Insight Survey
HQ	Headquarters
ILO	International Labour Organization
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000
PLS-SEM	Partial Least Squares Structural Equation Modelling
RSA	Republic of South Africa
SACCAWU	South African Commercial Catering and Allied Workers Union
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNWTO	United Nations World Trade Organization
OAU	Organization of African Unity
AU	African Union
HRM	Human Resource Management
HRP	Human Resource Practice
SAHRBCG	South African Human Rights Business Committee Guide
SAHR	South African Human Rights
OHCHR	Office of Higher Commissioner for Human Rights
NRA	National Restaurants Association
UDHR	Universal Declaration of Human Rights
WPDI	Workplace Prejudice/Discrimination Inventory
SAHRC	South Africa Human Rights Commission
TA	Thematic Analysis
RTA	Reflexive Thematic Analysis
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Convention on Economic, Social, and Cultural Rights

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CHAPTER ONE

1.1 Introduction to the study

Workplaces are becoming progressively diverse due to globalization, internationalisation and the transforming of demographics in the modern global economy. As a result, workplace inequality and discrimination have become central issues for organisational and societal investigation. People spend a significant amount of time in the workplace environment, wherein employment discrimination occurs. Therefore, understanding the impact of workplace inequality and discrimination in the workplace is imperative. This research evaluates the workplace inequality and discrimination in individual development in the hotel industry in Durban, KwaZulu-Natal, South Africa.

Recent evidence suggests that discrimination causes mental health problems, such as anxiety and depression (Triana, Jayasinghe and Pieper 2015; Cheung *et al.* 2016). Organisations are duty-bound to provide equal job opportunities and treatment to employees of different sexes, colour, ethnic groups, and religions, among other personal traits (Elei 2016). The management must make sure that equality is maintained in that environment. According to Tounta (2015), small and medium enterprises (SMEs) influence every country's economic performance. The author further states that these SMEs depend significantly on their workforce and human resource management (HRM) practices to achieve their goals.

SMEs are also characterised by a diversity of human resource (HR)-related problems due to the absence of proper HR practices (Tounta 2015). However, 90% of South African hotels are micro, small, and medium enterprises (Vettori 2018), with White investors dominating the industry Webster and Francis (2019). There are many smaller hotels and restaurants that only employ a few South Africans and like to employ foreign nationals 'off the books' as it were. This cuts their labour costs but also leads to frustration and violence over time.

The Apartheid government in South Africa, between 1948 and 1994, segregated every facet of society, from residential policies to public-service delivery, to employment. Workplace inequality and racial-based discrimination were institutionalised in policies, structures, and practices that shaped the economic conditions for minorities in the country. Lewis (2017) states that this approach determined labour policies in government institutions and private companies.

Several studies have proven that workplace discrimination is interconnected with poor job quality, and decreased organisational productivity, commitment, trust, satisfaction, and morale; as well as increased cynicism, absenteeism, and staff turnover (Buttner, Lowe and Billings-Harris 2010; Bapuji and Mishra 2015). Other scholars have demonstrated that a loss of productivity, skills, and creativity are also significant costs resulting from workplace discrimination (Elei 2016). Furthermore, Tounta (2015) argues that the hotel industry provides services to the public, and hence it depends on human labour. Therefore, its service quality is directly connected with the calibre of its employees.

However, the performance of employees exposed to inequality and discrimination suffers, as they can lose concentration and work in a counter-productive manner, which can be disruptive (Castleassociates 2019). Consequently, motivating employees can positively influence their performance, which can in turn positively impact service quality and hotel occupancies (Mhlanga 2018). In many cases, hotels employ multi-cultural employees. Workforce diversity is essential as it helps to overcome emerging challenges in productivity, shortages of skills, and global labour market competition. Evidence indicates that racial, ethnic, cultural, and religious diversity support creativity and innovative thinking, outstanding employee commitment, team performance, as well as improved customer and client satisfaction (Castleassociates 2019), but only when inequality and discrimination are proscribed.

The dominance of White investors in the tourism industry in South Africa has enabled managerial and superior positions in hotels to become commanded by White employees Webster and Francis (2019), leaving disadvantaged Black workers as cleaners, housekeepers, porters, and waiters in low-paying and non-decision-making jobs. Women, school-leavers, and foreign workers occupy most of the lower-level positions in hotels. Apartheid policy in South Africa left a lasting legacy of workplace discrimination and economic inequality, the continuing supremacy of Whites, and the exploitation of non-White groups, which continues to affect the labour market significantly (Webster and Francis 2019).

Globalisation has helped achieve economic success in creating and improving opportunities, whilst simultaneously augmenting inequality and discrimination. Moreover, labour policies have been deregulated to allow companies to hire and fire workers when required, without seeking approval from the government. Nevertheless, with the current high intensity of labour mobility, employees work in diverse organisations in terms of age, gender, ethnicity and race

(Gossen 2016). Furthermore, they experience intense mental pressure to produce more, while not being given the value they deserve as human resources.

1.2 Background to the Study

The hospitality and tourism industry is a prime example of an industry in which inequality and discrimination are rife (Hennekam, Syed and Tahssain 2017). Much of the research on the contemporary workplace, HRM, has focused on investigating ways of eliminating workplace inequality and discrimination. Methods of maintaining fairness in managing people have also been studied. However, despite increases in better organisational policies and practices aimed at eliminating problems and enhancing workplace inclusivity (Tolbert and Castilla 2017), these have not prevented increases in workplace inequality and discrimination, which, in some cases, torments employees (Marafuga *et al.* 2017: 716; Marchiondo, Ran and Cortina 2018).

Additionally, Hennekam, Syed and Tahssain (2017) state that the globalisation paradigm has extended beyond geographical boundaries and has opened international routes to diversity. Globalisation, driven by technological developments, has facilitated global human resource integration within business structures. It has increased opportunities for organisations, but has also created challenges to maintain competitiveness with rival companies (Hennekam, Syed and Tahssain 2017). This paradigm has led to staff reductions because of augmented process automation.

In Africa, particularly in South Africa, employment opportunities have contributed to an increasing number of migrants, arriving in search of work (Booyesen, L.A., Combs, G. and Lillevik, W. 2016). These migrants have caused the current workforce to become more diversified, with increased conflict, inequality, and discrimination in employment. Many businesses in South Africa are being accused of inequality and discriminatory practices in the workplace. Some organisations fail to adhere to employment laws in the workplace, which has applied mental pressure on employees. Bhorat and Khan (2018) assert that these problems highlight the need for research to examine this issue further and to offer possible recommendations.

The changes and increased unemployment contributed to by poor governance and conflict in certain countries have resulted in growing numbers of migrants seeking employment beyond their countries' borders. Examples of affected countries include Britain, France, Italy, Germany, United Arab Emirates, the United States, Thailand, Canada, Australia, New Zealand, and South

Africa. This increased mobility of labour has in turn provoked anxiety and hostility in the host societies, engendering increased workplace inequality, and contributing to entrenchment of discriminatory practices. There is also evidence that migrant workers from other countries and cultures bring their biases to South African organisations.

This study aims to identify and evaluate behaviours such as inequality and discrimination, mainly as they manifest in the South African hotel industry. The framework for this thesis identifies workplaces as significant environments for evaluating the effects of these phenomena. It acknowledges that little is currently known regarding the influence of workplace inequality and discrimination on individual development. The legislations and public policy establish the framework for employment contract (Milkovich, Newman and Gerhat 2016) and require organisations to implement reasonable and proportional steps to eliminate any workplace inequality and discrimination. This provides a strong case for research that seeks methods to eradicate workplace inequality and discrimination and to determine best practices in this area.

1.3 Problem Statement

Despite anti-discrimination laws being passed in many countries to protect workers, the International Labour Organization (ILO 2016b) reports that workplace inequality and discrimination remain a global problem. These practices continue, necessitating further research into their negative impact on the workplace and therefore on employees. South Africans were subject to the most severe form of workplace inequality and racial discrimination until the end of Apartheid, which has affected the society and workplace relations ever since (Khumalo 2018). Furthermore, Webster and Francis (2019) report that inequality and discrimination in South Africa continue to be the nation's most severe socio-economic challenge. The problem remains entrenched 27 years after Apartheid was abolished. However, South Africa's income inequality is the highest globally, and there is vast wealth inequality (Orthofer 2016; WorldBank 2018).

According to Stamarski and Son Hing (2015), inequality and discrimination in workplaces is connected to Human Resource policies and decision-making. Furthermore, Hennekam, Syed and Tahssain (2017) highlight the demographic factors (e.g. gender and sex) that can be the basis of workplace inequality and workload disparity in which one individual is assigned more work than other colleagues. Societal development currently aims to align social differences and to reduce all forms of workplace inequality and discrimination (Anastasia *et al.* 2013). Although

significant advancements against gender inequality have occurred, disparities and widespread racial segregation persist in organisations and societies worldwide. The transforming structure of the global economy, including South Africa, together with an increasing demand for additional skilled and semi-skilled labour, has led some governments to relax their workplace policies and activities; however, such laxity is at the expense of comprehensive and useful anti-discriminatory practices.

A report by the United Nations (UN 2018b) states that 12% of respondents in China, 30% in the Philippines and 23% in Thailand reported experiencing discrimination at work. In South Africa, racism and xenophobia have been reported, even discrimination against local workers. Additionally, growing evidence suggests that businesses benefit from policies that seek inclusiveness (Alhejji *et al.* 2016: 95). Several scholars (Foley *et al.* 2015; Nelson 2015; Wildschut and Meyer 2017) have researched workplace discrimination and prejudice. Others have researched workplace discrimination based on race or ethnicity (Avery, Volpone and Holmes IV 2018; Bradley-Geist and Schmidtke 2018), gender (Manchester, Leslie and Dahm 2018; Taylor *et al.* 2019), sexual orientation (Pichler and Ruggs 2018) and age (Finkelstein, Hanrahan and Thomas 2018), amongst other variables.

Researchers frequently direct their research attention to the experiences and perceptions of employed minority groups. Another strand of meta-analytical research has focused on the impact of discrimination on health (Triana, Jayasinghe and Pieper 2015; Dhanani, Beus and Joseph 2018). However, the implication of workplace inequality and discrimination on individual development and organisational performance remains unclear. The researcher wants to better understand perceptions of hotel workers on inequality and discrimination and thus how their development has been, is, and will be affected. However, the fundamental question the researcher set out to ask in this study is: What are the perceptions of workers in the South African hospitality industry of the influence of workplace inequality and discrimination on individual development and organizational performance?

1.4 Research Aims and Objectives

The main objective is to explore South African hospitality industry employees' perceptions of the influence of workplace inequality and discrimination on individual development and organisational performance.

The specific objectives are to:

- determine the types of discrimination and inequality that occur in the work environment of the South African hotel industry
- examine the challenges that the identified issues pose to individual development as well as business operations and performance in the South African hotel industry
- investigate the measures that organisations are utilising to resolve workplace inequality and discrimination
- identify the challenges that organisations face when resolving workplace inequality and discrimination
- identify new methods of detecting and eliminating discrimination and inequality in order to increase employee productivity.

1.5 Definition of Key Terms

This section defines the main concepts to explain their significance, relevance, and applicability to the broader perspective of this research. The concepts of workplace inequality and discrimination on individual development and organisational performance are conceptualised as central to this study. According to Van der Walt, Mpholo and Jonck (2016), contextualising concepts is necessary to differentiate between various viewpoints that other scholars have presented.

(i) Hotel

According to the Concise Oxford (2015), a hotel is a commercial business unit that provides travellers and tourists with accommodation and other related services. The hotel industry is closely associated with the hospitality industry. In this study, the term *hotel* is a broad concept: accommodation services that operate as commercial business units within urban settings (Revine n.d.).

(ii) Hospitality

The term hospitality industry is wider in scope and comprises many different sectors. Generally, the hospitality industry is concerned with leisure. Consequently, it covers accommodation, restaurants, bars, cafés, nightlife, and a number of travel and tourism services (Revine n.d.).

(iii) Workplace

According to Gossen (2016: 11), work refers to the “activities that cross a wide range of social interaction and self-motivation activities. The Concise Oxford (2015: 1756) defines a workplace as a place where people work. A workplace is a place where work is performed, such as a home office, a large office in an office block, or within a company. According to Milkovich, Newman and Gerhat (2016) workplace is the focal point of the country’s economic performance, concerned with productivity, quality, and competitiveness. People work to earn a living, and by working, they attempt to earn money to buy whatever they require for life. Work is therefore a critical human activity.

(iv) Structural inequality

Kimberly Amedeo and Kelly (2021: 1) define structural inequality as ‘a system of privilege created by institutions within an economy’.

(v) Workplace inequality

Previous studies have identified many types of inequality, the dominant categories being economic inequality and inequality of opportunities (Afonso, LaFleur and Alarcón 2015; Partal Gajardo 2016). The discourse on inequality frequently refers to a difference between the inequality of outcomes and the inequality of opportunities, which are ascribed to variances in situations beyond one’s control, such as one’s gender, ethnicity, place of birth, or family upbringing (Dabla-Norris *et al.* 2015).

Afonso, LaFleur and Alarcón (2015) argue that economic inequality concerns the inequality of outcomes in the material dimensions of well-being. Fine (2019) posits that the inequality of opportunities is related to the ability to participate in a healthy economy; to access essential goods and services; to acquire meaningful employment; and to receive equal treatment. The definition of Colella and King (2018: 41) is the most appropriate to the aim of this study, given the prominence it places on differences in opportunities, resources, and experiences between people or social groups.

Table 1.1: List of Definitions of Workplace Inequality

#	Author	Definition of workplace inequality
1	Partal Gajardo (2016)	The difference in wealth between individuals in society.
2	Brunch (2017)	A process in which employees struggle over the distribution of financial and technical resources within an organization.
3	Jenkins (2018)	Unfair and unequal treatment of individuals in their place of work based on sexuality, gender, or race, amongst other demographic variables.
4	Colella and King (2018: 41)	The difference in opportunities, resources and experiences between people or social groups; the employment opportunities, treatment and experiences of different social groups are not uniform in their prevalence across workplaces; variations in opportunities and experiences within and between social groups are produced by the organizational context.

1.5.1 Workplace discrimination

Shen and Dhanani (2015) explain that literature has largely accepted a more comprehensive conceptualisation of workplace discrimination. This includes behaviours outside of organisational practices, such as interpersonal treatment by co-workers and customers, and the surrounding discrimination based on social characteristics that are not constantly lawfully protected, such as weight, sexual orientation, and physical attractiveness. Workplace discrimination occurs when an employee is made to feel intimidated, insulted, or humiliated based on factors such as race, ethnic origin, gender or physical or mental disability (SAHRC 2016).

Table 1.2: **List of Definitions of Workplace Discrimination**

#	Author	Definition of workplace discrimination
1	ILO. (2003), Article 1(1) ILO 111 of 1958	“Any distinction, exclusion or preference based on race, colour, sex, religion, political opinion, national extraction or social origin that has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.”
2	Dhanani, Beus and Joseph (2018)	Unfair terms or conditions (e.g., reduced opportunities) or negative treatment based on personal characteristics or membership to a particular social group, such as race, sex or age.
3	Olori, Jumbo and Comfort (2017)	A behaviour (or a set of behaviours) influenced indirectly or openly by the target’s group membership that eventually has a deleterious effect on the target’s job or career.
4	Leslie (2018)	Behaviour that demonstrates prejudice: the failure to treat people equally because of a bias based on a characteristic such as race, religion, gender, national origin, sexual orientation, or disability.
5	Colella and King (2018: 298)	Organisational practices (e.g., hiring, firing and compensation) that differentially treat or affect employees who belong to a protected class (i.e., due to their race, colour, national origin, sex, age, disability status or religion).
6	Rahman (2019)	Unfair practices in several different areas of employment, including hiring, promotion, task assignment, compensation, and firing.

No agreement exists amongst scholars concerning the conceptualisation of workplace discrimination (Olori, Jumbo and Comfort 2017). This study adopts the definition provided by the International Labour Organization (ILO. 2003). The ILO emphasis is compatible with the socio-psychological differences between discrimination, prejudice, and stereotypes that place discrimination as the behavioural manifestation of biased cognitions (stereotypes) and attitudes (prejudice) towards individuals as a function of their social group membership (Cheung *et al.* 2016) .

1.5.2 Individual development

McCauley and Hezlett (2002) define individual development as the expansion of an individual's capacity to function effectively in his/her present or future job and work organisation. Sivakumar (2018) describes individual development as the personal or self-development of individuals. However, the expectations and perceptions of the people around the individual establish directions for this development (Cheung *et al.* 2016) .

1.5.3 Organisational performance

Hameed and Mohamed (2016: 37) define organisational performance as the organisation's ability to achieve its goals by utilising resources efficiently and effectively. Numerous factors (e.g., leadership styles and environment, organisational culture, job design, models of motivation and HR policies and practices) are said to influence organisational performance. These factors can cooperate either to augment or undermine performance (Hameed and Mohamed 2016: 37).

1.6 Significance of the Study

The rationale for the study originates from the researcher's aspirations to unpack and present possible solutions to human rights abuse challenges in the hotel industry. The motivation is based on the empirical and theoretical gaps in the literature reviewed. The researcher also wishes to determine how organisations' administrative and operational policies can be enhanced to eliminate inequality and discriminatory practices while improving service quality. The research will assist silent workers in exposing poor management behaviour within organisations. The study also examines why government instruments in countries like South Africa fail to eliminate the evil practices found in the workplace. This understanding is necessary to explain policy limitations in addressing workplace inequality and discrimination.

The research offers insights into the impact of the phenomenon under study and how factors affect individual development at work. The study provides new information about the South African work environment, particularly taking into consideration the COVID-19 pandemic and its effects on hotel employees. Furthermore, the study provides valuable information that can be applied in training programmes for companies in most sectors in the South African economy,

as well as regionally and internationally. The research brings this information to a broad audience of management practitioners and investors.

Evidence has demonstrated that organisations exuding a positive and healthy atmosphere perform well, have higher productivity, and have higher chances of flourishing in an increasingly competitive market (Stoermer, Hitotsuyanagi-Hansel and Froese 2019: 1). The research examines workplace inequality and discrimination in the 21st century; the characteristics prior to this milieu as shown in the studies, may have changed. New strategies for fighting the problem are emerging, and these areas must be prioritised. This study has implications for the further analysis of workplace inequality and discrimination within organisations such as the hotel industry. Many foreign workers and women are employed; and many of these are exploited by the industry.

An increased understanding of the implications of these phenomena will encourage institutions of higher learning to conduct more research. It will also benefit the hotel industry to review management styles; improve their control systems; and improve workers' welfare. The outcome will enlighten the government and trade unions, prompting them to seriously review employment situations in hotels and other organisations whilst concurrently improving the conditions of service for all workers.

1.7 Theory Supporting the Significance of the Study

Four theories will support this research. The foundational theory is that of equity. This theory states that individuals judge the fairness of their treatment on the way in which others like themselves are treated (Tanner 2018). The other three theories which emphasise separate but interconnected aspects of discrimination will support this research. These include the structuralist theory, which will inform how employers structure their workplaces. The Performance Identity Theory, how employees respond when fitting into workplace structures. The third, Masculinities theory is on ways in which workers generate narratives amongst themselves to sustain their place within the workplace hierarchy, whilst simultaneously keeping the current workplace structures (Saucedo 2009: 347).

1.8 A Brief Overview of the Literature Review

Workplace inequality and discrimination are challenging issues to employers. According to the (ILO 2016b), four types of discrimination are found within employment structures:

intentional, subtle, statistical profiling, and systemic discrimination practices. These practices may arise from the organisations' legislation, policies, or practical measures (ILO 2016b). The HR proposes and implements new ideas; thus, they are a catalyst for action and a driver of solutions within organisations. According to Abraham (1991) cited in (Stamarski and Son Hing 2015), the workplace is unfriendly owing to the multiple forms of inequalities and discrimination that manifest there.

Stamarski and Son Hing (2015) suggest that some workplace inequalities and discrimination are dictated by human resource practices (HRP), affecting recruitment, training, and promotion. These problems are predominant worldwide in all business sectors. Despite the availability of rules and policies, these problems have persisted surreptitiously. In some cases in South Africa, workplace inequality and discrimination are even classified as a matter of public interest (Swafu 2018). Hotels are a core component of the hospitality industry and, as such, are one of the largest and fastest-growing sectors, creating quick entry into the workforce for youth, women, and migrant workers (Baum 2013). This reflects the significance of including well-organised and developed strategies within the domain. Over the past few decades, the hospitality industry has undergone a remarkable transformation in their offered services, customer-handling techniques, and other management strategies. Additionally, the industry is still under the influence of consistent and increasing competition (Baum 2013).

It is important to understand that the present business domain is expected to be highly volatile, necessitating that companies differentiate their services by prioritising customers' requirements and satisfaction. However, such diversity also introduces several other factors, such as employee conflicts, discrimination, and inequalities, among others (Đorđević and Janković 2015; Sharma 2016; Rachele 2017). According to literature, the consequences of workplace inequality and discrimination for organisations are a waste of human abilities, a violation of human rights, inefficiency, low productivity, social fragmentation, and in some instances, social unrest.

Laci, Maxhelaku and Rusi (2017: 69) state that eliminating discrimination means embracing the conditions for developing practices and policies associated with the fulfilment of obligations, conditions for employment, promotions, remuneration, hiring, contract expiration and layoffs. This requires a concerted effort for all races. Although different regions have experienced varied levels of discriminatory incidents, employers have been unable to manage discrimination

and prejudicial behaviour. Consequently, few countries have successfully controlled such factors and increased their overall productivity (Jenkins and Williamson 2015: 61).

In a global pursuit for modernisation, diverse organisations are increasingly expected to foster creative and helpful environments that are favourable to novel ideas. Management must thus prioritise employees' interests, expectations and job satisfaction in order to steer them towards the organisational vision and their job roles (Urbancová, Čermáková and Vostrovská 2016). However, Bhorat and Khan (2018) argue that the workforce of South Africa is characterised by low participation in industrial development; high rates of unemployment; and a remarkable range of discouraged, unemployed people. This observation denotes the significance of concentrating on the South African hospitality industry and identifying potential ways to enhance employee participation and job satisfaction levels.

Due to increased levels of competition and diversity in organisations, multiculturalism is a vital element. Several Western countries, including those in the EU, have successfully embraced HR diversity in their industries, whereas countries such as the US and South Africa still lack workplace equality, thereby creating a significant challenge in achieving a higher position in the global market (Triana, Jayasinghe and Pieper 2015; Sharma 2016). When employees join organisations, they expect to be treated equally, irrespective of their nationality. The principles of equality and non-discrimination are prescribed in the Universal Declaration of Human Rights (UDHR) (O'Neil and Piron 2003). Moreover, the government is responsible for safeguarding various minorities and vulnerable groups from unequal behaviour by management. According to the gospel of management, the principle underlying employment equality is that employees be provided with equal access to organisational opportunities. The Equity Theory by Adams (1965) cited in Tanner (2018) explains the thought process an employee utilises to determine the fairness of management's decision-making.

1.9 Research Methodology and Design

The study implemented a qualitative approach, and data collection entailed triangulation. A non-probability purposive sampling method was utilised to identify participants. Primary and secondary data were acquired from case studies, interviews, and action research. Thematic analysis with the help of NVivo software was used to analyse the data.

1.10 Justification for the Research

Many companies understand the need to maintain diversity and inclusion. The concept of inclusion values differences between employees; it ensures that all policies are applied equally to everyone and that employees have opportunities to contribute to decision-making. According to research evidence, a culture of inclusion is key to reaping the benefits of diversity. Diverse teams perform optimally in an inclusive organisational climate. However, it is difficult to align a diverse workforce with a common vision or to maintain a healthy workplace (Fernandes and Alsaeed 2014). These categories of employees often face difficult working conditions that negatively affect their work performance and output (Hudson Jr 2014).

South Africa, 27 years after Apartheid was abolished, remains riddled with racial disparities, gender discrimination, and violence against foreign workers. Many researchers agree that it is imperative for studies to develop what other scholars have already accomplished. A search of the academic literature found that many studies have been conducted on workplace inequality and discrimination, not only in South Africa but also in many other countries. The following sections briefly discuss the literature on the subject area in South Africa, Africa and globally. An in-depth analysis is provided in Chapter 2. The current section concludes with a review of gaps in the literature and a discussion of how this research expands the existing knowledge.

1.11 Studies in South Africa and Africa

Workplace discrimination and inequality in the hotel industry in South Africa have been the subject of several master's dissertations and doctoral theses. These studies can be viewed from three perspectives: (i) the areas studied, (ii) the development of the hotel industry, and (iii) workplace inequality and discrimination. From the first viewpoint, some studies have investigated the challenges of discrimination and inequality in hotels. From the second perspective, an article has investigated the development of hotels (Rogerson 2018). In the third outlook, several studies have examined specific areas, such as workplace discrimination (Ramrathan 2005; Sibiya 2016; Mabunda 2017).

Most dissertations have followed quantitative and mixed-method approaches. These studies revealed numerous challenges that create barriers to the elimination of discrimination and inequalities in organisations. However, supplementary lessons can be learned from research conducted in other parts of the world. While various South African studies have encompassed

different workplace discrimination phases in the country, they remain irregular in examining the problem. Across Africa, some studies have explicitly examined workplace inequality and discrimination within the hotel industry. An example is ‘Gender inequality in the Hospitality Industry: Issues and Challenges’ (Adebayo 2015). At a more comprehensive level, several studies have investigated the general issue of employment discrimination within organisations.

1.12 Organisation of the Study

Chapter One. This chapter provides an introduction and background to the study. It discusses the problem statement, key objectives, research questions, significance of the study, originality, a brief review of the related literature, and the methodological approach to the study.

Chapter Two. This chapter is divided into two parts: the theoretical framework and the literature review (1). The first part discusses the theoretical framework and provides an overview of the theories underpinning the research, models for managing hotels, and the mechanisms by which value is created and extracted. The theoretical constructs further highlight how hotels perform and adapt to the challenges in a technologically advanced economy. This first part identifies the role and significance of the hospitality sector, and the contribution that it can make to boost the economy.

The second part of the literature review discusses and analyses the body of knowledge with the final goal of establishing what is both known and not known about the topic. This part is divided into six sections. Section One explores the historical background of employment in South Africa, as well as the development of hotels from global, regional, and local perspectives. It also reviews working conditions in the hotel industry. Section Two describes prejudice and stereotyping, workplace inequality, discrimination, levels and forms of discrimination and types of discrimination in the hotel industry. Section Three is devoted to human resource practices within organisations and the influence of the organisation’s internal system, including the organisation’s structure, organisational culture, organisational climate, human resource policies and diversity management.

Section Four analyses the implications of workplace discrimination and inequality at individual and organisational levels. Section Five discusses the justification and grounds for discrimination and offers strategies for resolving discrimination and inequality. The section will further review the challenges faced by HRM in organisations in resolving discrimination and inequality, reflecting the concomitant constraints imposed by globalization and labour migration.

Chapter Three. Literature review (11) examines the roles of the United Nations, the International Labour Organization and the regional body's legal frameworks. It also touches on the South African legal and policy framework. Finally, a discussion follows on the strengths, weaknesses, and gaps in the business sector.

Chapter Four. This chapter elucidates the research methodology and design. The chapter is divided into eight sections. Section One briefly discusses the philosophical assumptions. Section Two focuses on the various research paradigms. Section Three discusses the different research methods and the method adopted in this study. Section Four describes the research designs, approaches to qualitative study designs, and the case study.

Section Five describes the sample selection for the hotels and participants. Section Six describes the development of the data-collection instrument and pilot study. It also explains how primary and secondary qualitative data were collected, giving the data transcription, and it builds a case for the interpretive approach embraced. Section Seven describes how data were analysed using thematic analysis, aided by NVivo. Section Eight discusses the validity and reliability of data, the delimitations, and ethical considerations of the study.

Chapter Five. This presents a detailed discussion of the research findings and the response from the participants. An interpretation is provided of status and what this means for individual development and organisational performance in hotels.

Chapter Six. This chapter concludes by summarizing key findings of the study, and the response rates; and makes tentative recommendations based on the empirical analysis. The chapter concludes with recommendations for future research.

1.13 Conclusion

The intention of this chapter was to offer an overview of the research study conducted to evaluate the effects of workplace inequality and discrimination on individual development and organisational performance in hotel service delivery in Durban. The chapter presented the background to the study, the research problem, and the methodologies utilised in conducting the research. The chapter also explained the aims, objectives, research questions, literature review, and the delimitations of the study. Finally, the chapter outlined the sequencing of the chapters of this thesis.

CHAPTER TWO

2 THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 Introduction

This chapter is divided into two: the theoretical framework and the literature review. Understanding the various theories, business models, and operational frameworks of the hotel industry formed the theoretical underpinning of this research. This is crucial because it formed the conceptual basis upon which the study is grounded; and helped to create the theoretical framework used throughout the research process; furthermore, this understanding will direct the focus of the project.

2.2 Theoretical Framework

The study builds on the broad generic qualitative research (Percy, Kostere and Kostere 2015) adopting a specific case-study approach (Yin 2018). Generic qualitative research attempts to find out meaning and understand a phenomenon, a process, or the perspectives and world views of the people involved rather than emphasizing philosophical underpinnings (Percy, Kostere and Kostere 2015). From the interactionist perspective, the meaning results from everyday social interaction, and accordingly, is a social construct. The interactionist perspective focuses on understanding how meaning is generated through social interaction processes (Crossman 2020). Conflicts in workplace start because of inequality and discrimination. According to Karl Marx cited in (Crossman 2020), conflicts emanate when resources, status, and power are unfairly dispersed. From the conflict perspective, power can take the form of command of resources and wealth, of politics, and the organisations that build up society. Finn (2017) stated that discrimination in the workplace has largely to do with the country's economy, financial pressure, and absence of diversity training.

Marchiondo, Gonzales and Ran (2016) claim that workplace discrimination denies experienced employees the opportunity of displaying their skills. Moreover, workplace discrimination and inequality reduce cooperation amongst employees and lowers morale amongst team members. Victims of workplace discrimination feel isolated and less motivated to execute their daily duties (James *et al.* 2013), which may affect their individual development. James *et al.*

(2013) demonstrated that perceived discrimination relates to reduced levels of employee engagement amongst all workers. Organisations use various strategies to reduce cases of discrimination. Some of the existing solutions to workplace discrimination and inequality include developing policies that protect all employees, regardless of race, thereby granting equal opportunities to all employees (Elei 2016). This is whether they are local or foreign workers and includes taking severe corrective action against the perpetrators of heinous practices. In addition to the internal mechanism for resolving workplace problems, the South African government has promulgated laws that guide organisations when dealing with workplace issues. However, these policies and legislation have proved ineffective. The problem of inequality and discrimination seems persistent, which is why this research contributes to finding solutions.

Research shows that employees with low qualifications do not understand the value of diversity in the workplace and discrimination law assignments (James *et al.* 2013). There is a general sentiment that the hotel and catering industry has a number of human resource-related problems and poor employment practices and conditions, particularly in smaller hotels (Tounta 2015). However, in addition to these practical problems, there is the *theoretical assumption* that workplace inequality and discrimination have implications for individual development and organisational performance. Four theories will form the theoretical basis of this study. These theories will inform the body of knowledge. The following literature review concludes by examining the research gap that this research aims to satisfy.

2.2.1 Theories and models underpinning the study

The theoretical basis of this research will inform readers of how organisational structures and policies affect behaviour, perceptions, and interaction. While many theories were considered for assessing employee management and behaviour in the workplace, the equity theory (Adams 1963) is the foundational theory underpinning this study. According to Belton (2018), this theory has several implications for organisations in terms of employee retention, morale, productivity, relationships, and mental health. Other theories were chosen, such as structuralist, performance and masculinities theories to complement and support the foundational theory as they are consistent with the concepts of work motivation, inequality, and discrimination. While these theories have different methods and viewpoints for assessing employee management and behaviour in the workplace, they offer a platform for evaluating the strategies, challenges, and

changes in organisations for long-term sustainable human resource practices. The following subsections explain the relevance of these theories to this study and how they relate to one another.

(i) Equity theory

Equity theory is a conceptual framework for employee motivation that has been universally accepted in management as well as business settings. Adams (1963) posited that equitability or inequity defines how employees behave in the workplace. According to Furnham and Treglown (2018: 127), equity theory is ‘concerned with people’s motivation to escape the negative feeling that results from being, or feeling that they are, treated unfairly’. Furthermore, the equity theory model is applied in organisational behaviour and management psychological research to explain the responses of subjects to compensation and other benefit entitlements (Dan-Jumbo and Amah 2018). An individual’s satisfaction in the workplace is directly linked to the effort put in, as well as to what exactly comes out of said efforts.

Equity theory demands that a fair balance be attained between an employee’s inputs (e.g. hard work, skill level, acceptance, enthusiasm, loyalty and flexibility) and outputs (e.g. salary, benefits and intangibles such as recognition) (Falope 2017; Furnham and Treglown 2018). According to this model, achieving a fair balance helps to confirm a strong and productive relationship with the employee, the end result being satisfied, motivated or inspired employees. Equity theory helps to explain why employees’ motivation levels can fluctuate at work. This fluctuation in motivation, largely caused by the social environment, can have an impact on individual development. An equity theorist has postulated that when employees develop a feeling of being treated worse than their expectations, they are motivated to act differently (Tanner 2018). This behavioural change can either have a positive or an adverse effect on performance outcomes.

According to Tanner (2018), the existence of differences in the workplace can lead to any of the following six possible issues within an organisation:

- i. The employee could resign;
- ii. The employee could become resistant and fail to cooperate with other workers;
- iii. The employee may shift into survival mode where only the job is done, the employee failing to engage in any additional tasks;
- iv. The employee, together with other affected workers, could push for more pay or authority;

v. The affected employee could decrease input into the job by investing less time or doing less work;

vi. The employee could also resort to being competitive and improving on output to gain the authority's approval.

Researchers have probed the model's straightforwardness, arguing that several demographics (for example: age, sex, race, etc.) and psychological (for example: well-being, quality of life, etc.) variables influence people's feelings of fairness and communication with others. Much of the research supporting the basic tenets of equity theory has been carried out in a laboratory background, and thus its applicability to real-world situations is questionable. However, its weakness is that the theory does not make any predictions about overpayment conditions and how employees or individuals are going to solve those precise conditions. Also, individual differences are not taken into account that have a direct impact on equity (Furnham and Treglown 2018) .

(ii) Structuralist theory

This theory holds that economic inequalities are constructed into the system; people have built, organised, and structured the world's economy in ways that cannot easily be transformed (Mambrol, 2016). According to Heydebrand (2001), structuralism is fundamentally a way of thinking used to understand human behaviour in the context of the social system in which they happen to be. The author further stated that structures are patterns and forms of social relations. They combine a set of fundamental social elements or parts, such as positions, units, levels, regions and locations, and social formations (Heydebrand 2001). Structuralism focuses on the way that human experience and behaviour is determined by various structures (Mambrol, 2016). Saucedo (2009) specifies that structuralist theory focuses on workplace behaviour. Much of the theory emphasises the differences in how an employer treats either men or women (Saucedo, 2006). The author added that this differential treatment is constructed and reflected in organisational policy and practice. According to this theory, unconscious bias can translate into systems that perpetuate discrimination in the workplace (Saucedo 2006).

According to Green (2003), the behaviours in structures may appear unmanageable because they are imported from outside – already formed – into the workplace. The author further states that organisational culture produces discriminatory behaviour by allowing in-group bias to

become the tool for unity and self-esteem (Saucedo 2009). Employers set up structures through which a solid corporate culture is inspired amongst employees. Green (2003) argues that this type of organisational culture produces discriminatory behaviour by allowing in-group bias to become the tool for cohesion and self-esteem. The scope of structures established by an employer, across which a solid corporate culture is motivated amongst employees, is to blame for any subsequent discrimination (Green 2003).

According to Saucedo (2009), employers (most frequently through organisational managers) make the structural decisions regarding decision-making and power distribution; and employers arrange the working system and make-up of management and workgroups. Those structural decisions routinely form the background against which employment decisions are made. The structuralist theory proclaims that employers who seek compliant workers establish job structures that attract only those workers whose choices are limited by outside societal forces (Saucedo 2009). Foreign workers without official documents are particularly susceptible to societal and legal restrictions which limit their occupational and advancement opportunities. The structure of the workplace regulates which jobs are available, the pay rate, and worker mobility. It is the targeting of these workers that necessitates a discrimination theory (Saucedo 2009).

(iii) Performance identity theory

This theory was developed by Goffman (1959), cited in Walker and Caprar (2015). Identity is perceived as part of the flow of social interaction as individuals build identity performance appropriate to their environment (Walker and Caprar 2015). This theory assists in explaining how employees respond to workplace structures to fit the organisation. According to Carbado and Gulati (2003) as cited in (Saucedo 2009), performance identity theory postulates that race or ethnicity is not a static, fixed concept. The author insists that racial discrimination in the workplace is a dialectical process within which race both shapes and is shaped by workplace culture (Saucedo 2009).

According to Walker and Caprar (2015) members of the other group are supposed to produce identity in the form of a behavioural indication that they are as worthy of achievement as their White counterparts. This underlines that White identity serves as the standard (Walker and Caprar 2015). Performance identity theory shares the notion of a dialectic in the workplace with

the structuralist theory. This dialectic models and reconstructs racial and gender-changing aspects that may exist in society in general, but exist in the workplace in particular ways (Saucedo 2009).

Saucedo (2009) argues that considerable current literature in the structuralist and performance identity arenas has focused on White-collar or professional situations, in which business structures such as team or collaborative work arrangements exist. Performance identity theory broadens the structuralist theory's supposition about controlled selections, by enlightening precisely how workers react to their workplace limitations. It also gives insight into how workers familiarise their behaviour to manage stereotypes or preconceptions about their abilities, skills, and ambitions in the workplace (Saucedo 2009).

(iv) Masculinity theory

Masculinity theory investigates the formation of gender in the workplace and throughout society. According to Saucedo (2009), at individual level, it concerns how successfully one follows to expectations of the masculine role. On an organisational level, it denotes how structures of an organisation and/or practices preserve male dominance in the organisational chain of command (Saucedo 2009). In addition, masculinity theory establishes how workers learn to adapt to gender-specific roles in the workplace. An employer who determines workplace structures that permit marginalization based on race or gender also benefits from the development of the stories that become accustomed to those structures (Saucedo 2009). Thus, masculinities reify and harden the hierarchical structures that the employer has proven because they provide the worker with the wisdom of determination or worth that is not otherwise mirrored in the low-wage pay scale (Saucedo 2009).

Furthermore, this theory provides a viewpoint on how workers perform their workplace identity (e.g., subservience) while acting in ways that create a sense of group self-respect and increasing worth to the job. Masculinity behaviours and stories further separate and marginalise those who do not accept the narratives as descriptive of their workplace condition (Saucedo 2009). Performance identity theory and masculinity theory provide a further difference to the general structuralist approach that assists to connect employer practices with employee behaviour. Performance identity theory in the immigrant worker background states that a worker will conform to his identity to meet the expectations of hard work, subservience, and self-satisfaction that an

employer has of an immigrant labour force (Saucedo 2009). Rumens (2017) postulates that masculinity theory has been criticised for its shortfall in feminist theory.

2.2.2 Justification for the use of multiple theories

The use of multiple theories in this research is pertinent as the study draws numerous understandings from different subjects in the management sciences. However, bringing together and merging the perceptions of multiple theories can help to overcome the weaknesses of some of the concepts. Berge and Ingerman (2017) assert that theories that attempt to single-handedly explain such phenomena frequently fail as they have shortcomings that cannot be explained by the theory itself. Therefore, in multiple theories, each one can be used to examine the phenomenon from different perspectives. Additional theories can be used to complement one another and to make the research more vigorous. Berge and Ingerman (2017) observe that the bulk of research uses one specific analytical frame within a project. However, several research projects have made use of multiple analytical frames to enhance the understanding of the same data.

Additionally, Dhar (2018) states that multiple theories can be used in a single research project to support and develop models from an epistemological viewpoint when exploring the philosophical underpinnings of research. However, the fundamental idea behind using multiple theories is to exploit the variety of approaches productively by first analysing the same phenomena from opposite perspectives (Brandell 2008). This allows the researcher to compare, contrast and integrate these theories. Cairney (2013) noted that combining multiple theories in policy studies can lead to great potential value – that is, new combinations of theories or concepts may generate new perspectives and new research agendas.

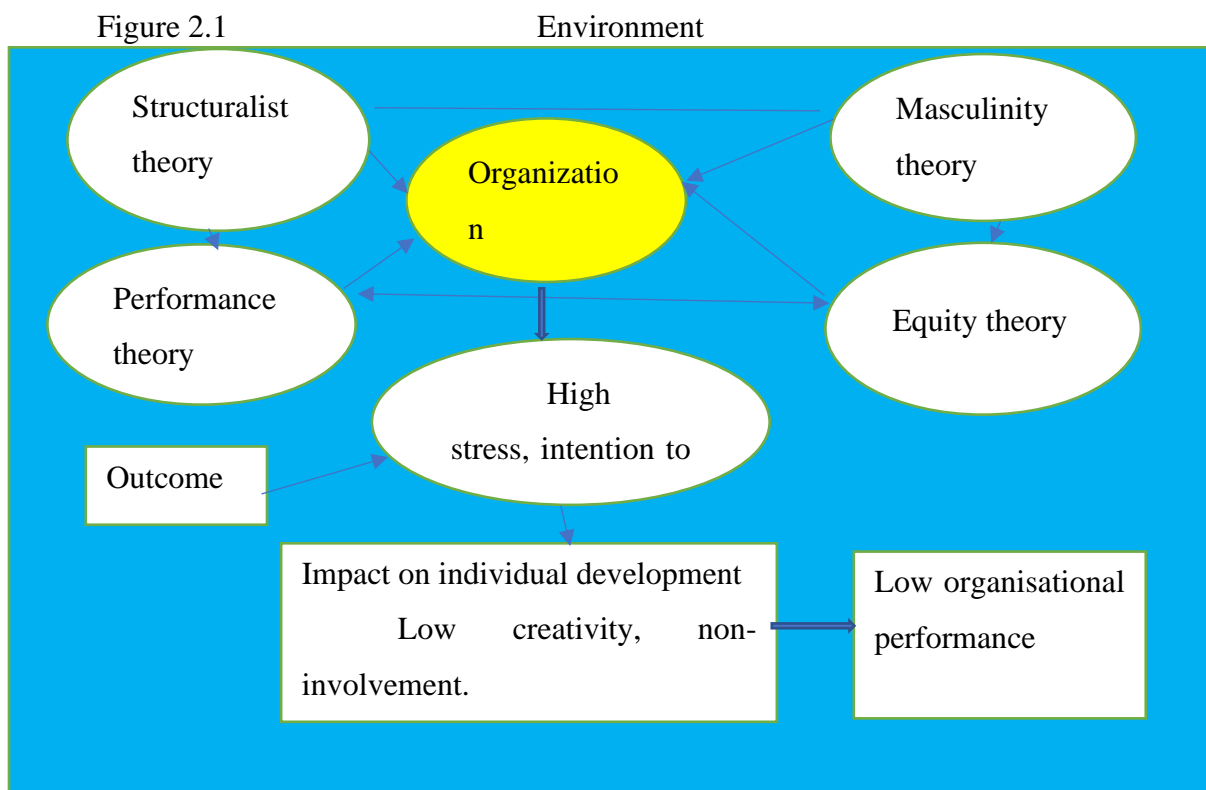
2.2.3 Relevance of the theories to the study

Academic evidence suggests that a single theory cannot explain everything. The theories selected for this study are essential as they are related to the fundamental concepts of the problem and the research questions. The four theories will help to develop the questions that will be used to address the research problem. The equity theory will address the aspect of motivation and fairness. The other three theories structuralist, masculinity and performance identity will help

frame questions on inequality and discrimination in employment. By using multiple theories, the researcher wishes to ensure that he addresses the problem from a holistic perspective.

2.2.4 Integrating the theoretical framework

Figure 2.1 presents a summary of the theories discussed in this study. These theories influence how management make decisions in the organisations/companies in the current environment. The structuralist theory provides a conceptual framework for understanding a structure that exists independently of how the organisation or company is structured. The masculinity theory indicates how an organisation's structures and/or practices preserve male dominance within the corporate hierarchy. This also facilitates gender roles in the workplace (Saucedo, 2009). According to Connell (2019), the theory demonstrates gender relations and gender inequalities in the workplace and makes an inquiry into the work of gender management in organisations. These beliefs influence the behaviours in the environment or society that are introduced into the organisation.



In the diagram above, the two arrows pointing downwards from structuralist theory and the masculinity theory represents the effects of these theories on the performance identity theory and

the equity theory. The structure affects individual behaviour and organisational performance. The employer creates structures that target certain workers, such as undocumented immigrants, women, and college leavers. Work structures will determine which jobs are available, the salary rate, and worker mobility (Saucedo 2006). The centre circle represents the organisation or company affected by environmental factors; and the effects of these environmental factors can be observed in the form of workplace inequality and discrimination. All of this is caused by the environment, as depicted by the four arrows pointing to the organisation or company. With performance theory, employees in the organisation are forced to perform according to and above requirements to avoid being accused of laziness or being fired. Vulnerable employees are stretched by hard work to meet the demands of those who are in control. Equity theory influences the organisation to maintain fairness, which may not be the case inside the organisation.

The results of workplace inequality and discrimination can be observed, for instance poor conditions, social isolation, low morale, and racism. Such conditions will lead to stress amongst workers within the organisation and affect individuals in terms of their development. Workplace inequality and discrimination affects employees who are part of the organisation. Ultimately, these factors affect employee development and organisational performance, as depicted in the outcomes box in Figure 2.1. I designed.

2.2.5 Business models and the operational framework in the hotel industry

According to Spacey (2017), a business model describes how a business generates value. This is a critical type of business strategy that structures the foundation for organisations, products, and services. Several business models have been established to accommodate the changing needs of organisations, customers, and employees. Other external stakeholders have also been considered while designing these models through evidence-based analyses. One recent model that has become commonplace within the corporate sector is the business-to-consumer (B2C) model (Diaconu and Dutu 2014), which is commonly used in web-oriented businesses in which direct sales are required.

The B2C approach is essential in the hotel industry, especially when the services offered require direct communication and interaction with clients. The business-to-business (B2B) model requires collaboration between various business entities, such as suppliers of hotel services selling their products to hotel agents or tour operators. The model is applicable to an extensive market

with diverse products and services targeting different customers. The consumer-to-consumer (C2C) model came into existence on account of an increase in social media applications in business (Diaconu and Dutu 2014). The interactions between customers through virtual communication platforms have significant implications for the success of a business. Community participation informs purchase decisions and brand loyalty. Using this model, managers can incorporate communicated visions into decision-making processes to address the needs of customers.

Moreover, the relationships between customers and businesses are associated with a three-point model called the business-to-business-to-customer (B2B2C) model. The B2B2C framework is a combination of two models in which businesses or companies sell their services to other business entities, which in turn offer the same to customers (Diaconu and Dutu 2014). This is mostly applicable when hotel operators collaborate with tourist service providers. The desire to spread risks justifies the existence of this model.

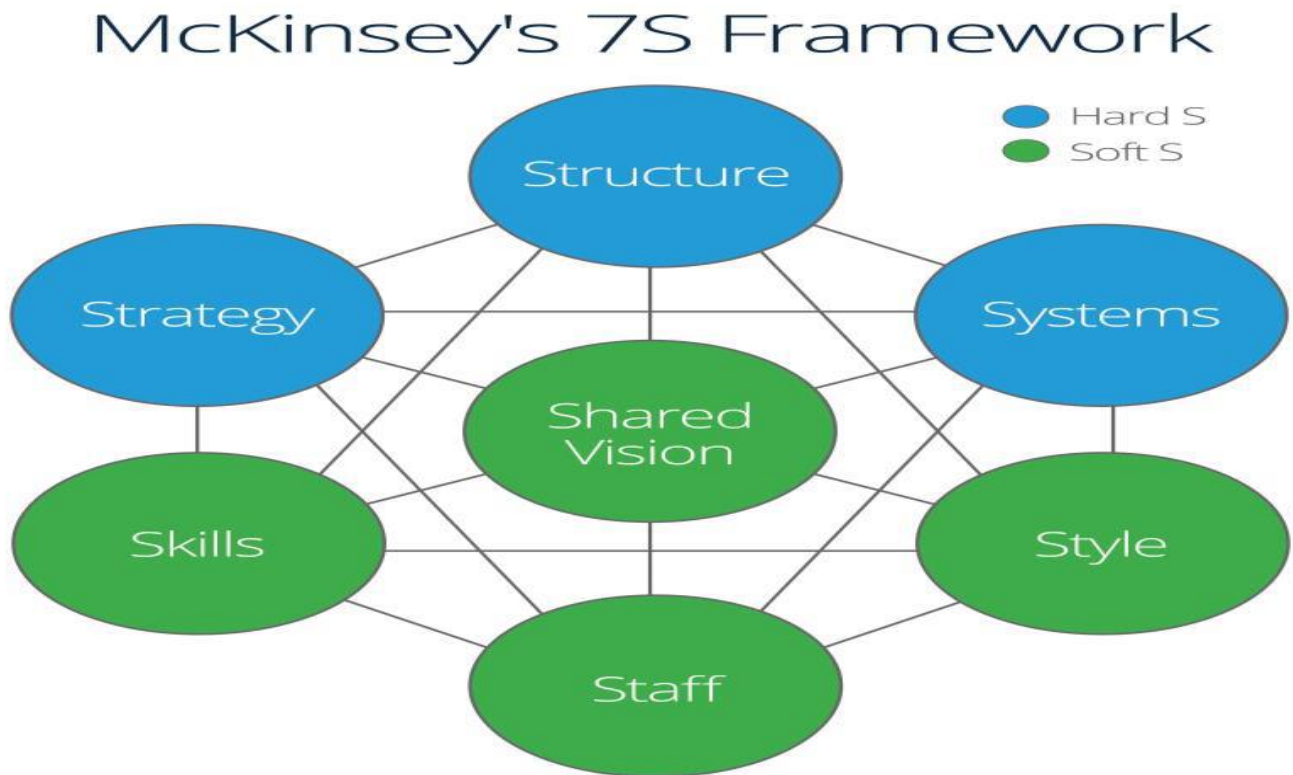
The last model, namely, the government-business-client (G-B-C) model, involves the government as one of the intermediaries. The G-B-C model entails government support defining the success of a business offering a particular product or service (Diaconu and Dutu 2014). This model will assist to inform the importance of a good working environment and equal treatment of employees to avoid low morale that could affect clients negatively. The services from governments range from security promotion to logistics and infrastructural support. Although these models have been established, they are not applied as independent frameworks. Business organisations design their personalised models by incorporating key internal and external elements that align with their profit targets, available resources, market competition and trends (Krstić, Kahrović and Stanišić 2015). In the hotel industry, the use of the McKinsey 7S framework, which is described in the following section, is common (Singh *et al.* 2017).

2.2.6 The McKinsey 7S Framework

A recent study that examined the most common business models in the hotel industry found that the McKinsey 7S Framework is being used by major multinational tourism organisations. The framework comprises seven dimensions of business management, namely skills, shared values, staff, systems, style, structure, and strategy. Figure 2.2 on 26, presents the McKinsey 7S Framework. Singh *et al.* (2017) evaluated 10 international hotels and their approaches to

marketing, service delivery, employee management, and internal structure control and implementations, as well as how they meet customer expectations. Entities in the hotel sector adopt a segmented strategy that permits expansion and growth.

Figure 2.2: The McKinsey 7S Framework



Source: Singh *et al.* (2017).

Scholars have suggested that hotels make use of this strategy to acquire the ability to tailor their cultures and systems to meet market demands and the expectations of customers in each specific market in which they invest across the globe. Research has revealed that entities have adopted information technology (IT)-based systems to enhance the efficiency of their services. Some of the key IT measures common among hotels include the use of web-based room services and Wi-Fi connectivity. Furthermore, facilities have been modernised to meet global competition standards and to include beauty parlours, standardised gyms, swimming pools, and customer-specific laundry and auxiliary services.

With regard to shared values, Singh *et al.* (2017) suggested that the hotel industry is characterised by a customer-centred implementation, which is embedded in excellence and innovation. The needs of customers, in line with the dynamic nature of the industry, play a fundamental role in informing the decision-making process (Langvinienė and Daunoravičiūtė 2015). Furthermore, shared values define the brand image of an organisation based on the McKinsey model. Researchers have thus suggested that business entities in this sector have combined luxury, convenience, and comfort to meet their business needs as well as the leisure expectations of customers. The findings of Singh *et al.* (2017) in other dimensions, such as skills, style, and staff, were equally informative. Based on their market analysis, the researchers noted that as businesses strive to meet their customer-business objectives, skills, and approaches to HRM require strategic consideration (Singh *et al.* 2017). One of the essential managerial skills required in this sector is the ability to establish a competitive culture by linking ethical practices, values, and experiences. Such a competitive culture can be created through training, strategic change management, and employee motivation.

On the other hand, some entities in the hotel sector have adopted participative leadership approaches for maximising the potential of teamwork and synergy in decision making and the performance of tasks by team members. Singh *et al.* (2017) stated that the businesses in this industry have, through recruitment, retention, talent management, and outsourcing, augmented their workforces and established competitive human resources by instilling in them the ambition to grow through improving their performance. Thus, human resource managers are required to revitalise workplaces to ensure diversity and employee equality. This necessity explains the adoption of robust monitoring and evaluation frameworks for assessing business strategies and approaches for meeting employee and customer concerns. The organisation may adopt measures to prevent risks that could affect the contribution of workers to customer satisfaction and profitability (Singh *et al.* 2017; Langvinienė and Daunoravičiūtė, 2015). The organisation may also identify, mitigate, and prevent the causes of inequality, prejudice, and discrimination consistent with equity theory.

2.2.7 Impact of workplace inequality and discrimination on businesses

According to academic literature, the South African workplace is still highly polarised because of growing inequality and discrimination since the advent of democracy in 1994. While

businesses have the transformative power to modify and contribute to a more open, diverse, and inclusive society, this has thus far been difficult to achieve. Studies have indicated that workplace discrimination can be costly to businesses (Triana, Jayasinghe and Pieper 2015). The costs stem from poor employee attitudes, employee health, employee engagement and motivation, employee turnover and productivity, as well as from the loss of sales. Unfavourable workplace results arguably have an immediate consequence for business profitability. Hirsh and Cha (2015) describe the financial impact of discrimination allegations that extend beyond the immediate costs of litigation.

2.2.8 Reduced innovation

Eswaran (2019) states that people of different ethnicities with different experiences coming together in the workplace can act as a crucial driver of innovation. Most authors refer to the positive effects that diverse perspectives have on idea generation. According to Boyne *et al.* (2006), innovation is the foundation of competitive advantage, industrial change, and economic growth (Suroso and Azis 2015). Chen *et al.* (2016) identified a negative causal effect of workplace discrimination on business innovation. Innovation requires individuals to work together and participate in daily activities at work. As a result, workplace inequality and discrimination reduce workforce consistency and reduce social connections and trust. The destruction of cohesion and trust precludes cooperation, thus curbing knowledge creation and idea sharing amongst employees within the organisation (Chen *et al.* 2016). However, innovation and creativity are of a long-term nature and need employees with long-term commitments. Discriminatory workplaces lower employees' commitment, loyalty, and satisfaction with the organisations. More inclusive organisations tend to recruit and retain highly skilled workers that spur innovation and creativity (Chen *et al.* 2016).

Becker's seminal discrimination framework, cited in Chen *et al.* (2016), acknowledged three reasons for workplace discrimination reducing corporate innovation. Becker connected innovation with the process of developing and implementing novel ideas by workers who interact and exchange ideas with their co-workers (Muller *et al.* 2013). The author further stated that for collaborative innovation to occur, trust is required (Hardwick, Anderson and Cruickshank 2013). The hostility and lack of trust created by discriminatory actions and behaviour (Downey *et al.*

2015) significantly decrease the efficacy of innovation development. According to Beck and Schenker-Wicki (2014), subsequent discrimination in the workplace averts the inclusion of workers with diverse experiences and is therefore detrimental to innovation. Innovation requires the input of a wide range of varied perceptions and intellectual skills.

Empirical evidence suggests that groups that consist of different perspectives produce higher-quality decisions than more homogeneous groups. Wang *et al.* (2013) suggests that work-group diversity positively impacts creativity and innovation because of the enhanced ideas and views contributed by members of a work group with different backgrounds and viewpoints. According to Chen, Leung and Evans (2016), innovation is a long-term process in which human capital is more significant than physical capital or money. These scholars discuss the positive role that ‘employee-friendly’ and inclusive work environments can have on innovation.

2.2.9 Conclusion

This section explored various relevant theories and frameworks to describe workplace inequality and discrimination in organisations. Four theories were discussed, namely, structuralist, masculinity, performance, and equity. This theoretical framework highlights the environmental aspects that play a significant role in creating inequalities and discrimination in workplaces. Such inequalities and discrimination seem to cause, for example, stress, social isolation, and low confidence amongst employees, which further affects the organisation’s performance and its employees’ ability to develop within it.

CHAPTER THREE

3 LITERATURE REVIEW

3.1 Section 1: Introduction

The focus of research in HRM has been to eliminate workplace inequality and discrimination problems. Despite efforts by the international community and governments, these universal problems remain intact in organisations and society. The hospitality and tourism industries are concerned with these problems (Hennekam, Tahssain-Gay and Syed 2017). Recently, this topic has drawn worldwide media attention. The murder of George Floyd on 25 May 2020 united the world in pressuring authorities to end discrimination in society and organisations. The increase of organisational policies designed to eliminate these problems and enhance workplace inclusivity (Tolbert and Castilla 2017) have failed to end workplace inequality and discrimination, which have covertly continued to surge and torment employees (Marafuga *et al.* 2017: 716; Marchiondo, Ran and Cortina 2018).

Hotels in most countries worldwide rely primarily on vulnerable employees to earn their profits. The working conditions in some of these hotels are poor, discrimination and inequality are rife, resulting in high staff turnover. However, hotel employee turnover is a global problem (Ezeuduji and Mbane 2017). Previous studies have revealed that turnover rates of hotel staff worldwide are approximately 30% in the United States, 86% in Hong Kong, 57.6% in Japan and Singapore, and 66% in Malaysia (Mahal 2018). This research was conducted in South Africa because the country has a record of institutionalised racial discrimination, which was supported by governmental Apartheid policies. The major thrust of this literature review is to examine significant debates amongst researchers who are studying workplace discrimination and inequality. The vast body of literature on employment discrimination and inequality focuses on various subjects.

To locate relevant information for the study, the following websites were visited: Ebsco-Host, Emerald Insight, ResearchGate and Google Scholar databases. Seventy-three business management, sociology and psychology journals were reviewed. The researcher utilised the following keywords and phrases to locate relevant literature: workplace inequality, workplace discrimination, decent work in South Africa, hotel industry inequality, hotel industry discrimination, human resources equality policies, workplace prejudice, equality in South African workplaces, hospitality industry discrimination, hospitality industry inequality and resolving workplace inequality. While some seminal works or articles published more than five years ago are cited in this work, much of the reviewed literature was published within the past eight years in order to ensure relevance to the current research problem.

3.2 Historical background of employment in South Africa

Apartheid policies characterise South Africa's historical and social challenges. These policies have imparted a lasting legacy of workplace discrimination and economic inequalities, the continuing supremacy of Whites and the exploitation of non-White groups, which has significantly affected the labour market (Webster and Francis 2019). Apartheid, which means 'separate development', was a racial discrimination system (Acheampong 2016) that also affected neighbouring countries in Southern Africa. During the Apartheid era, racial discrimination was institutionalised in policies, structures and practices that shaped the economic conditions of people of colour in the country. This approach determined labour policies in government institutions and private companies (Lewis 2017).

Recent studies by Webster and Francis (2019) uncover that the South African labour market is alienated by race and gender. Significantly, the post-Apartheid state has struggled and is still struggling to make redress for the previous injustices and inequalities through different programmes, policies, and legislation. The labour market was an effective means of perpetuating White supremacy and the exploitation of non-White groups in South Africa (Webster and Francis 2019). However, the 27 years of South African history since the lifting of Apartheid have seen a significant shift in economic and social conditions. Policies and actions enacted after the dissolution of Apartheid were intended to address residual issues of racial inequality. However, the complex consequences of Apartheid have continued to affect growth in the economic and employment sectors (Dupper.O.C. 2015; Bundy 2016; McGregory 2017).

The Apartheid government in South Africa from 1948 to 1994 segregated every facet of society from residential policies to public-service delivery to employment. The dominance of White investors in the tourism industry has enabled superior hotel positions to be White dominated (Webster and Francis 2019), leaving disadvantaged employees to be cleaners, housekeepers, and waiters in low-paying jobs. According to Mthant (2017), South African labour laws and policies during Apartheid were enacted based on race as a key focus, and gender to a lesser extent. The author further states that some of these policies encompassed oppression and refusal to recognise Black trade unions, denying fundamental labour rights to Black workers, and were motivated by race or gender. These labour laws provided favourable employment conditions for White people only. This discrimination facilitated an imbalance of power amongst the races, advantaged the White population, and still exists in some portions of the hotel industry in South Africa. This situation is demonstrated in the following subsections and is ascribed to years of conflict between White and Black people (Mthant 2017).

3.3 Post-Apartheid Period

With the cessation of Apartheid rule, the South African government, in its new dispensation, endeavoured to dismantle the influence of Apartheid by adopting new policies that embraced all races (Mthant 2017; Webster and Francis 2019). The government established new legislative structures to correct social inequalities and consequently reduce the impact of the Apartheid years (Lewis 2017). According to Aviles (2019), since attaining democratic governance, South Africa is facing challenges in overcoming the inequality instituted by Apartheid, despite decades of political transformation. Much of the inequality and discrimination in South Africa today remains deeply entrenched in decades of colonialism and Apartheid.

The White South African population owns the majority of businesses, and the majority of Whites still believe in racial discrimination in society and workplaces (Aviles 2019). To better balance the equation left by Apartheid, the government has initiated several important pieces of legislation to promote the disadvantaged population. The enactment of Black Economic Empowerment (BEE) policy by the South African government intended to address the economic and social disadvantages associated with being non-White. The BEE legislation established the standards for the minimum proportion of Black shareholders in South African companies (Abiolu 2017; Webster and Francis 2019).

According to studies, the BEE policy has been the most significant effort initiated by the African National Congress government to date. The objective was to change the previous racial differences through the targeted redistribution of asset wealth and productive opportunities. However, this effort has resulted in capital relations which produce and reproduce, while inequality remains principally unbroken (Webster and Francis 2019). Despite the ongoing governmental effort to redress discrimination and racial inequality, this feature still infiltrates institutions, social structures, and daily life in South Africa. Indeed, discrimination and inequality continue to challenge every government and society, as well as local and international institutions. Individuals in city centres prospered under the new laws and policies that directed resources and improvements to industrialised areas. Concurrently, those in rural regions experienced few of the changes or actions intended to improve their economic conditions and opportunities (Abiolu 2017). Consequently, many rural South African citizens continue to commute long distances to industrialised areas for viable, permanent employment opportunities. However, for many other rural citizens, credit restraints limit their ability to seek viable employment because they cannot acquire the means to travel to better employment options (Ardington *et al.* 2016).

3.4 Economic Indicators

In a UN human development report, South Africa was rated the richest country in sub-Saharan Africa with a GDP of US \$12,390 per capita (Jahan 2016) after correcting for purchasing power. In Mozambique, the same number was US \$1,116, which is less than 10% of South Africa's per capita income. According to the report, since 1994, the South African growth rate has been approximately 2.9%, on average. According to Plagerson and Mthembu (2019), inequality in South Africa is high. Additionally, Webster, Francis and Valodia (2017) state that post-Apartheid South Africa is one of the most unequal countries in the world in income and wealth. The wealthiest 10% of the population earn 60% of the national income and own 95% of all wealth (Webster and Francis 2019). This situation perpetually obliterates any prospects for social justice, especially in employment.

According to the WorldBank (2018), the Gini index for South Africa, which measures inequality, is 0.63, which is the highest score globally. Iceland's Gini score is approximately 0.25 (World Bank estimate). As reported by the WorldBank (2018), the South African Palma ratio doubled from 5.8 to 10.1 and is the highest in the world. This means that the richest 10% of the

population earn seven times as much as the lowest 40%. In Iceland, this ratio is around 1. However, the World Bank (2018) cited in Plagerson and Mthembu (2019) states that South Africa is characterised by wage inequality. The authors further report that the number of workers with highly skilled jobs is low, whereas a significant percentage of the working population is employed in low-paid jobs (Plagerson and Mthembu 2019). Although wages have increased for skilled workers, the stagnation of wages for semi-skilled workers has caused the rise in wage inequality. However, this stagnation may have been caused by the influx of semi-skilled migrant workers from neighbouring countries.

3.5 Labour Market

Bhorat *et al.* (2015) sought to profile South African employment, demographics, and wage trends. They argued that South Africa's economic performance has been closely linked to the labour market and demographic trends in the country over the past two decades. From the 1990s to the early 2000s, the labour force proliferated because of increased participation in the job market. However, labour force expansion exceeded employment growth, leading to significant levels of unemployment. As of 2015, the unemployment rate was 25% (Bhorat *et al.* 2015); from October to December 2020, it stood at 32.5% (Africanews 2021); and in June 2021, it reached 43.2% (Stoddard 2021) for the first quarter of the year. This high figure is attributed to the COVID-19 pandemic as companies were significantly affected, especially the hotel industry.

Festus *et al.* (2015) report that during the Apartheid years, the South African labour market played a critical role in developing its economy. However, they note that before independence in 1994, the labour market was utilised to divide society. The White government achieved this by enacting legislation that divided the labour market along racial lines, to the disadvantage of people of colour (Festus *et al.* 2015). However, when South Africa gained democratic rule, many fundamental transformations occurred in the labour market. The government promulgated several important pieces of legislation, such as the Basic Conditions of Employment Act of 1997, which stipulates the minimum wages applicable to specific sectors; it specifies minimum working conditions for labourers; and outlines some of their rights (Festus *et al.* 2015).

The Labour Relations Act of 1995 outlines collective bargaining processes in the labour market and in resolving labour disputes. Furthermore, the Employment Equity Act (EEA) of 1998

inspired affirmative action, which encourages employers to hire more non-White workers to reduce societal inequalities. The new legislation affected the labour market, especially considering South Africa's history. Moreover, because labour market income remains the key income source for reducing poverty, its reform was essential to addressing inequality and raising the standard of living in South Africa (Festus *et al.* 2015). The objective of the EEA No. 55 is to expedite workplace changes. It incorporates two elements: a) eliminating unfair discrimination and b) implementing affirmative action and measures to ensure the equitable representation of employees from different races, genders, and disability groups (Watkins Jr 2015).

The diagram in (Appendix 3), on page 407 present categories of managers by race in South African organisations. According to the source, Black South Africans comprise nearly 80% of the economically active population, but they hold only 14% of top management jobs (BBC 2021). In 2017, the Equality Commission revealed that White employees held 67% of top positions. White people comprise 9% of the economically active population. Indian South Africans comprise 2.8% of the economically active population and hold 9% of the top management jobs (BBC 2021) .

The impact of Apartheid discrimination against Africans, Indians and Coloureds was pervasive throughout the White domination of the economy in ownership and decision-making power (BBC 2021). In the private sector, approximately 70% of top managers are White, whereas more than 70% of top managers in governmental jobs are Black. One can conclude that Whites are managing the country's economy and Blacks are managing politics. Regarding gender, the Equality Commission also uncovered that, men occupy 77% of top management posts. Consequently, this means that a White, male-dominant organisational culture still exists in 2021 (BBC 2021).

Diagram on (Appendix 4), on page 408, shows mid-level management, 42.2% of the positions are held by Blacks and 35.5% by Whites. Coloureds hold 9.6 % and Indians 8.8%. Black, Indian, and Coloured workers occupy more than half of the positions. However, some years back, most of these jobs were filled by White workers (BBC 2021). Despite the economic success of BEE and the introduction of new laws aimed at eliminating discrimination and inequality, there is plenty of evidence to show that racism and discrimination in the workplace remain a common

experience for many employees. A study by Webster, Francis and Valodia (2017) concluded that South Africa had made no progress in tackling inequality in the post-Apartheid era.

Table on (Appendix 5) on page 409 presents an industry-wide breakdown of employment in South Africa for Quarter 1 of 2019 (Survey 2019). Jobs in community and social services dominated the workforce, followed by trade, finance and manufacturing. The transportation sector recorded the highest quarterly growth, while the construction sector recorded the most significant decline.

Tables on (Appendix 6) on page 410 and Table on (Appendix 7), on page 411 present the features of the labour force differentiated by race and sex, respectively. When considering employment based on race, Black African individuals comprise most of the workforce (78%), with Coloureds (10%) in second place and Whites in third place (9%). These groups are followed by Indians and Asians (3%). The highest unemployment rate is amongst Black Africans (31%), much above the overall unemployment rate in South Africa (27.6%) (Table 2.3). When considering employment based on sex, men comprise a slightly larger percentage of the workforce (55%) than women (45%). The unemployment rate is slightly above average for women and slightly below average for men (Table 2.3) (Survey 2019).

Employees working in the South African public sector are paid significantly higher wages than those working in the private sector. An average employee in the private sector earns R7,822 per month, compared to R11,668 for those working in the public sector. Furthermore, non-unionised workers in the private sector earn significantly more than public sector employees. On average, they earn R952 more per month (Bhorat *et al.* 2015). Levy *et al.* (2021) conclude that the South African economy continues to be regulated following the foundations constructed by Apartheid, whereby White economic elites dictate ownership and management of the private sector. However, to correct this enduring inequality, the South African government enacted the affirmative action policy to promote the interests of all races without discrimination.

3.6 Affirmative Action

Affirmative action was implemented in South Africa to protect people who had been historically disadvantaged by discrimination and to allow them to obtain full benefits from an

impartial employment environment (EEA 1998). According to Burger, Jafta and von Fintel (2016), the enactment of the affirmative action policy by the South African government was meant to eliminate inequalities on several grounds, including race, gender and age. Additionally, in 1998, when it was established, it aimed for employment equity and skills development, with more widespread BEE policies in 2003 (Burger, Jafta and von Fintel 2016).

Affirmative action has been disparaged for being racist and discriminatory as well as having limited positive outcomes. According to Kreitner and Kinicki (2001:40) cited in Bank, Mphahlanjani and Moloi (2015), affirmative action is an artificial, provisional intervention designed to provide managers with opportunities to adjust inequalities in their workforce. This policy has been increasingly debated regarding its ability to redress inequality in the South African labour market. In its implementation, the policy has faced several challenges (Tafirenyika 2016) that render it ineffective in the practical sense.

Moreover, Burger, Jafta and von Fintel (2016) complain that the effect of affirmative action policies in decreasing the employment and wage gap has been negligible and even less significant in inducing transformations in labour market outcomes. The authors further declare that the promotion of equal treatment and opportunity within the labour market remains a problem in South Africa because affirmative action measures (transformation processes) exist in theory but not in practice. The next section examines the working conditions in hotels.

3.7 The hotel industry: global, regional, and local perspective

Hotels are a component of the hospitality industry. They provide a service whereby employees create positive experiences of the promised service with specific skills to generate income for the hotel. To qualify as a hotel, the establishment must have at least six bookable bedrooms; of these, a minimum of three must have attached private bathroom facilities (Sangster 2017; Vettori 2018). Housekeeping is typically performed by women and according to Hsieh *et al.* (2017), these women are exposed to a multitude of work hazards. The hotel industry is characterised by a high level of communication between hotel staff and customers (Rao and Goel 2017; Nigussie 2018), which makes this a labour-intensive service industry (Jinnah, Cazarin and Brief 2015; Vettori 2017) and highlights the importance of employees in the service sector.

According to literature, hotels prosper based on two factors: the ability to distinguish themselves and the value of the service they provide to customers. The quality of service depends on trained staff, personnel, and management. However, hotels are different in size and comprise several departments that perform various functions. Room staff are divided into housekeeping, transportation, front-desk office, and engineering. Rooms must be cleaned by housekeepers when guests depart in order to prepare for new arrivals. This team generates the majority of revenue for the hotel. In addition, the front desk office is the operational section and is the heartbeat of the hotel. According to Shariar and Polonsk (2013) cited in Kahsay and Nigussie (2018), frontline employees are the face of the service organisation and must be motivated. Furthermore, these workers are responsible for booking rooms, allocating rooms, and arranging transportation for driving clients to and from the airport. They also provide information and assistance to clients when requested.

3.8 Classification of Hotels

Hotel classification systems are broadly utilised in the accommodation industry to indicate to consumers the standards to be expected at individual establishments. Hotels are distinguished by one- to five-star classifications. According to the United Nations World Tourism Organization (UNWTO 2015), this classification offers a vital marketing platform for hotels to highlight the available services they provide. The price of accommodation and food differs according to the standard of services offered. However, there is no standard for assigning these ratings, and compliance with customary requirements is voluntary. For example, a three-star hotel in South Africa may be a two-star hotel in the United States or a four-star establishment in Nigeria.

One-star hotels are small and usually owned by an individual or a family. Limited facilities are available. The rooms offer only basic furnishing. Owners may provide breakfast, but they usually do not provide lunch, therefore guests must arrange for lunch and dinner. Two-star hotels are also small- and medium-enterprise hotels. They have better facilities than one-star hotels. These small hotels are comfortable, feature appropriate furnishing and offer acceptable bathrooms, either en-suite or in shower rooms. Food and drink may be offered, and receptionists thrive on being professional in their work (Hensens 2015).

Three-star hotels have more staff than two-star hotels and, considering their size, provide acceptable quality and facilities to their guests. The rooms are spacious, and both residents and non-residents frequent the hotel restaurants. Their bookable rooms feature quality furniture and en-suite bathrooms. Room service is provided for guests if requested (Hensens 2015). Four-star hotels are more luxurious and have better quality furniture in the rooms. The rooms are more spacious than three-star hotels and are well-designed and comfortable, with 24-hour room service available. All rooms have en-suite bathrooms with showers. Additional services, such as laundry and dry cleaning, are provided at this level. These hotels provide guests with a better-than-average level of service. Large, well-appointed rooms and decorated lobbies are a hallmark of this type of hotel. They are frequently situated near major highways or business areas, are appropriate for shopping trips, and have moderately to high-priced attractions (Hensens 2015). A five-star rating is the highest in the hotel industry. This type of hotel is luxurious, with spacious and elegant accommodation. The rooms have high-quality furniture, such as a table with chairs, a large sofa and television, a fridge with a mini-bar, a dressing table, a safe and a large, luxurious bed. These hotels provide top training to staff who approach their work professionally. Personnel are efficient and respond quickly to customer complaints.

3.9 Development of hotels in Europe and North America

Contemporary hotels and the evolution of profitable hospitality from inns to hotels originated in Europe and North America (James *et al.* 2017; Bowie 2018). In his article, Bowie (2016) notes that in North America, the rising tide of immigration and the adoption of modern technologies began in the late 18th century. These factors resulted in the construction of large hotels with many guest rooms and large public spaces. A new hotel-management system was inaugurated in the US: the American Plan. This development was essential to the improvement of hotel operations in the whole industry. The new developments included fixing daily prices for rooms and meals; booking and paying for lodging and food upon arrival; and establishing predetermined times for dining (Bowie 2016).

Bowie (2018) traces several socio-technical innovations that were progressively implemented in England at the end of the 19th century. This produced changes to the formerly amateurish 18th-century inn-keeping and converted it to a specialised system of management. This marked the emergence of the socio-technical system of modern hotels that comprises larger

establishments equipped with modern technologies (Bowie 2018). However, Rogerson (2018) argued that the growth and expansion of the railway network was a key driver of the development of hotels in Britain and other parts of the world. The connection of railway lines and the location of hotels became essential for providing accommodation to travellers. Accordingly, hotels became critical nodes in an emerging world system of cities, including the cities in the colonial territories of Asia and Africa (Bowie 2016).

3.10 Development of hotels in Asia

According to James (2018), the term *colonial hotel* is observed by many researchers as a significant feature of the expansion of expressions of colonial power, especially in Asia. From 1870 to 1930, grand luxury hotels were built in many colonial cities, such as the Raffles hotel in Singapore. These seaports were critical, and hotels were constructed along sailing routes in the Indian Ocean. The construction of these hotels offered reasonable enjoyment and quality of lifestyle to their customers from the colonies (Peleggi 2012: 124).

Another comparable, well-known colonial hotel in Asia is the Grand Oriental Hotel. Such colonial hotels were viewed as sites of modernisation and modernity and represented a significant improvement on the pre-existing travellers' lodgings, which were available in the colonies (James *et al.* 2017: 93). Previous research by James *et al.* (2017: 99) states that the western colonies of Southeast Asia in the late 19th and early 20th centuries saw the hospitality industry experience a new development in standards of design, technology, comfort, and entertainment. Although hotel chains in the US remain the largest, their role has significantly decreased, allowing British, Spanish and Chinese hotel chains to emerge. By far the fastest-growing hotel industry is in China, which is estimated at US\$44 billion and offers approximately 2.5 million hotel rooms. Another exclusive feature of the Chinese hotel industry is that 53% of Chinese hotel rooms are state-owned (Đorđević and Janković 2015).

3.11 Development of hotels in Africa

The development of the hotel industry in sub-Saharan Africa is a critical building block for augmenting tourism and upgrading the potential for a tourism economy and region (Dieker 2010 cited in (Rogerson 2018). With this new development, many studies have emphasised the importance of establishing a diversified accommodations sector, including hotels, for improving

the attractiveness of tourism destinations (Magombo, Rogerson and Rogerson 2017). According to literature, most current studies focus on issues that are often policy-relevant concerns regarding hotels and tourism development. This arrangement is reflective of broader publishing trends in tourism, particularly in Africa (Walton 2014).

Hotels are a core component of the hospitality industry and one of the most significant and fastest-growing sectors, as they create jobs; and many women, youth and migrants quickly obtain employment in the industry (Baum 2013). The preceding paragraphs reflect the significance of implementing well-organised and developed strategies to encourage growth in this domain. In some African countries, hotel development has been hampered by constant conflict. For example, hotels in the Central African Republic, Somalia and South Sudan are owned primarily by indigenous peoples, and multinational companies fear investing in countries that are plagued by constant conflict. However, despite the economic and political challenges that Africa faces, the hotel industry on the continent has continued to grow. Table 2.6 presents the top 10 African countries with most hotel rooms, according to (Frank 2018). For example, in 2017 in Nigeria, 61 hotels with a total of 10,313 rooms were established in the country.

Table 2.1: Hotel Chain Development Pipelines in Africa 2017

Hotel Chain Development Pipelines in Africa 2017				
Top 10 Countries by Number of Rooms				
	Country	Hotels	Hotel Rooms	Average
1	Nigeria	61	10,313	169
2	Egypt	35	9851	281
3	Angola	54	6939	129
4	Morocco	34	5271	155
5	South Africa	33	4484	136
6	Tunisia	17	3852	227
7	Ethiopia	20	3819	191
8	Algeria	17	3771	222
9	Cape Verde	11	3478	316
10	Kenya	19	3453	182

Source: Frank – Hotels Africa, 2018

Frank (2018) reports that the development of hotels across Africa is being driven primarily by multinational hotel groups. For example, Hilton Hotels launched a US\$50 million African growth initiative in late 2017. Major investors are targeting Africa as a potential area for investment despite conflicts in other parts of the continent, such as Somalia, Democratic Republic of the Congo, South Sudan, and the Central African Republic. Table 2.7 on page 42 the top 10 African countries in 2021 with most hotel rooms, according to Business Travellers report (Tom Otley, 2021).

According to the Business Travelers Report (2021), there has been a growth of nearly one quarter (22%) in the total pipeline rooms since 2017. High growth was in North Africa, mainly in Egypt, at 34% compared to sub-Saharan Africa's 17%. When analysed by country and by the number of rooms in their pipeline, the top ten countries represent 71% of the total hotels in the survey and 76% of the rooms. See table 2.7 below.

Table 2.2: Hotel Chain Development Pipelines in Africa 2021

Top 10 Countries by Number of Rooms				
		Hotels	Rooms	Average Size
1	Egypt	67	19,272	288
2	Nigeria	62	9,032	146
3	Morocco	38	6,084	160
4	Ethiopia	33	5,886	178
5	Kenya	19	5,339	281
6	Algeria	29	4,354	150
7	Cape Verde	16	3,392	212
8	Senegal	16	3,359	210
9	Tunisia	23	3,356	146
10	South Africa	15	2,337	156

Tom Otley (2021)

3.12 Hotels in South Africa

In South Africa, the hospitality industry is the fourth largest source of GDP (Vettori 2017). According to Maynard (2020), data published in December 2019 by Statistics South Africa (Stats SA) indicated that 330,385 people were employed in the restaurant and hotel sector. However, the majority of these employees work on a no-work-no-pay principle or possibly rely on tips only (Maynard 2020). Nevertheless, 90% of enterprises are small, medium, or micro-sized, and employ fewer than 10 people (Vettori 2017). The remaining 10% are major enterprises, including foreign-owned companies such as Sun International, Hilton, Hyatt, Sheraton, Radisson and Holiday Inn (Jinnah, Cazarin and Brief 2015). These large hotels employ only 1.4% of the employees in the South African hotel industry, as shown in the table below.

Table 2.3: **Categories of Hotels in South Africa**

1	Micro-sized enterprise	Fewer than 10 employees	90%
2	Small enterprise	Employs between 10-49 employees	
3	Medium enterprise	Employs between 50-249 employees	
4	Large enterprise	Employs 250 or more employees	10%

Source: Vettori (2017)

According to a Mordorintelligence (2021) report, South Africa is a top tourist destination in Africa. Furthermore, approximately 10.5 million tourists visited South Africa in 2018, a 1.7% growth over 2017. However, the revenue generated from the hotel accommodation sector increased to R16.7 billion in 2018, which was only a 0.5% rise compared to 2017 (Mordorintelligence 2021). Much of the prevailing literature on South African hotels and tourism has centred on how policy decisions affect these sectors. Leisure tourism, particularly displaying nature in city centres and rural regions that are known for nature tourism, has been the central priority and focus of hotel-related policies, research, and improvement projects (Hoogendoorn and Rogerson 2015).

3.13 Development of hotels in South Africa

The South African hotel industry has burgeoned in response to the recent development of various niche tourism markets. According to Mordorintelligence (2021), the South African hospitality industry is a combination of both international hotel trademarks and locally developed brands. The country has many individual hotel properties that extend across the main cities of SA. In addition, South Africa has approximately 192 hotels that belong to international brands, which is high for Africa (Mordorintelligence 2021). It is a foothold of the African hotel industry. Some of the most favoured niche markets in the region are agri-tourism, food-and-wine tourism, township tourism, spa tourism, volunteer tourism (Hoogendoorn and Rogerson 2015) and religious tourism. Some scholars have noted that the hotel and tourism sectors could equalise the economic advantages and opportunities that are present in city centres and absent in rural areas.

Clients who frequent hotels do so for a specific purpose. According to the literature, many hotels in South Africa were restructured after the end of Apartheid. To end the country's pariah status, the goals of the tourism industry were re-established, and its operations were reinvigorated. The hospitality industry has led to a significant shift in South Africa's economic geography over recent decades (Rogerson 2002). Niche tourism markets have revived many rural areas that faced high levels of unemployment and lacked economic vitality. These factors can be significant in deciding whether poverty alleviation occurs in response to tourism expansion. The post-Apartheid restructuring was also an opportunity for existing hotels and accommodations to upgrade and compete in the tourism industry, globally.

Jinnah, Cazarin and Brief (2015), in their research on South African hotels, observed that Whites occupied most managerial positions, finding that 78% were White managers, while administrators fell equally across White, African, Asian and Coloured people. The need for qualified employees has increased significantly in the South African hotel industry, apace with an increase in the annual visits from tourists, pre-COVID-19 (Makumbirofa and Saayman 2018). In the absence of readily available data from a single source, researchers utilised multiple data sources to forecast the demand for new skilled employees in the South African hotel industry.

From the analysis of the available data, Makumbirofa and Saayman (2018) predicted that the demand for skilled labour in the industry would increase by approximately 1% between 2014

and 2015 and would then increase by 2.5% by 2019. Ultimately, they predicted that approximately 4,079 new hotel employees would be needed by 2019. However, a turnover rate of 2.8% meant that replacement demand must be considered when evaluating overall demand. The most difficult positions in the industry to fill, because of the scarcity of skilled persons, are hotel and restaurant managers, and chefs (Makumbirofa and Saayman 2018).

Booyens and Rogerson (2016) regard tourism improvements as a means of South African hotels gaining a competitive advantage through innovation. The authors utilised cross-sectional methods to explore responsible tourism actions undertaken by hotel leaders in Cape Town, South Africa. Their findings reveal that in recent years' hotels have clarified their conceptualisation of responsible tourism and how they might enact it. Furthermore, the authors posit that structural and social innovations are some of the most implemented means of more fully meeting corporate social responsibility.

According to the literature, innovation in the hospitality sector in South Africa and worldwide implies an expansion of consumer options (Greenberg and Rogerson 2015). Peer-to-peer rentals and serviced apartments offer clients the opportunity of accommodation that provides unique experiences, unlike hotels. Peer-to-peer rentals, for example, allow clients to live in a host's home, often to gain a more personal experience, with a greater cultural connection. In light of such innovations, hotels have sought to maintain a competitive edge by offering similar experiences. Serviced apartments have become a popular option in South Africa, particularly for consultants and business professionals working abroad. As a competitive advantage, some hotels have shifted towards a more modern design, with amenities suitable for longer stays, fulfilling the needs of business professionals (Greenberg and Rogerson 2015). Globally, hotel sectors are developed and regulated based on the regional appeal of certain features, landmarks, and activities (Assaf *et al.* 2017), which are often vital to their success. However, several factors are associated with hotel performance globally, namely, infrastructure quality, safety, supply and demand, training and labour skills, and support and regulation (Assaf *et al.* 2017).

According to Salvioni (2016), although local factors are significant in the success of global hotel sectors, some emerging trends and policy issues related to the industry are common across the world. In particular, the emergence of the sharing economy and peer-to-peer accommodation

has significantly affected the global hotel industry. The author further states that the impact of the sharing economy on the hotel industry varies in hospitality sectors around the world, as laws and regulations that suit local conditions have developed to address the emergence of peer-to-peer accommodation; such regulations prevent negative implications for traditional hotels and accommodation venues.

3.14 Working conditions and the current crisis in the hotel industry

Literature indicates that the hospitality industry has frequently denied damaging observations about employment practices and conditions, yet these commentaries have often matched reality. However, the hospitality industry is crucial to employment, globally. According to UNWTO (2017) cited in Walmsley *et al.* (2019), one in ten workers worldwide is employed in hospitality and tourism. The report by UNWTO (2019) reveals that 54% of women worldwide are employed in the tourism and hospitality industry. However, early systematic studies conducted in Japan by Tomoda (1983) as cited in Walmsley *et al.* (2019), report deplorable working conditions in the hotel, restaurant and catering industry, compared with other sectors. Baum (2007) conducted research on the working conditions in hotels, reaching the same conclusion as (Tomoda 1983). This theme has been taken up by other commentators.

A report by (ILO 2010) concluded that working conditions in hotels are frequently characterised by unsocial and irregular working hours, split shifts, weekend shifts, night shifts or holiday shifts, which intensify stress in workers who have family responsibilities. The casual, temporary, seasonal, and part-time employment is related to insecurity, moderately low pay, job instability, limited career opportunity, a high level of sub-contracting and outsourcing, and a high turnover rate. All these aspects differ from country to country. In recent studies, several scholars (Joo-Ee 2016; Nyanjom and Wilkins 2016; Robinson *et al.* 2016; Mooney, Ryan and Harris 2017; Rao and Goel 2017; Walmsley *et al.* 2019; Ruiz-Palomo, León-Gómez and García-Lopera 2020; Tan *et al.* 2020; Falvey 2021) also cite the problem of appalling working conditions of employment in the tourism and hospitality sector.

Furthermore, a number of researchers (Jinnah, Cazarin and Brief 2015; Rao and Goel 2017; Vettori 2017; Asimah 2018; Burke and Hughes 2018) concur that the types of shifts in hotels create stressful conditions in addition to that generated by the need for a high level of communication with customers. Additionally, stressful work-related conditions in hotels were noted to cause a

deterioration in interpersonal relationships amongst the workforce (Altintas and Turanligil 2018). According to LaMarco (2019), poor interpersonal relationships result in negative attitudes, confusion and constant conflict. This finally wrecks the work environment, thus reducing employee productivity, and adversely affecting the bottom line of the organisation (LaMarco 2019). According to Burton, Lauridsen and Obel, cited in Ricardo Prada, Rodrigo Zarate-Torres and Prada (2021) work environment is described as the collective insight of people in the organisation, which can embrace the credibility of managers, the degree of trust, the level of recognition, and resistance to transforming. Furthermore, Rodríguez (2021) stated that, when the workplace environment is unfavourable, stress and demotivation are created; relationships will become tenser, and the result is lower productivity. The individuals who can leave the company will do so as soon as they can.

Hoel and Einarsen (2003) identify stress as a phenomenon of violence at the workplace. Such can refer to a violent act experienced, or to the potential of imminent violence associated with the working situation. According to the ILO (2014) cited in Boyle and Wallis (2016: 2), workplace violence “covers a range of intolerable behaviours. It includes incidents where staff are abused, threatened, discriminated against, or assaulted in circumstances related to their work..., and which represent a threat to their safety, health, and well-being”.

The hospitality sector is widely acknowledged as offering low wages (Walmsley 2015) and, in some cases, wages that are below or just at the stipulated minimum (Bac 2018). A recent survey by Dean (2021) indicates that low pay, lack of benefits, and a stressful workplace are discouraging former restaurant and hotel staff from returning to the industry after the COVID-19 lockdown. According to the survey, one-half of former hospitality workers said that they would not return to their previous jobs in the industry. One-third said they were not even considering re-entering the industry. This is in line with what the equity theory states. When employees develop a feeling of being treated worse than their expectations, they are motivated to act differently (Tanner 2018). Furthermore, Lashley (2021) notes that this industry is susceptible predominantly to possible illegal action and a negative reputation through unintentional involvement in sexual exploitation. Neo-slavery oppresses the powerless through low pay and employment practices that principally serve the interests of the employer (Lashley 2021).

Mohamed (2016) concludes that labour-intensive industries depend not only on a workforce that can endure stress, but one that can also perform well under stress. Additionally, Nigussie (2018) explains that this is why the industry demands highly motivated employees, especially for tasks that require constant contact with customers. However, people who are employed may quickly become demotivated because of the difficult conditions. The quality of working conditions in hotel industries around the world largely depends on the labour laws and policies which apply to a wide variety of industries in a region (Chan and Mai 2015). Recent data indicate that the priorities and needs for improvement within many global hotel industries include fair pay, personal empowerment and development, and pertinent training. Dissatisfaction with the way in which hotels in some regions address these and other factors related to working conditions explains the high labour turnover rates in those regions.

Black workers in the hospitality sector in South Africa, whether local or foreign, occupy low-paying, informal jobs in which they enact non-strategic decisions; they lack autonomy and primarily serve others (Vettori 2017: 3). Lashley (2021) pronounces that many employees are incarcerated by poverty stemming from low pay. The legal minimum wage they receive does not match the level of a living wage, and investors argue for priorities that augment their benefits, with little concern for the impact of their actions on employees. Research by Deery and Jago (2015) reveals that low wages, stress, overwork and interpersonal tensions are key drivers of dissatisfaction in the workplace. These results are supported by Tan *et al.* (2020). Therefore, this demonstrates the significance of working atmosphere, working hours and monetary compensation (Heimerl *et al.* 2020).

Previous research by Kohn and Schooler (1983) presented a connection between the type of work a person performs over time and their personal and intellectual attributes. Those in middle-class jobs who exercise personal autonomy improve their intellectual capabilities over time. Employees in unskilled jobs who have little autonomy experience a deterioration in their intellectual powers. Additionally, Chan and Anteby (2016) highlight that women are frequently over-represented in lower-level frontline positions; are significantly underpaid; and are consistently under-represented in senior management positions.

In many organisational settings, sexual harassment and exploitation are still prevalent (Davies 2018) and employment practices strengthen gender inequalities (Brands and Fernandez-Mateo 2017). Promotion criteria remain highly gendered, according to Joshi (2014) cited in (Davies 2018). Furthermore, in some cases, criteria are racial (Kang *et al.* 2016); and those with identifiably Black names receive significantly lower compensation (Mithani and Mooney Murphy 2017). This has also resulted in workplace inequality and intensified unequal compensation systems (Abraham 2017; Briscoe and Joshi 2017).

Within South Africa, data, and existing studies regarding working conditions in the hotel sector are still limited. A study by Warden, Han and Nzawou (2018) explored the working conditions and factors that affect employee turnover in the South African hospitality sector. The scholars found that working hours, wages, management practices and work environment safety were the key issues that many hotel employees believed were not adequately addressed. Similarly, Kokt and Ramarumo (2015) established that many employees in the South African hotel sector felt significant stress and burnout as a result of the working environment. The nature of the hospitality sector involves strict attention to guests' needs and desires. Moreover, the significant response and performance expected from employees to mitigate guests' concerns is the usual cause of stress and dissatisfaction.

In addition, many social factors can affect individuals' perceptions and experiences of working in hotels (Mooney, Ryan and Harris 2017). These researchers examined how an intersectional perspective could be utilised to explore privileges amongst hotel employees in New Zealand. They collected data through semi-structured interviews and memory work, which is a process of engaging with the past. The study examined the career experiences of those who had worked at hotels for an extended period. Findings reveal that many of the participating employees experienced a level playing field when hired. Discrimination was not evident, and the pool of hired workers was diverse and reflective of a broad range of experiences. Once the work duties commenced, however, privilege and power significantly affected employees' experiences. Promotional opportunities appeared to be merit-based when employees were hired but were seriously affected by personal bias once employees were established in the organisations. These findings highlight the discord between policies espoused when employees are hired and the

treatment employees receive once they have worked within the organisation for some time (Mooney, Ryan and Harris 2017).

When considering working conditions in the hotel industry, one must look beyond the work environment and benefits in order to evaluate factors such as organisational support (Akgunduz and Sanli 2017). The authors, in their study, focused on how perceived organisational support (PCO) and employee advocacy affect turnover intentions in the hotel industry. Their theoretical framework included the Norm of Reciprocity Theory and the Social Exchange Theory. Four hundred questionnaires were analysed; participants were employees from hotels in Istanbul, Antalya, and Mersin, in Turkey (Akgunduz and Sanli 2017). An important conclusion from this research is that the job embeddedness of hotel employees was positively affected by perceived organisational support. Conversely, the scholars note that turnover intentions were negatively affected by perceived organisational support. Employee advocacy was found to have no significant effect on turnover intentions, although employees' job embeddedness was positively affected by employee advocacy. Thus, factors such as organisational support may significantly affect how hotel employees perceive their conditions of employment (Akgunduz and Sanli 2017).

Other scholars have examined the South African hospitality industry by evaluating factors related to job satisfaction. Pienaar and Willemse (2008) explored the association between engagement, general health, burnout and coping amongst 150 hotel employees. Measures utilised were the Utrecht Work Engagement Scale, the General Health Questionnaire, the Cybernetic Coping Scale, and the Maslach Burnout Inventory. The research results indicate that the health of hotel staff members was associated with how personally dedicated and accomplished they felt in their work role. Avoidant coping strategies and the instinct to address symptoms that result in coping behaviours were also closely related to personal health. Additionally, symptom accommodation and reduction moderated the effects of personal accomplishment and emotional exhaustion on personal health.

According to the ILO report (2010) cited in Vettori (2017), migrants are an essential source of skills and labour for the hotel industry. Migrants are found in hotel industries throughout the world, both within developed and developing economies. According to the report, the majority of migrant workers in the hospitality industry worldwide are engaged in lower-paid formal or casual

employment, and they frequently remain at low skill levels compared with local workers. Previous studies indicate that the employment practices of multinational companies, such as Hilton Hotels, are a significant inspiration in dispersing appropriate working practices. Therefore, this increases the importance of employment regulations by international organisations whose authority surpasses that of the national government (Birkbeck 2010).

3.15 Covid-19 and its impact on the hospitality industry

In March 2020, the World Health Organisation (WHO) declared Covid-19 as a pandemic. Nearly all industries worldwide were affected by this turn of events. The most affected industry was hospitality and tourism due to global forced lockdowns, quarantines, and travel restrictions. About 62 million (18.5%) jobs were lost in this sector in 2020 compared to 2019 when the industry contributed 10.6% (334 million) of jobs worldwide (Hervie et al., 2021). In South Africa, the COVID-19 pandemic had an incapacitating impact on the tourism industry. On 16 March 2020, the South African government announced measures to combat the spread of the pandemic. The actions were in line with reducing and monitoring inward and departing travelers. In addition, the government communicated a travel ban on selected foreign nationals from high-risk countries into SA on 18 March 2020. On 26 March 2020, the Level 5 lockdown was introduced, resulting in tourism numbers dropping severely for incoming and outgoing travelers. According to the report, South Africa did not receive visitors for six months, from April to September 2020 (statssa. 2021).

Most hotels had to lay off some employees; salaries were reduced, some were asked to take voluntary leave, others had their routine duties and positions altered, and some had their working hours reduced (Wong et al., 2021). Given the current environment of uncertainty, the impact on the hospitality industry rendered most of the people in hospitality jobless. Migrant and Temporary workers were the first to shrink, after which permanent employees felt the impact as hospitality companies were hard-pressed to cut costs (Dogra. n.d). The overall impact on job losses impacted the hospitality industry in SA and globally very badly. Those who lost their jobs might feel they were discriminated against as well.

3.16 Labour turnover in the hotel industry

The rapid growth of the tourism and hospitality industry has been unprecedented and has worsened the industry's critical shortage of skilled labour. However, many studies have

endeavoured to address the turnover problem in the hotel industry. Generally, as posited by Abo-Murad and Abdullah (2019), employee turnover is a serious problem in the hotel industry; managing turnover is critical to the success of any organisation. Research has indicated that many factors are involved when people decide to leave an organisation. These factors include burnout from emotional labour (Xu, Martinez and Lv 2017), lack of managerial integrity (Simons, Parks and Tomlinson 2018), poor management ethics (Tarkang Mary and Ozturen 2019), and work-life conflict (Qiu *et al.* 2015). Despite the positive working environment (Kauflin 2018), hotels are fraught with high labour turnover.

Previous studies have demonstrated that hotel industry turnover rates for managers worldwide include approximately 30% in the US, 86% in Hong Kong, 57.6% in Japan and Singapore and 66% in Malaysia (Mahal 2018). The figures are striking, considering that the majority of HR experts agree that a healthy turnover rate should be 10%-15%. According to the Society for Human Resources Management (2017), an employee turnover rate of 44% is abnormally high (Schilder 2021). The commonly cited problems that contribute to high turnover in the hospitality industry are insufficient pay, poor working conditions, and a lack of employer flexibility.

As reported by Boella (2017), three main factors influence labour turnover in hotels and the Catering industry:

- (i) The environment of the industry, including seasonal work, limited career structures, irregular working hours, many small units, and a high proportion of a secondary labour force;
- (ii) The nature of individual units, such as location, size, and staff-work ratios;
- (iii) The quality of individual managers, such as those lacking formal management training and those who accept high labour turnover.

Qiu *et al.* (2015) report that turnover intentions are significantly affected by work-life balance, community fit, leadership, work-group cohesion and pay. Community fit, in particular, is a new factor that was developed and described by the researchers to explain the importance of both the quality of the environment and employees' capacity for pursuing their desired careers in a designated environment. Furthermore, as explained by Kim, Im and Hwang (2015), some individuals in the hotel industry value career development factors and opportunities as more

significant than those in other service industries. These employees seek flexibility so that they can balance their work and home lives effectively and are granted opportunities for personal empowerment or development that may lead to leadership positions in the hotel industry.

Haldorai *et al.* (2019) explored factors that influence turnover and attrition amongst employees at Malaysian hotels. The authors analysed survey results from 308 employees working at various five-star hotels in Kuala Lumpur. The partial least squares structural equation modeling method was utilised to empirically test the developed hypotheses. This equation permits scientists to approximate complex cause-and-effect relationship models with underlying variables. Through their extensive research, the authors proved that turnover intentions were positively associated with low career progression, emotional labour, workload, interpersonal tension, and work-life interface. The findings of the study dovetail with a large body of work that indicates similar results. Additionally, the researchers found that interpersonal tension, workload, emotional labour, and interference with one's personal life were precursors of attrition and turnover. Furthermore, travel opportunities and community fit negatively affected turnover in the short, middle, and long term. Furthermore, personal life involvement and social status were found to affect turnover intentions in specific contexts.

In their study, Chen and Wu (2017) examined the high turnover rate in the Taiwanese hotel industry. Their approach involved examining how employees breach their psychological contract, that is, the informal obligation between the employer and employee when an employee leaves an organisation. The scholars collected questionnaire data from 226 hotel employees and utilised structural equation modeling to analyse the results. The authors find a connection between transformational leadership behaviours exhibited within the hotels and turnover intentions. These types of leaders inspire, encourage, and stimulate employees to be innovative and make a difference that supports growth and influences the future success of the organisation. The authors also find that leader-member exchanges within hotels are affected by transformational leadership behaviours. In turn, leader-member exchanges affect the process of breaching psychological contracts and lower turnover intentions. Thus, the researchers recommend that recruitment efforts at top hotels centre on finding talent with transformational leadership skills.

Similarly, Tan (2015) explored the association between organisational commitment and benevolent leadership amongst Malaysian hotel employees. Benevolent leadership denotes behaviour that includes long-term concerns for employee performance in the workplace and personal well-being in life. More specifically, the scholar sought to determine whether benevolent leadership might be a solution for addressing high turnover rates in the industry. A total of 163 hotel employees working in four- and five-star hotels completed the survey, which was subsequently analysed utilising confirmatory factor analysis. The analysis reveals that benevolent leadership was positively and significantly related to organisational commitment and lower turnover intentions.

Ebrahim (2015) highlights some key challenges with labour turnover in the South African hotel industry. The researcher utilised quantitative and qualitative techniques, including administering questionnaires to hotel employees and managers, as well as interviewing HR managers at participating Cape Town hotels. The researcher found that many employees at the participating hotels resigned due to a lack of personal development opportunities and opportunities for accomplishing professional learning in their roles. Furthermore, a lack of recognition was a more significant issue in turnover than insufficient wages. Thus, the author recommends that managers and HR practitioners working in the hotel industry spend more time in communication with employees about their goals, determining their unique potential and strengths.

Kiruthiga and Magesh (2015) conducted a quantitative study involving 500 employees, to investigate the relationship between job satisfaction and employee loyalty in the hotel industry in India. These researchers found that some hotel leaders experience difficulty in retaining employees because the leaders could not identify the factors that contribute to both job satisfaction and loyalty. Moreover, Iqbal and Hashmi (2015) recommend that the purpose of employee retention policies should be to augment job satisfaction, thereby improving the retention rate and reducing the significant costs related to onboarding new employees.

Chan and Anteby (2016) studied the relationship between career adaptability, portability, career satisfaction, and their impacts on turnover intentions. The research covered 431 service sector employees in China. After analysing the results, the scholars found that employees who exhibited adaptive skills acquire career satisfaction. Employees who were promoted had less

intention to leave their current job since they felt that they were being prepared for higher positions. Consequently, employees with greater career adaptability regularly experience better career satisfaction and are less likely to leave their organisations (Chan and Mai 2015).

A field study by Ezeuduji and Mbane (2017) examined the factors that affect employee retention in Cape Town hotels. A questionnaire was administered to hotel employees at three-, four- and five-star hotels to collect responses regarding work conditions in the industry. The analysis reveals that most of the hotel workforce was female. While the majority of respondents did not indicate a desire to leave their job urgently, the majority had not been working in the hotel industry for more than five years. However, their responses indicated that employee development, work relations, compensation, work engagement and working hours were significantly related to employee retention. Furthermore, the primary concerns that the participating employees expressed were long shifts, strict supervision, and perceived wage unfairness.

Labour turnover has also been found to be connected to structural risk factors, such as working in isolation, working without proper documentation, and working in male-dominated jobs. These factors often intersect and are aggravated by racism, discrimination, and harassment based on age, disability, or national origin (Sepler 2015). Research conducted by Fernández Campbell (2018) reveals that many workers, such as female janitors, who often work in lonely spaces, report a higher incidence of sexual harassment. Seclusion leaves women exposed to abusers who may feel encouraged by a lack of witnesses during an incident. According to literature, some foreign workers who do not have proper documentation or those on temporary or expired work permits are at risk of harassment and assault. Harassment can restrict an individual's access to learning opportunities (Sugerman 2018).

McLaughlin, Uggen and Blackstone (2017) sought to discover whether a correlation existed between harassment and staff turnover. The study found a strong relationship: eight in 10 women who encountered sexual harassment left their employment within two years after such incidents. The study also found that such job changes result in considerable financial stress that highlights the possible long-term consequences of harassment on earnings and career attainment. Harassment contributes to financial burdens even when women can find work soon after leaving their previous employment.

Salman, Abdullah and Saleem (2016) investigated the impact of sexual harassment on employee turnover in the education sector in Pakistan. The study confirms that sexual harassment results in employee turnover intentions. Managers must have knowledge of the factors that influence employee turnover since this can contribute to maintaining a stable workforce in the organisation (Schlechter, Syce and Bussin 2016). However, in line with equity theory, the decision to stay or leave the organisation involves the individual weighing up the costs and benefits of leaving. If the current benefits of leaving a job exceed both the monetary and psychological costs of leaving, then employees are motivated to change jobs (Al-Emadi, Schwabenland and Wei 2015).

In their study, Bapuji and Mishra (2015) note that research on pay dispersion provides significant evidence of the influence of economic inequality on workplace interactions and consequently on performance at the individual, team and organisational levels. Explicitly, Yanadori and Cui (2013) cited in Bapuji and Mishra (2015) researched pay dispersion utilising equity theory arguments, exposing that pay dispersion encourages feelings of unfairness and thus reduces teamwork, diminishes job satisfaction, increases turnover rates and hampers innovation.

Despite studies to influence change in working conditions, some scholars (McGinley, Hanks and Line 2017; Goh and Lee 2018) report that the industry is continuously experiencing problems attracting and keeping experienced employees. In a survey conducted by the National Restaurants Association (NRA 2018) in the US, labour turnover rates in the restaurant and accommodation sectors were 74.9% in 2018. The industry was hiring 10.9 million people (U.S. Bureau of Labor Statistics 2019b), and the labour turnover rate was costing an average of just above \$2,000 per hire. This translates to \$16.3 billion per year in the industry (NRA 2018).

To address this problem, the industry recruit's young talent from hospitality schools in the hope that they can inspire a high level of career satisfaction. Additionally, they hire foreign workers and women (Walsh, Chang and Tse 2015). However, low salaries, low status, and the lack of career advancement opportunities negatively impact hospitality students' career satisfaction (Brown, Thomas and Bosselman 2015). Furthermore, Mahal (2018) argues that the contingent nature of many jobs in the hospitality industry means that many employers prioritise the wants and needs of more permanent employees, such as managers, and do not seek to address issues experienced by temporary hires.

3.17 Section 2: Workplace Inequality and Discrimination

The world continues to observe the cyclical occurrences of discrimination oscillating from its most egregious forms to the subtlest. Previous studies state that this problem has been a focus of moral, political, and empirical discourse for at least a century (Diego-Mendoza and Socorro 2010). Additionally, globalisation has introduced a new paradigm shift in trade and management. Concurrently, it has influenced changes in working conditions within organisations and in government labour legislation. However, with the high intensity of labour mobility, employees find themselves working in organisations with a diverse workforce (e.g., age, gender, ethnicity, race, etc.) in which they also experience intense mental pressure. Consequently, the organisation must manage these differences appropriately to avoid factors that lead to discrimination (Isaiah, Ojiabo and Alagah 2017). This section presents a review of literature on prejudice and stereotyping and then examines workplace inequality and discrimination in detail.

3.17.1 Prejudice

According to Molina, Tropp and Goode (2016), the nature of prejudice in a group depends mainly on the exhibition of bias toward members of another group. The authors note that the presence of a substantial prejudice in the group often leads to blind spots that affect the judgement of the group members about other groups in society. People are taught these beliefs in their families or learn them in a group as they socialise. A detailed examination by Whitaker, Colombo and Rand (2018) specifies that a strong prejudice against members of the out-group often produces negative results, such as discrimination and biased judgement. This violates workplace ethics, especially when people prefer to work with the members of their group, refusing to assist the members of other groups within the organisation, demonstrating in-group favouritism. The researchers further argue that this could contribute to divisions amongst employees, and the increase in hostile behaviours.

This view is supported by Fiske (2016), who argues that in-group favouritism that results in prejudice and stereotyping often arises from the desire to identify oneself with the members of one of the groups in society or the organisation. Previous seminal contributions made by Green (2003) state that in specific backgrounds, out-group members may follow negative in-group stereotypes, or assume self-defeating strategies that further cement existing inequalities.

Biased people tend to allocate more monetary resources to members of their group, revealing strong prejudice against members of another group (Stagnaro, Dunham and Rand 2018). This is mainly due to an individual's stronger social identification with members of their own group than with other group members. Even people who consider themselves unprejudiced could harbour negative attitudes towards certain social groups without being aware of their feelings (Kite and Whitley Jr 2016: 16). However, researchers have found that prejudice is more frequent when the competition is strong, resources are inadequate, and only one group can claim those resources.

3.17.2 Stereotypes

A significant amount of literature has been published on stereotypes. According to Kite and Whitley Jr (2016), a stereotype is a false belief or notion about the nature of an individual based on apparent characteristics such as race, socio-economic status, or religion. Brink and Nel (2015) examined the perspectives of South African employees on what they considered a stereotype, and its origins. A total of 336 workers from South African organisations in various sectors participated in semi-structured interviews. In their thematic analysis, the authors found that participants clearly understood the meaning of stereotypes and were conscious of their origins. Furthermore, participants indicated that stereotypes could come from a source either directly or indirectly; stereotypes can be related or unrelated to a workplace context. However, participants' answers suggested that they might perpetuate stereotypes despite realising that stereotyping could be wrong or inaccurate (Brink and Nel 2015).

In the same vein, Berrey, Nelson and Nielsen (2017) explain that stereotypes are arbitrary superficial assumptions and beliefs about traits, actions, and roles of individuals identified with a specific social category. The authors further explain that "stereotypes fuel discrimination against those who have been negatively stereotyped in favour of those who are positive. They serve as cultural constructs, that are seen to describe social reality, and therein justify unequal social relations" (Berrey, Nelson and Nielsen 2017: 226).

Bell (2018) explored age-related stereotypes in South African workplaces. The author utilised a qualitative research approach with snowball sampling to gather data from 25 employees in the mining, finance, consulting, and construction sectors of South Africa. Participants belonging to all three commonly employed generational cohorts –Generation X, Generation Y and baby boomers – were invited to participate in an interview. Utilising thematic analysis, Bell (2018)

revealed that two age-related stereotypes exist in South African businesses, namely, an in-group (emerging adults) and an out-group (older employees). More senior employees generally expressed that young employees were dependent, entitled, and overly confident about their skill set. However, young employees were more likely to stereotype other young employees more negatively than they stereotyped older employees.

3.17.3 Workplace inequality

A body of important research provides an understanding of the difficult accumulation of circumstances that may create workplace inequities (Eisenberg 2016). Cognitive bias, decision-making structures and patterns of interaction have replaced overt racism and sexism as the vanguard of continued disparity. This structural inequality is a consequence of institutional and cultural dynamics that repeat forms of under-participation and exclusion (Eisenberg 2016). However, Kimberly Amedeo and Kelly (2021: 1) state that South African Apartheid left structural inequality intact in organisations and society when it was abolished in 1994. Inequality is generated by exploitation and opportunity hoarding. According to Brunch (2017), ‘exploitation’ implies that some individuals with power gain value from the work efforts of others. They may misrepresent information or present another person’s original idea as their own. Opportunity hoarding implies that the advantaged group dominates valuable positions (e.g. one race dominates decision-making positions within an organisation) or reserves resources for themselves by suppressing weaker groups (Bruch 2017).

According to Koivunen, Ylöstalo and Otonkorpi-Lehtoranta (2015), inequality is constructed into organisational dynamics at all levels, and vary according to organisation. Hennekam, Tahssain-Gay and Syed (2017) highlight the demographic factors (e.g., gender and age) that can be the basis of workplace inequality. An example is workload disparity, in which one individual is assigned more work than their colleagues. The implications of inequality in the workplace can be considered an impact on the psychological well-being of workers and their perception of and contribution to organisational performance (Huertas-Valdivia, Braojos and Lloréns-Montes 2019).

According to Bapuji and Mishra (2015), people interact within an organised community with mutual institutions, relationships and culture. The authors state that organisations have structures, policies, and norms, with consequent status, power, income, and resource disparities.

These disparities are the manifestations of workplace inequality. The above authors further explained that business organisations can produce inequality and maintain it. However, the businesses also become victims of the consequences of inequality. While the bases of inequality—gender, unequal pay, and race, amongst other factors—may differ globally, all job markets exhibit evidence of groups who are dominant and other groups who experience inequality. However, in the workplace, the imbalance can manifest because of objective differences in outcomes, such as pay dispersion and hierarchical complexity. Research confirms that organisational inequality may mirror pre-existing inequality outside the organisations, and may not be an outcome of organisational policy or management decisions (Bapuji and Mishra 2015).

According to Tomaskovic-Devey and Avent-Holt (2016), researchers must consider the intersectionality of various factors and regional contexts in explaining the nature of workplace inequality. In this case, intersectionality examines various ways in which people are oppressed based on dominating factors (race, gender, nationality and sexual orientation, etc.). Kimberly Amedeo and Kelly (2021) state that inequality is structural when policies prevent some groups of people from acquiring the resources to improve their living conditions. According to the authors, structural policies prevent people who are already experiencing discrimination from achieving their objectives. Moreover, structural policies prevent people from being happy, and restrict economic growth for society.

Mayer, Oosthuizen and Tonelli (2019) conducted a study on South African employees' subjective experiences of equity in the workplace. The research method was a hermeneutic phenomenological approach with a qualitative multiple case-study design. A total of 79 employees participated in semi-structured interviews. The analysis of the data revealed five main themes associated with employment equity experiences in South African workplaces: 1) race, gender and reverse discrimination; 2) experiences of employment equity concerning race and age groups; 3) leading and managing diversity through employment equity; 4) talent management; and 5) tokenism. Notably, White male participants were the least likely to see employment equity plans as unbiased and contributing to equality.

Furthermore, participants in all groups viewed employment equity plans as a further cause of racial conflict. The authors conclude that a sound organisational strategy is needed to manage

the increased diversity in South Africa, instead of superficial actions intended to offer the impression of racial and gender-based equity (Mayer, Oosthuizen and Tonelli 2019). However, equity theory ‘demands a fair balance between an employee’s inputs (hard work, skill level, acceptance, enthusiasm, loyalty, flexibility, etc.) and an employee’s outputs’ (Furnham and Treglown 2018: 127). In organisations, the stereotype may be ‘utilised by employers as an instrument to preserve existing regimes of inequality’ (Berrey, Nelson and Nielsen 2017: 221). However, hotels are populated primarily by women, young employees, and foreign workers, especially at the lower positions, and not only in South Africa. Nevertheless, the majority of managers in the South African hotel industry are White people, although there are a few Blacks in the industry.

According to the Social Dominance Theory, group-based hierarchies and inequalities are replicated and demanded not only because of the dominant group’s greater power, but also because of compliance with that power by some members of subordinate groups (Tesi *et al.* 2019). Furthermore, Agarwal-Jans (2019) states that individuals are inspired to believe that they are popular with others and the groups they are in. However, they similarly want to be pleased about the larger system within which their groups work. According to Tesi *et al.* (2019), dominant groups can continue inequalities, depending on their influential positions within the hierarchical social structure. Dominant groups have access to resources and authority that enable them not only to control properties, but also to control other people.

The self-perpetuation of the dominant group’s advantage leads to a rise in the oppression of subordinate group members. The social dominance theory proposes that commonly shared cultural ideologies provide the moral and academic justification for these intergroup behaviours (Duckitt and Sibley 2010), enabling them to hide privilege as a right. Processes linked to subordination and dominance have been proven to be both instigated and moderated by social dominance orientation (Khan *et al.* 2018), which relates to people’s support for discriminatory policies and hierarchy-enhancing legitimising traditions, such as stereotypes and prejudices (Tesi *et al.* 2019). According to literature, the more people are oriented in social dominance, the more they support intergroup hierarchies.

Eisenberg (2016) states that workplace inequities can arise from a multifaceted range of factors, comprising explicit and implicit biases; unconscious assumptions or mental models; and differing perceptions of the same event. However, Marchiondo, Ran and Cortina (2018) iterate that workplace inequality affects the labour market worldwide. Furthermore, the implication of workplace inequality is workplace discrimination, which at some point must be supported by the structures of the organisation.

3.17.4 Workplace discrimination

According to Rice (2021), how stereotyping and prejudice are continued and lead to discriminatory behaviour is influenced by several factors. The author lists membership of attitude, perceived and real competition, the number and quality of superordinate goals groups share, the characters of leaders, and other key influencers, their current motivations and how they influence group culture (Rice 2021). Previous research has documented that workplace discrimination can occur explicitly through institutions, norms, and values. It can also have invisible influences, such as when values and ideas impinge on the self-perceptions of those excluded and their ability to argue their rights. Furthermore, it can happen at the organisational or interpersonal level and may differ in sternness, source and reason (Dhanani, Beus and Joseph 2018).

Heininen (2019) notes that workplace discrimination is now a significant challenge for work and organisational psychology to resolve. Avery and Ruggs (2020) argue that workplace discrimination is characterised by the employers' tendency to rate White employees better than Black employees, which has had upsetting results for many years. This does not mean that workplace discrimination is only between Whites and Blacks. Discrimination in the workplace can also occur amongst people of the same colour—amongst Whites or Blacks themselves. Employment sectors in both developed and developing countries worldwide are facing this problem. A body of literature indicates that discrimination routinely occurs through implicit bias, norms, and assumptions that fall outside the law's purview (Berrey, Nelson and Nielsen 2017).

Workplace discrimination has been examined in the broad context of racial and ethnic groups. Colella and King (2018) posit that discrimination still exists in workplaces and therefore warrants scholarly deliberation. Many meta-analyses of the literature on workplace discrimination reveal that the vast majority of existing studies focus on how discriminatory actions lead to

negative consequences, such as job dissatisfaction, poor organisational performance and high rates of employee turnover (Colella and King 2018; Dhanani, Beus and Joseph 2018). Much remains unknown or to be understood regarding how and why workplace discrimination occurs; the process by which discrimination results in inevitable negative consequences; the mitigating factors; and the boundaries and context that explain why some forms of discrimination affect employees more significantly than others (Dhanani, Beus and Joseph 2018).

Seminal contributions by Green (2003) state that discrimination frequently occurs in social communication as well as perceptions, evaluations and the disbursement of opportunities within organisations. The author argues that organisational structures, institutional practices, and workplace dynamics could encourage bias and the inequity of opportunity disbursement within the workplace. Furthermore, the author presents a network of Whites as an example of a structure that perpetuates a male-dominated workplace. A study of hospital workers in Northern California by Hammond *et al.* (2010) establishes that the pervasiveness of race-based workplace discrimination in the past was significantly higher amongst Blacks than Whites (19.7% vs. 3.1%). Conversely, racial differences in sex and age discrimination were not significant (Fekedulegn *et al.* 2019).

De Beer, Rothmann Jr and Pienaar (2016) explored workplace issues in South Africa, such as discrimination, career opportunities, turnover, and job insecurity. Informative hypothesis testing was utilised to examine how male employees' experiences differed within post-Apartheid workplace equality policies. The authors utilised a cross-sectional design and analysed survey results of 1,000 employees from five South African corporations, finding that White male employees were more likely to experience job insecurity than Black male employees. However, White male employees did not report higher turnover intentions than Black males. Furthermore, employees from marginalised racial groups were more likely to perceive discrimination but did not have increased turnover intentions as a result.

Certain factors can mediate or mitigate workplace discrimination without directly resolving the issue. Stoermer, Hitotsuyanagi-Hansel and Froese (2019) explored factors that affect or moderate discriminatory experiences in South Africa. A survey of 154 employees in various industries was utilised to evaluate their experiences relating to organisational outcomes such as

commitment and job satisfaction. The researchers found that Black South Africans were more likely to experience workplace harassment because of their race than White South Africans.

Furthermore, adverse effects related to racial harassment are more significant for employees who were below management level or who were strongly career oriented. This finding indicates that holding a leadership position may provide a buffer against the negative implications of harassment, or that individuals who are focused on career advancement may be more discouraged about attaining their career goals in the wake of discrimination (Stoermer, Hitotsuyanagi-Hansel and Froese 2019).

In 2015, the South African Reconciliation Barometer found that over two-thirds of South Africans have little or no trust in people of other racial groups (Meiring, Kannemeyer and Potgieter 2018). This lack of social consistency in South Africa cannot be ascribed solely to the inheritance of Apartheid, as South Africa is ethnically diverse with 11 official national languages and several additional unofficial languages. Workplace discrimination is experienced differently by all who encounter it (Dhanani, Beus and Joseph 2018). The various levels of bigotry characterise the degree of discrimination as well as many other forms of prejudice. The following subsection explains the levels, forms, and types of discrimination present within the hotel industry.

3.17.5 Forms of Discrimination

Workplace discrimination is divided into formal and interpersonal bias (Colella and King 2018). Moreover, the collection of discriminatory workplace practices is extensive and supported by social research (Avery and Ruggs 2020). Although all forms of workplace bigotry can negatively affect employees and the organisation, their impact may vary depending on the level and form (Colella and King 2018; Hebl, Cheng and Ng 2020). Formal or overt discrimination is evident in illegally hiring, promoting, providing access to company resources and distributing resources; and there are often organisational rules, company policies or social norms involved (Colella and King 2018). In other words, such discrimination involves a lack of adherence to or compliance with anti-discrimination laws. This prejudice is easier to identify and address than subtler forms of prejudice, as it is obvious and defined more simply.

Evidence has demonstrated that such bias is intimidating and is frequently based on the conviction that members of a stigmatised group are inferior to their non-stigmatised peers (SAHRC

2016; McGregor 2017). Formal discrimination is perpetrated by organisational actors (e.g., supervisors and managers). According to research, interpersonal discrimination is bias that takes place during interactions between people. Additionally, it involves the implementation of policies or working conditions that result in unequal experiences for a particular group or individual in the entire organisation (SAHRC 2016; McGregor 2017).

Table 2.4: Forms of Interpersonal Race-based Discrimination

Active
Bullying, harassment, rudeness, name-calling, extra checking, verbal/physical abuse, following around shops, hiring/firing biases in employment, jokes/teasing.
Passive
Ignoring, staring, excluding, segregating, discouraging, failing to help, avoiding touch, not sitting next to.

Source: Adapted from Guerin (2003)

According to Gelfand *et al.* (2005) interpersonal discrimination can be positive and well-intentioned behaviour that can result in inequalities in opportunity, resources or benefits. For example, in a workplace, this may take the form of deceptive positive feedback, overzealous helping or the assignment of manageable tasks to members of particular groups, or tokenistic inclusion to members of a specific race, ethnicity, culture or religion. However, such workplace behaviour decreases the opportunity to acquire additional competence, knowledge, skills and abilities (Gelfand *et al.* 2005). Furthermore, Colella and King (2018: 298) state that interpersonal discrimination ensues in social interactions in the workplace and can encompass organisational insiders (e.g. co-workers) or organisational outsiders (e.g., customers). The authors further state that supervisors could be a source of both.

Additionally, because indirect discrimination is more difficult to identify, it can also be more challenging to find an unbiased solution (SAHRC 2016). Research evidence indicates that such behaviours are naturally endorsed towards members of a stigmatised group (Colella and King (2018). The authors further stated that such behaviours are unclear in intent and frequently tricky to avoid. This type of inequality is not pronounced since it can be challenging to categorise.

Interpersonal discrimination reflects targeted behaviours directed toward a person based on their membership of a stigmatised group.

According to Jones *et al.* (2017), discriminatory behaviour exhibits a range of nuance, with subtle discrimination on one end and overt discrimination on the other. The authors state that subtle discrimination is a negative or undecided behaviour or treatment sanctioned toward social minorities based on their minority status membership (Jones *et al.* 2016: 1591). Overt discrimination is defined as ‘an exercised form of unfair treatment with visible structural outcomes’ (Jones *et al.* 2017). The authors wrote on the subtle state that exists in which organisations desire to appear democratic. However, subtle discrimination is now at the forefront in today’s workplace. Available empirical evidence suggests that covert discrimination negatively destabilises employee and organisational performance, possibly more than overt discrimination (Jones *et al.* 2017; Palumbo and Manna 2019).

In modern organisations, overt discrimination against a person based on various protected characteristics (race, gender or disability status) is unlawful (Dhanani, Beus and Joseph 2018). Furthermore, it is not socially acceptable to discriminate against applicants or employees based on traits that are not related to the job or characteristics that may not be legally protected, such as sexual orientation, gender identity, or attractiveness (Perry, Murphy and Dovidio 2015; Leslie 2018). Within the workplace, discrimination can be understood according to the policies that it concerns. Recruitment, promotion, remuneration, training, terms and conditions of employment, workplace benefits and access to resources can all be sources of discrimination or inequality, depending on how workplace policies are developed and implemented (AHRC 2015). Those who implement workplace policies should have a workable understanding of what constitutes both direct and indirect discrimination. Moreover, those who formulate the policies should have a similar such understanding before crafting the policies.

3.17.6 Measurements of workplace discrimination

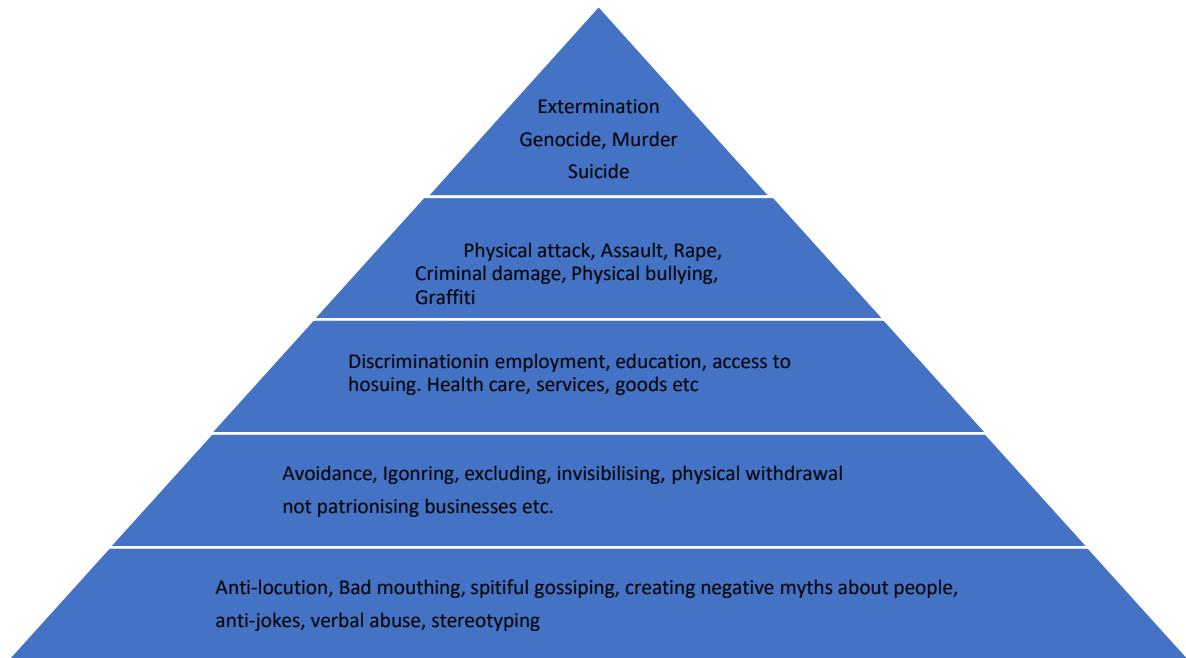
Heininen (2019) presents five ways that workplace discrimination can be measured or evaluated, namely disparity studies, multivariate analyses, matched-team testing, victimisation studies and self-reports. The periodic audit of the organisation can identify potential problems of workplace inequality and discrimination. Heininen (2019) states that without assessing,

organisations are not informed of the possible issues and cannot execute necessary measures to enhance equality. Cornelious (2002) cited in Heininen (2019), argues that managers cannot depend on their personal experience of fairness when overseeing employees. He states that their actions, which may be reasonable to protect the interests of the business, may not be acceptable to employees, who may see the situation otherwise. Furthermore, managers cannot depend on employees to report discrimination because of the potential negative impact and consequences to their standing. However, established research states that subtle forms of discrimination may present challenges for employees to decide whether the conduct is discriminatory or how they could correctly address it (Heininen 2019).

To reduce this problem, several measuring tools have been developed by organisational psychologists to estimate and assess workplace discrimination. One such tool is the Workplace Prejudice/Discrimination Inventory (WPDI), an evaluative tool that includes 16 items scored on a 7-point Likert scale. The WPDI addresses respondents' general perceptions about workplace discrimination and their experiences with specific forms of discrimination (Dhanani, Beus and Joseph 2018). The application of tools such as the WPDI enables organisations to gauge the level and forms of discrimination experienced by employees. However, the number of employees who choose to report discrimination is rarely an effective indicator of the totality of discrimination occurring in a workplace (Dhanani, Beus and Joseph 2018).

Although outdated, the Allport (1954) Scale effectively differentiates levels of discrimination based on the insidious effects of such discrimination. Level 1 is *antilocution*, which is characterised by expressing mild dislike or antagonism, primarily within in-groups, towards a particular group. Level 2 is *avoidance*, which is characterised by avoiding members of the group facing discrimination. Level 3 is *direct discrimination*, which involves excluding specific groups from equal opportunities and treatment. Level 4 involves *physically attacking* someone based on discrimination. The final level, Level 5, involves *genocide* or otherwise seeking to eradicate members of the group facing discrimination. While not comprehensive, the Allport (1954) Scale demonstrates the vast array of possible discriminatory actions that may affect marginalised groups and the connections between more 'polite' or implicit forms of discrimination and direct or even violent forms of discrimination.

Figure 2.3: Scale of discrimination



Source: Allport *et al.* (1954)

More recent scales have been developed to evaluate levels of discrimination as experienced by specific social groups. The Symbolic Racism 2000 scale, for example, classifies symbolic discrimination as experienced by people of colour (Henry and Sears 2002). The coherence, reliability and discriminant validity of the scale were established. Furthermore, scholars aimed to distinguish their scale from older notions of politically conservative orientations and racial attitudes. Additionally, the scale was found to have predictive validity concerning the racial policy preferences of White individuals. The Symbolic Racism 2000 scale contradicts some existing critiques of symbolic racism and the difficulty with conceptualising and measuring the construct. Additionally, it clarifies the difference between symbolic racism and traditional, explicit racism.

Other scales measure exact types of experienced discrimination, such as the measurement of ageism (Marchiondo, Gonzales and Ran 2016), racism (Bastos *et al.* 2010), genderism (Hill and Willoughby 2005) and ethnic discrimination (Brondolo *et al.* 2005). However, caution is advised when utilising some of these scales as they concentrate on a particular kind of discrimination. Consequently, Dhanani, Beus and Joseph (2018) warn that focusing on one form of discrimination

may restrict respondents' answers. The authors advise that during the investigation, the researcher may ineffectively capture the complete range of discriminatory treatment (Dhanani, Beus and Joseph 2018).

Studies have indicated that individuals perceive inequality and discrimination differently. Pietiläinen and Keski-Petäjä (2014) cited in Heininen (2019) state that surveys to control inappropriate treatment and inequality for legislative purposes may be insufficient. For example, people may vary in their general tendency to acknowledge prejudice (Miller and Saucier 2018). However, research has exhibited controversial evidence that stigmatised groups may be more vigilant or more likely to reduce discrimination than members of non-stigmatised groups (Heininen 2019).

Furthermore, subjective experience, which refers to the range of emotions and cognitions, dispositions, knowledge and meanings resulting from physical activity, rather than the actual performance (Heininen 2019) is utilised to measure bias. The subjective experiences that complement physical activity may have a philosophical effect on individuals throughout and immediately after the individual performance. However, assessment methods that target subjective experiences may be helpful in controlling the adverse consequences of inequality, because a subjective experience of being a target of inequality or discrimination has negative effects on an individual's health, well-being (Rospenda, Richman and Shannon 2009), and self-esteem (Urzúa *et al.* 2018).

Even if surveys have well-known methodological issues, such as response biases and recall errors, they remain widely utilised for measuring social structures within organisations. Therefore, when measuring perceived inequality and discrimination, the interest lies in subjective experiences rather than objective truths, which supports the adequacy of surveys for this purpose (Heininen 2019). Meta-analyses research, such as that of Di Marco *et al.* (2016) and Dhanani, Beus and Joseph (2018), demonstrates that employees' experiences of being unequally treated is a risk to their health and can harm their work capabilities.

3.17.7 Types of discrimination and inequalities in the hotel industry

The hotel industry is not impervious to workplace discrimination and inequality, such discrimination being practised daily within organisations. However, the dimensions of workplace

discrimination to be discussed herein are gender, age, religion, sexual orientation, race, ethnicity, disability, bullying, and nationality.

(i) Gender discrimination

According to Bapuji and Mishra (2015), gender inequality is the unequal treatment (i.e. experiences and outcomes) of women in society and organisations. Research on gender inequality similarly identifies the reduced representation of women in many fields; income differences between women and men for similar work; and the glass ceiling that precludes women from rising to higher-level positions (Bapuji and Mishra 2015). A study by Hsieh *et al.* (2017) revealed the significant mistreatment perceived by many female housekeepers working at hotels in the United States. Additionally, Rahman (2019) conducted a case study of women who felt discriminated against due to the dress code at the hotels where they worked. Aasland and Tyldum (2016) described the discrimination experienced by migrant workers at Oslo hotels. Participants indicated that they weighed their experiences of discrimination against the benefits of their job and the other employment opportunities available to them. In some populations, such as migrant workers without the benefits of citizenship, fighting discrimination at the cost of losing one of the only jobs they may be able to procure, may be seen as an excessive risk.

Furthermore, these studies reveal the importance of regional context when seeking to understand discrimination in the hotel industry. While some participants were confident that they would receive justice or improvement in their treatment upon reporting discrimination, others spoke of it as something that they thought they would continue to experience in other jobs, positions, or industries (Hsieh *et al.* 2017; Rahman 2019). In modern practice, research confirms that gender is assuming a new dimension. According to Ahmed, Granberg and Khanna (2021), White women gatekeepers utilise gender diversity as a weapon, opening important positions primarily for White women to gain power and maintain a racial hierarchy in the workplace.

(ii) Ageism, age discrimination and marginalization

Ageism and age discrimination are different, although the terms have been utilised interchangeably in policy and academic forums. Ageism originates from prejudice based on a person's beliefs and attitudes, however, people often have to retire at 60 or 65 years of age, so it

is built into workplace policies-even at government level. Much of age discrimination in the workplace is subtle, those affected may be unaware that they have been discriminated against (Jenkins 2018). There is loss of institutional/organizational memory because one can pay young people lower salaries and also that the government motivates youth employment. Prior research indicates that age discrimination frequently creates artificial limitations with consequences for all. These obstacles limit the effectiveness of older workers and influence employers not to consider hiring them. The negative consequences can discourage their recruitment, hiring, training, working conditions and career development (Ghosheh 2008).

Poulston and Jenkins (2016) conducted a study focused on barriers experienced by older workers seeking employment in the hotel industry in New Zealand. A total of 44 hotel managers completed questionnaires and participated in semi-structured interviews. Older workers were also interviewed. Upon analysing the results utilising frequency analysis, the authors reveal that age discrimination was evident in the industry. Although New Zealand hotels have policies directly prohibiting discrimination, younger hires were preferred for jobs over older employees, even when the latter were well-qualified for the positions. Considering the findings, the authors recommend systematically changing senior managers' perspectives and encouraging more research on the benefits of having a workforce distributed over a wide range of ages.

An article in Forbes (2020) magazine states that marginalization at work is an indicator of ageism. In modern organisations, when older workers are marginalised, they are frequently moved to positions that seem insignificant. Many companies utilise this tactic to force older workers to leave the organisation, thus permitting companies to avoid redundancy payments (Rocks 2018). The author further states that senior employees are forced into roles that no longer utilise their abilities, being factually and figuratively subdued. When people feel excluded from their workplace, they portray anger, and they are afraid, depressed, anxious, sad, and stressed. They become more isolated from their colleagues (Forbes 2020). When employees are marginalised, they become less informed, so when they have an opportunity to participate, their contribution may not be as accurate as in the past. Self-doubt enters and unintentionally, the employee proves the employer's bias (Rocks 2018).

(iii) **Sexual harassment**

The hotel industry, because of its social characteristics, is vulnerable to incidents of sexually harassing behaviours (Vettori and Nicolaides 2016). Women in the hotel industry are at high risk of sexual harassment owing to their work as housekeepers and their lesser power relative to that of their guests. Vettori and Nicolaides (2016) observe that many women clean the bedrooms—commonly considered intimate places—which motivates an undesirable response in some male guests. Additionally, women servicing rooms are usually isolated. A hotel may be deemed to be indirectly responsible for the sexual harassment of an employee if a general manager has prior knowledge of such conduct that ultimately contaminates the employee's work environment.

McLaughlin, Uggen and Blackstone (2017) researched the sexual harassment of working women. A mixed-methods design was utilised to investigate whether sexual harassment and the ensuing career disruption affects women's careers. The researchers utilised in-depth interviews and longitudinal survey data from the Youth Development Study. The results demonstrated that sexual harassment escalates financial stress, mainly by precipitating job change; and this can significantly alter women's career attainment. The above researchers concluded that many working women would experience sexual harassment at some point in their careers. Whilst some report this harassment, many leave their jobs to escape the harassing environment (McLaughlin, Uggen and Blackstone 2017).

The British daily newspaper *The Guardian* revealed that workers in hotels face a bombardment of abuse so frequently that it is considered normal behaviour. The investigation also revealed evidence of the widespread abuse of hotel employees. The majority of employees in the hotel and restaurant industry have been subjected to sexual harassment. Primary research collected from workers in the hospitality industry found that 89% of the respondents had experienced one or several incidents of sexual harassment during their working life (Topping 2018).

Evidence from workers suggests that sexual harassment is happening in plain sight, and many employers have been accused of failing to protect staff from regular abuse. Employees who have experienced sexual harassment and responded to the 'Unite the Union, not on the Menu' survey reveal that 56.3% had been targeted by a member of the public, whilst 22.7% said that a

manager had harassed them. At least one-half of the workers who had been harassed indicated that the experience made them want to quit their job and made them feel unsafe and less confident at work (Topping 2018). In another report, Marriot Hotel Group employees from North and South America, Africa and Asia met in Geneva to share their experiences of sexual harassment. They submitted a document titled 'Global Demands on Marriot Regarding Sexual Harassment' to Marriott managers during the 107th session of the ILO meeting to draw attention during the conference (Manek 2018).

In South Africa (Columinate 2018) researched sexual harassment in the workplace, interrogating approximately 1,000 employees. According to the report, 30% of women and 18% of men reported having been victims of sexual harassment. Harassment assumes different forms. For example, of individuals who experienced harassment, 15% reported that advances were verbal; and 38% stated that verbal advances turned physical with unwanted touching. Unashamed staring at body parts was reported by 42%, while 32% reported receiving messages of a sexual nature. In addition, 57% of women and 47% of men claimed that unwanted advances came from a workplace peer. Furthermore, 26% of women reported harassment by a boss or a superior. Amongst men, 20% indicated that they garnered unwanted attention and advances from their subordinates (Columinate 2018).

(iv) Bullying

Bullying is defined by the period, frequency, and intentionality of people in positions of power unjustifiably accusing, criticising, or humiliating others (Furnham and Treglown 2018); bullying can be utilised as a tool of dominance over colleagues. According to Schoemanlaw (2021), the result of bullying is loss for the organization both in terms of productivity and efficiency. Furthermore, it has a harmful effect on employees' mental and emotional well-being and on the working environment (Schoemanlaw 2021). However, Hsu, Liu and Tsaur (2019) investigated the effects of organisational justice and workplace friendship on the relationship between workplace bullying and hotel employees' well-being. Their sample included 310 entry-level employees from international tourist hotels in Taiwan. The study reveals that workplace bullying negatively impacted hotel employees' well-being. Tag-Eldeen, Barakat and Dar (2017) state that bullying from employers and colleagues at large is one of the most critical factors that

may affect employees' satisfaction in the workplace. Furthermore, Furnham and Treglown (2018) observe that treating others with disrespect has a powerful effect on an employee's sense of justice and contentment.

Other studies reveal that bullying directly affects the health of targets or employees who face and encounter continuous negative behaviours from their supervisors, managers, or colleagues. Workplace bullying is problematic; it causes nervousness, poor health, low self-esteem, tension, disbelief, overburdening, and anxiety. Workplace bullying may result from workplace violence or sexual harassment (Rai and Agarwal 2018). Although bullying is often not easily seen, the effects are usually explicit, such as illness and absenteeism, conflict and violence, depression and low self-image, as well as organisational inefficiency (Rockett *et al.* 2017), and intention to leave (Srivastava and Agarwal 2020). All of these factors ultimately negatively affect the individual at work. According to research, examples of behaviours that may constitute bullying are: inappropriate targeted practical jokes, threats, humiliation, unjust criticism, excessive performance monitoring, continued denial of requests for time off without a valid reason, unclear or unreasonable deadlines, sending abusive emails or messages to employees, and verbal abuse (Schoemanlaw 2021).

(v) Race, ethnicity, nationality, and origin

Sometimes race, ethnicity, nationality and origin are grouped. Although they are comparable, they are not identical factors. However, the issues concerning these factors have considerable potential to produce conflict. Racial inequality mirrors the inequitable treatment of people based on race, which results in differences in social and health outcomes, as well as economic and organisational outcomes in income, employment, and career growth (Bapuji and Mishra 2015). According to the International Convention for the Elimination of All Forms of Racial Discrimination (ICERD) cited in (SAHRC 2016), human beings are equal in dignity and rights. The existence of racial barriers is discordant with the values of any human society. Additionally, the ICERD highlights that the principle of dominance centered on racial separation is technically false, ethically deplorable, socially unreasonable, and hazardous. The world condemned Apartheid as a crime against humanity. However, post-1994, South Africa is still overwhelmed by its effects; and racism persists in pervading all levels of society (SAHRC 2016).

In 2001, South Africa hosted the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance in Durban, South Africa. A follow-up meeting by the Durban Review Conference in 2009 underscored concern over the number of issues and challenges that required to be solved to inhibit, overcome, and eradicate this form of discrimination (SAHRC 2016). Research has shown that many individuals who still suffer from racial or ethnic discrimination today are inclined to indigence; and South Africa is primarily characteristic of this. Previously, many Africans were deprived of equitable access to socio-economic services and were given sub-standard educational and employment opportunities. This history has given rise to a reality whereby the constant patterns of inequality in the country are connected to race (SAHRC 2016: 33).

Green (2009) explains that racial emotion is related to tension that people experience when they engage in interracial interactions. Research on racial emotions suggests that reducing negative emotions experienced by members of all racial groups in interracial workplace interactions may be an important key to reducing prejudice and intergroup inequality. In research by Paradies *et al.* (2009) on common racial-based discrimination, the participants highlighted distrust, name calling, disrespect, and insults as the most common in everyday activities. The researchers further stated that these types of discrimination demoralize the sense of belonging of individuals, resulting in poor health.

Researchers have analysed differences in the treatment of hotel employees in the same organisation to determine whether discrimination was evident. Recent research conducted by Yang and Peng (2016) centred on differences in earnings amongst Chinese hotel employees, and whether pay differentiation was justified or discriminatory. The authors administered a survey to 1,233 five-star hotel employees in Guangdong Province. Analyses of the survey data reveal that, on average, male hotel employees earned more than females. The job positions of employees mediated the association between gender and salary, as employees with the same job made the same amount, regardless of gender. This led to the conclusion that fewer promotional opportunities were offered to women, which could have obfuscated the existence of discriminatory pay differences. These results demonstrate the significance of understanding the nuances and antecedents associated with workplace discrimination. This manner of discrimination became evident only because the authors sought to understand the problem from various perspectives.

Rampant discrimination within the hotel industry is often indicative of some degree of corruption or systemic failure within a hotel's infrastructure (Gillard, Chen and Lv 2018). When HR policies are clear regarding what constitutes discrimination and the consequences thereof, particularly for those in power, discrimination is less likely to be widespread. A cross-case synthesis study reveals prevalent procedural corruption in four North American hotels (Gillard, Chen and Lv 2018). Employee narratives and journalistic accounts guided the analysis. In all four cases, procedural corruption occurred over time. The people in authority learnt to leverage assets, such as service technology and policy loopholes, to achieve personal gain while disregarding the wishes and needs of staff, customers, and their organisation. If corruption and the abuse of power are enabled through inadequate organisational infrastructure and policies, then it is far more likely that discrimination will be pervasive and addressed inadequately when reported. Furthermore, a culture of corruption is expected to lead subordinate employees to believe that reporting discrimination will not result in any improvement. In such cases, employees often elect to leave their job if they have economic freedom (Gillard, Chen and Lv 2018).

In organisations that practise discrimination, employees suffer retaliation for resisting discrimination or reporting policy violations to management. Such organisational immorality is widespread in some parts of the world. Olsen's (2004) study, cited in (Isaiah, Ojiabo and Alagah 2017), found that discrimination results in and reinforces inequalities; and can cause poor employee morale, high turnover, lack of commitment to the job and, subsequently, negative impacts on the organisation's performance. Discrimination constrains employees' freedom to develop their competencies and to select and pursue their professional as well as personal ambitions and skills. Consequently, competence cannot be advanced, and a sense of embarrassment, frustration and hopelessness follows.

In the Nigerian food and beverage sector in Rivers State, Isaiah, Ojiabo and Alagah (2017) empirically researched the connection between workplace discrimination and employee performance. They examined the extent to which workplace discrimination correlates with employee efficiency. Purposive sampling was utilised to select five companies that are members of the Manufacturing Association of Nigeria. A sample of 186 respondents was selected for the study. The authors, utilising the Spearman rank-order correlation coefficient, revealed a significant negative impact of workplace discrimination on employee performance.

An individual's past experiences may make them more likely to perceive specific actions as disrespectful or discriminatory, or to perceive that someone who complains about discrimination is overreacting (Eisenberg 2016). Green (2017) states that organisations inflame discrimination through the work environments that they construct. Furthermore, the law increasingly ignores this reality and intensifies the problem.

3.17.8 Evidence of inequality and discrimination in hotels in South Africa

South Africa has had a long history of discrimination amongst races. Whites have dominated all these years in terms of economic and political development. Furthermore, certain patterns of behaviour were adopted by the different races. According to the SAHRC (2016: 29)), extremely deep-rooted social patterns of behaviour constructed over a long period influence how people think and act in their daily lives. The South African perspective notably included qualities of subordination and differential treatment based on race, gender, disability, and class, in particular. Consequently, even today, it is typical for general social perceptions and institutional cultures to signify the values and norms of the dominant social group (SAHRC 2016).

Inequality and discrimination in South Africa are rooted in the past Apartheid system. Scholars in South Africa have achieved significant milestones through evidence-based assessments. In a report in the *Mail and Guardian*, Tolla (2020) stated that all Black people in South Africa, whether men or women, continue to suffer from subtle and overt forms of workplace racism. Many young Black people silently tolerate racism and discrimination at work, leading to being them overlooked, bullied, and overwhelmed, which results in depression. The author also observes that Black managers fail to protect young people from workplace racism and discrimination (Tolla 2020). This view is supported by McKaiser (2015), who highlights that in spite of key pieces of legislation affirming that Black people are legally entitled to substantive equality, racism remains alive and continuing in South Africa.

In prior research, Sommerville (2007) evaluated the concepts meant to improve supervision and their practical application in the hospitality sector. The author ascertains that several ethical dilemmas are present in the process of hiring and supervising hospitality sector workers. Factors such as the amount of pay, fairness, the age of employees and disabilities are addressed through legal frameworks and policy provisions. However, social factors and workforce demographics

have received little attention because of the limited concerns raised over these aspects. Sommerville (2007) argues that equal employment opportunity for workers in the hospitality sector is a critical concern that affects motivation and performance. Therefore, interventions such as working with the unions, establishing laws, creating awareness and providing training are utilised to create, sustain, and develop safe workplaces. Management scholars have undertaken a global effort to eradicate or reduce inequality in modern organisations, which has resulted in scholarly articles, seminar papers and presentations on this subject. Inequality and discrimination have been proven to affect job satisfaction, work involvement, commitment, and other work outcomes (Dan-Jumbo and Amah 2018).

Smit (2012) observes that the level of inclusion and workplace discrimination in the hospitality sector have not been adequately studied in South Africa. The scholar focuses on the existing regulations that require organisations to incorporate minority groups in their workforce and ensure that their needs are met. While some organisations have failed to meet the employment equity quotas for special groups, those who have attempted to implement these requirements have been unable to establish frameworks that discourage discrimination. Smit (2012) reveals that the discussion of employee inequality in South Africa has been undertaken regarding race and gender with little regard for minority groups, such as people living with disabilities. The scholar connects this tendency to a lack of knowledge and awareness about these dimensions being embedded in the policy frameworks. The author further states that the Department of Labour has been a central factor in perpetuating this skewed perception of workplace discrimination and inequality, especially in the hotel industry.

Makumbirofa and Saayman (2018) evaluated the hotel industry in South Africa regarding the number of employment opportunities offered every year. The scholars discovered that the sector contributes more than 10% of the total number of jobs provided in the country. Furthermore, the demand for qualified labour in the hotel industry in the country has increased over the past decade. The study forecasts that this trend will continue into the next decade. The high demand for qualified labour in this sector has resulted in other critical issues, including talent management, employee satisfaction, remuneration, and workplace diversity management.

Scholars, while connecting turnover to job elasticity, have indicated that business entities in this sector have enacted measures to curb the emerging high demand for qualified employees, and they have concurrently attempted to improve workplaces to augment retention rates. Makumbirofa and Saayman (2018) predict a future era of complex HR dynamics that could characterise the sector. The South African Human Rights Business Country Guide (SAHRBCG 2015) states that organisations in South Africa must adhere to specific HRPs in order to ensure a balanced workforce and a safe working environment that fulfils the dimensions of diversity and job satisfaction. The guide further declares that business entities, including those operating in the hotel industry, are required to formulate workplace policies that encourage equality, high workplace standards, security, and a conflict-resolution framework.

The above prescriptions imply that business enterprises are required to implement comprehensive measures to ensure that each employee is regarded and esteemed as an essential party in the company's affairs and has personal needs and expectations (SAHRBCG 2015). Nevertheless, there is no guarantee that all organisations inspect or monitor their operations and activities to guarantee a balanced and fair workplace for all workers. Consequently, some companies experience employee apprehension concerning discrimination, inequality, and prejudice.

The South African Human Rights Committee SAHRC (2017) underscores that the country has made significant changes since the advent of democratic governance. However, unfair practices have persisted across different sectors. The report asserts that historical divisions of the past still haunt the current campaign to eradicate discrimination in South Africa. Some of the critical factors that have encouraged the persistence of discriminatory tendencies are a lack of awareness and overemphasis on other forms of systemic discrimination. The report also affirms that social aspects are a critical part of encouraging workplace inequality and discrimination. Significantly, Caven and Nachmias (2017) reported that many organisations have established approaches to diversify the workforce and build an inclusive working environment. However, diversity, equality, discrimination, and social stigmas persist as vital organisational problems.

Isaiah, Ojiabo and Alagah (2017) listed different types of workplace discrimination, such as exploitation, dangerous working conditions, wage theft, and physical and emotional abuse. The

authors also stated that the factors that feed discrimination include in-groups and out-groups, negative media portrayals, anti-immigrant sentiments, ethno-racial profiling, and the criminalization of specific groups. According to Palumbo and Manna (2019), workplace discrimination can also be caused by prejudiced job design and work allocation; the discriminatory usage of promotion and awards; wage differences; unjustified increased workloads; and the misuse of HRM instruments. Furthermore, Isaiah, Ojiabo and Alagah (2017) state that prejudices in the workplace against people of different colours, cultures, ethnicities, or religious backgrounds reduce workers' creativity, induce deviant behaviour, and could lead to frequent high turnover.

3.17.9 Summary

Prejudice can be understood as preconceived negative notions or opinions about a certain kind of person, independent of their actual actions, beliefs or characteristics. Concurrently, a stereotype is a false belief about the nature of an individual based on observable characteristics (Kite and Whitley Jr 2016). The forms of cognitive and behavioural biases result from natural selection, but such biases are no longer effective or acceptable for characterising or analysing people. The intersectionality of many factors and the regional context must be considered when seeking to understand experiences of discrimination and inequality.

Workplace discrimination can be described as the unequal treatment of employees based on personal prejudice (Dhanani, Beus and Joseph 2018). Direct discrimination involves non-compliance with anti-discrimination laws, while indirect discrimination involves the implementation of policies or working conditions that result in unequal experiences (McGregor 1960). A tool such as the WPDI is useful for enabling organisations to evaluate the level and forms of discrimination experienced by employees. Within the hotel sector and other industries, pervasive discrimination often indicates some degree of corruption or systemic failure, which results in the abuse of power or ambivalent leadership (Gillard, Chen and Lv 2018).

3.18 Section 3: Human Resource Management

This section presents a discussion of human resources management (HRM) and human resources practices (HRP) within organisations. It reviews organisations' internal systems and structures, as well as formal and informal structures. Organisational culture is explained via the influence of leadership strategies. Organisational climate is discussed and followed by an

explanation of the importance of HRP and diversity management. Finally, the contents of the section are summarised.

3.18.1 Human resource practices within organisations

According to the literature, HRM lacks a harmonised single definition, and several scholars and researchers have advanced their various perceptions. The field of HRM includes many processes and strategies that are executed to enable employees to meet business objectives (Icy TalesTeam 2020). This detailed package of management policies and practices is executed inside the company. Since employees are essential to the organisation's survival, this has led to the development of HRP and policies to manage them.

HRPs describe the actions and policies enacted by an organisation's HR department (Noe *et al.* 2017). HR managers oversee myriad tasks, such as payroll, benefits administration, claim resolution and hiring. Effective HRPs are essential to a business and facilitate success or drive a business to failure. Boella (2017) posits that HRM is the sub-policy of the overall organisational policy. An organisation's HR policy is commonly known as its *personnel policy*. The author states that personnel policy 'should provide a framework that sets patterns of behaviour for the organisation and the individuals within it' (Boella 2017: 65). Policies provide a framework within which organisations or companies operate.

One set of HRPs is not sufficient for every business (Noe *et al.* 2017). The most effective practices depend on several factors, including cultural context, industry and size of the business. However, determining ideal practices for every business is essential, as HRPs and policies can significantly affect turnover, performance, and other employee-related variables. Scholars have recently explored HRPs within the hotel industry in different parts of the world. A case study conducted by Gannon, Roper and Doherty (2015) on eight international hotels examined their HR policies and proved that industry pressures and considerations largely dictated the policies and practices enacted by these hotels. The three most influential factors that affected HR implementation were the prevalence of low-risk modes of market entry, the dominance of U.S. hotels in the corporate hotel sector, and the homogeneous nature of the managerial labour pool.

A study by Nieves and Quintana (2018) reveals findings that hotels' organisational performance is affected by HRPs. Additionally, based on survey results from 109 Spanish hotels,

the researchers indicate that innovation within hotels is affected by HRPs through the mediating variable of human capital. Hotel employees are more likely to innovate when HRPs facilitate the most effective usage of their potential as employees. Al-Refaie (2015) came to similar conclusions regarding HRM's effects on a hotel's performance. Structural equation modelling was utilised to analyse questionnaires administered to 52 sales managers, 311 customers, 52 HR managers and 236 employees at hotels in Jordan. The scholar found that hotel performance along financial and innovative dimensions was significantly related to HRPs; employee satisfaction and loyalty; service quality; and customer satisfaction and loyalty. Thus, HRPs and employees' responses to the enacted practices can have significant implications for other aspects of hotel operations and performance.

The United Nations (UN 2020) conducted a global survey on racism and discrimination in the organisation. According to the report, slightly more than 20% of employees responded to the survey. The survey reveals that one-third of staff members believe that HR regulations and rules can be utilised unreasonably based on race, nationality, or ethnic background. Additionally, it finds that over one-third of those who experienced this discrimination did not report it, primarily because they felt that nothing would happen, lacked trust, or feared retaliation.

According to Bapuji, Ertug and Shaw (2020), organisations replicate inequality by utilising recruitment practices as gatekeeping mechanisms; by employing promotion practices that compel upward mobility; by allocating roles that confine employees to identities moulded by social categories; by engaging compensation practices that frequently reify economic disparities in concert with formal laws, regulations, societal norms and traditions; and by implementing structures that enforce inflexibility and reinforce existing power differentials. Additionally, organisational practices may influence inequality indirectly by, for example, petitioning for regulations and policies that are beneficial to companies and harmful to societies. Chang and Katrichis (2016) provide evidence that hotels consider HR a source of competitive advantage; however, some do not embrace the HRM philosophy.

3.18.2 Influence of the organisation's internal system

HR comprises the employees of the organisation. Moreover, HRM involves the practices and actions utilised to manage employees. The critical objectives of HRM are to activate

effectiveness and produce proficiency in the workforce. This can be achieved by meeting the organisation's goals. The HR department dictates the policies and practices that undergird a business and can be considered the centre of an organisation's internal system (Krantz 2018). A systems perspective is useful when seeking to understand how HRPs or other organisational components affect business. Any change in any one system component can affect the other components. Krantz (2018) discusses the importance of ensuring that every change made in the system is effective because of the disruptive nature of organisational change. A holistic approach to implementing HRPs and practices can ensure that potentially consequential, systems-wide changes do not follow. Organisation members rely on HRPs and practices for stability when faced with stress or organisational challenges. Thus, when large-scale changes are made to the core system that dictates how an organisation operates, many adverse reactions can occur.

According to Tam and Gray (2016), beyond policies and practices, organisational systems are affected by organisational infrastructure, which is the assemblage of the business processes and policies based on the defined responsibilities of its employees. The infrastructure also determines how information is conveyed; how work is completed (otherwise known as workflow); and the skills required of members at every organisational level. When procedures and policies are correctly implemented, employee efforts are geared toward achieving the organisation's objectives; and employee performance is predictable. It can thus be managed without problems. Green (2017) argued that modern organisations provide a physical venue for discrimination. The author further stated that employees are matched to the employment markets and sometimes even job categories according to their race and gender (Green 2017).

3.18.3 Structure of the organisation

(i) Formal and informal structures

An organisation's structure has both formal and informal components that affect one another (Quain 2019). A formal structure, or formal organisation, is characterised by well-defined job roles and networks of roles. Furthermore, a formal organisation can be pictured by how the structure of the organisation would appear were it mapped to demonstrate which department is responsible for specific tasks, and which people work together. Conversely, an *informal structure* or *informal organisation* describes interpersonal patterns of interaction amongst the organisation's

members. Some share beliefs, norms, and values that affect the modes of interactions (Quain 2019). Although components of informal organisation do not directly dictate how a business operates from a systems perspective, factors such as organisational norms of personal interactions that are prevalent in the informal structure can affect the organisation's formal structure.

Changes to the formal structure may be ineffective or impermanent if certain elements of the informal structure are not addressed. For example, implementing a new leadership role that oversees an entire department at the micro level of operation may be unsuccessful or difficult if the informal structure of the department previously involved a culture of work responsibility without supervision. Thus, changes to the formal structure should be undertaken in tandem with efforts to address the informal structure.

Formal and informal organisational structures have also been conceptualised as two means of describing the roles and relationships within an organisation (Worren and Scholderer 2018). In the characterization of a formal organisation, the job roles are distinct, and it is clear which individuals are subordinate and superior to others. Structuralist theory focuses on behaviours inside the workplace that initially may seem uncontrollable because they have been introduced into the workplace from the outside (Saucedo 2009). Moreover, an informal organisation has members who may fill different roles if the need arises; and the leadership structure has less defined distinctions between leader and follower (Worren and Scholderer 2018). Regardless of the method utilised to conceptualise formal and informal structures, both foster and improve an understanding of dynamics, roles, processes, and relationships within organisations.

According to research, organisational structures and institutional practices may enable the subtle, frequently unconscious operation of discriminatory bias in individuals, leading to differences in access to opportunity based on group status rather than individual merit. For several reasons, as hierarchies flatten, team-based work increases; evaluation and decision-making processes decentralise, minorities and women may find themselves at a standstill while their White male counterparts take full advantage of the flexible, interactive, inter-institutional workplace (Green 2005; Saucedo 2009).

3.18.4 Organisational culture: leadership and strategies

Gardner (2000) cited in Xie (2019) argued that leadership is a socially constructed process and generally occurs within groups and organisations. According to Laeeque and Babar (2016), leadership significantly influences business performance and organisational culture. However, organisational culture comprises the core values, beliefs, expectations, symbols, systems, language, interactions, and experiences associated with an organisation. Stated simply, organisational culture explains why individual organisations operate in unique ways at an interpersonal level. No two organisations have completely identical components of organisational culture. Scholars have maintained that organisational culture unites the required organisational behaviour amongst members (Zhang and Li 2016), promotes members' commitment to mutual goals and values, and permits the organisation to sustain a competitive advantage in the marketplace (Calciolari, Prenestini and Lega 2018). However, other researchers have noted that no empirical evidence supports these proposals (Hatnell *et al.* 2011 cited in (Kim and Chang 2019).

The culture of the organization is shaped using specific tools. These 'systems, practices and cultures in turn affect the interactions at work' (Colella and King 2018: 225), judgements and decisions of the employees who function within them every day (Green 2017). While business leaders are not responsible for developing all aspects of organisational culture, they determine the tone and establish a foundation in many ways (Whetstone 2017). A company's mission statement, for example, is a key facet of company branding that communicates the central values and beliefs associated with the organisation. Other facets of organisational culture, such as company norms, often arise over time from members' actions and responses (Chatman and O'Reilly 2016).

Leaders can enact strategies to influence the overall organisational culture based positively on ethical business principles. Whetstone (2017) characterised a virtuous organisational culture as one that centres on facilitating the common good; the prominence and positive character traits of leaders; and the consistent utilization of practical wisdom in decision-making processes. While interpersonal factors can derail stable and virtuous aspects of organisational culture, a favourable foundation established by the organisation's leaders makes such outcomes less likely.

Organisational culture has become a factor in recruiting new members to companies and organisations (Chatman and O'Reilly 2016). Recruitment efforts were formerly centred largely on

bullet-point metrics that could be quickly presented to potential recruits, such as average salary, company performance measurements and benefits. While these facets remain important to potential recruits, many recruiters are now focusing on promoting the culture of their organisation because it offers useful information about the workplace experience. Doing so can promote organisational culture and increase the probability that candidates will contribute cohesively to the existing culture instead of disrupting it (Chatman and O'Reilly 2016).

Bhuyan, McIntyre and Klieb (2018) examined the association between organisational culture and turnover intentions amongst employees at a hotel in Bangkok, Thailand. The authors utilised a quantitative approach to survey 201 employees of the five-star hotel. The researchers found that HRPs, social motivation and innovation were significantly related to turnover intentions. Furthermore, the level of cohesiveness, HRPs, communication, social motivation, innovation, guest focus, job variety, and continuing onboarding was associated with decreased turnover intentions. The authors concluded that evaluating a hotel's organisational culture can allow management to gauge employees' turnover intentions.

3.18.5 Organisational climate

In contrast to organisational culture, organisational climate is based on how the work environment is perceived by members (Schneider *et al.* 2017). Thus, the organisational climate is more subjective. However, the effects of organisational climate on factors such as employee productivity and performance are just as significant. Members' perceptions of the organisational climate have important empirical implications for organisational phenomena such as innovation, discrimination, motivation, and performance (Schneider *et al.* 2017). The perceived nature of organisational climate does not mean that leaders or organisational changes are not influential. As with organisational culture, leaders can guide the organisational climate through interactions with members and key decision-making strategies. Organisational climate can shift over time throughout a firm's life-cycle, although the nature of how and why organisational climates change in response to organisational change remains unclear (Schneider *et al.* 2017).

Leaders may concentrate efforts on enhancing the organisational climate towards a specific goal, according to (Shanker *et al.* 2017). The authors conducted research on how an organisational climate could be oriented towards innovation, which is a business characteristic in significant demand in the global marketplace because it is key to a competitive advantage. Findings based on

a survey of 202 managers in Malaysian companies indicated that the association between organisational performance and climate that promotes innovation is mediated by innovative work behaviour. Thus, the relationship between the organisational climate that is perceived by members and organisational performance may be significantly affected by the nature of organisational behaviours and actions that are encouraged or emphasised in the organisational climate (Shanker *et al.* 2017).

3.18.6 Human resource policies

HR policies can be divided into categories as follows: (i) recruitment and selection, (ii) career management, (iii) performance management, (iv) training, (v) job design, (vi) compensation, and (vii) quality of work-life and worker participation. According to Pereira, Dos Santos and Pais (2019), each concept has solid support in the UN Decent Work Principles. These collectively form a valuable compass to guide the actions of social, economic, and political agents. Scholars have conducted research to understand these policies and to discover ways of augmenting them. One consequence of this academic approach is that it has, to some extent, created a traditional understanding of the way that these policies should be conducted and summarised in academic books. These prescriptions do not necessarily bear similarity to how these policies are implemented. Recruitment and selection policies govern how new employees are sourced and hired. This policy category guides the organisational conceptualisation of the value of new human capital and which skills, and values are in demand. They also govern hiring practices and the orientation provided to new employees (Noe *et al.* 2017).

Research by Goodin *et al.* (1998) cited in Colella and King (2018: 44), demonstrates that people in positions of power, such as managers and supervisors, are more likely to turn to stereotypical assumptions about social out-groups and ignore the information that may counter the stereotypes. They also observe that decision-makers are more likely to rely on stereotypes under conditions of threat or uncertainty. Related theoretical perspectives have explained why decision-makers discriminate. Social identity theory proposes that people categorise others as in-group or out-group members based on prominent individual characteristics (Tajfel *et al.* 1979). Categorization initiates positive cognitive and emotional reactions towards in-group members and insulting responses towards out-group members, a phenomenon that is thought to enhance self-

esteem. The positive reaction towards in-group members should lead to their unique selection within organisations (Tajfel *et al.* 1979).

(i) **Recruitment and selection**

According to Kimberlee (2019b), hiring and retaining employees is critical for the organisation's success. Joan Acker 2009 cited in Koivunen, Ylöstalo and Otonkorpi-Lehtoranta (2015) state that recruitment and selection are processes that contribute to creation of workplace inequality. However, a systematic recruitment process assists the company in decreasing the chances of becoming involved in employment-related legal issues. Employers can be sued for bias if a candidate feels some level of discrimination, resulting in not getting a job (Kimberlee 2019b).

Employees consider HRM an important area, as it directly affects their lives and interests. Past oversight activities have identified several shortcomings in organisations' selection processes. For example, staff rules and regulations are subject to misinterpretation, and staff entitlements and selections have proved vulnerable to fraud. According to experts, audit and experimental analyses have produced powerful, meaningful perceptions on biases in the hiring process, mainly towards race or gender (Pedulla 2018; Roscigno 2019; Yavorsky *et al.* 2019).

On gender, Ahmed, Granberg and Khanna (2021) analysed employer responses to more than 3,200 fictitious job applications across 15 occupations. Overall, favourable employer response rates were higher for women than men by almost 5%. The researchers found that employer response drove this gap in female-dominated occupations. Male applicants were less likely than female applicants to receive a positive employer response in female-dominated occupations. For male-dominated and mixed occupations, the authors find no significant differences in positive employer responses between male and female applicants. The results align with meta-analytical research of the same nature (Ahmed, Granberg and Khanna 2021).

Caven and Nachmias (2017) observe that stereotypes influence what people pay attention to and the information they later process. The authors argue that stereotyping becomes a problem in face-to-face interviews. Interviews are common, and evidence signifying their proneness to bias, and discrimination is relatively well-documented. Once an employee secures a job, systemic discrimination continues to affect the individual in the organisation. Colella and King (2018) state that systemic discrimination does not halt once someone is employed by the company. Racial bias

affects negotiations over starting pay, future wages, and upward mobility. Disadvantaged employees initially earn less money than their White colleagues, an inequality that compounds over time. Black employees also receive promotions less frequently (Colella and King 2018).

(ii) **Career management and performance management policies**

This set of policies explicates and defines which employee performs which role within the organisation. This category also involves the clarification of each employee's responsibilities, thus making the establishment of accountability less of a challenge if a problem occurs. Clarifying roles and accountability also further establishes the position of each employee within the organisation's management hierarchy. According to McGinley, Hanks and Line (2017), career progression opportunities are a concern in the hotel industry. Research reports that the majority of employees do not see their employment in the hotel industry as a long-term career commitment, but as a temporary endeavour or a stepping-stone to better employment.

The above study supports the findings of Bednarska and Olszewski (2013), who conducted a study in Poland with a sample comprising 345 undergraduates and graduates in tourism and hospitality studies. An analysis of the results reveals that the majority of students did not intend to remain in the hotel and tourism industries, resulting in hotels losing tacit knowledge to other industries. Brown, Thomas and Bosselman (2015) noted that college-leavers who joined the workforce did not foresee certainties of careers in the industry based on compensation, work-life balance, and working conditions. Kiruthiga and Magesh (2015) observed that the critical factor in increasing employee loyalty and retention in the hotel industry is career development. However, career advancement opportunities are limited in the hotel industry.

Awang *et al.* (2015) conducted a study of 130 academicians in Malaysia and observed that the influence of academic development and organisational climate encouraged stronger organisational commitment and subsequently reduced staff turnover intentions. Leaders who focused on intellectual development, academic tasks, and organisational happiness encouraged higher organisational commitment and improved job performance, leading to reduced intentions to leave the organisation. The next set of policies is performance management policies.

(iii) **Performance management**

This involves the evaluation and regulation of employee performance. Clear goals are established for employees, with metrics for determining whether goals have been met. If goals are not met, an established protocol informs decisions for better supporting the employee or determining when the termination of the employee's services may be necessary. However, performance identity theory provides insights into how employees adapt their behaviour to cope with stereotypes or perceptions about their ability, skills, and aspirations in the workplace (Saucedo 2009).

When promotions are done unfairly based on race, gender, or sexual orientation can lead to frustration and anger among employees (Finn 2017). Vough and Caza (2017) studied the process that follows a denied promotion. According to Sitkin, Cardinal and Bijlsma-Frankema (2010: 57), organizational controls work by comparing "the performance of employees against established standards". Walker and Caprar (2015) studied the effects of this performance management on individuals' performance identity. Similar to the conclusions drawn by Gill (2019), the authors observe how individuals who see their performance identity under threat as a consequence of an assessment will likely react by either disregarding the importance of performance, creating their definition of performance that permits them to assess themselves positively, or moving away from defining themselves through their performance (Walker and Caprar 2015).

Career development and performance management shape employees' ability to develop and foster their commitment to the organisation (Colella and King 2018). Organisations provide training to employees in order that they continue to gain the knowledge and expertise required to perform their tasks for growth in their careers. Nevertheless, career development also occurs informally due to the different types of jobs that people perform. Additionally, the relationships they build with their colleagues and senior managers within the organisation enable career growth. However, inequality can impact employees if management fails to address a lack of training.

According to Colella and King (2018), demographic factors are predominantly inclined towards second-generation bias, which involves structures and patterns of interaction within the workplace that ultimately eliminate members of non-dominant groups. Performance management

occurs through formal and informal channels. Second-generation bias can affect both channels—the job content and the relationships. Colella and King (2018) stated that tasks are often allocated so that members of subordinate groups spend more time engaged in low-status activities. These activities benefit only the organisation, but neither count for promotion nor contribute to an employee's development. Task segregation relegates subordinate group employees to invisible, difficult work and low status, while the dominant group spends time on tasks of greater career development value.

Career development for the non-dominant group is complex, because these individuals must overcome a combination of obstacles such as stereotyping, attitudes, role expectations, behaviours, and discrimination when selecting their career path. Their success depends on their education, prior experience, and achievement of better performance ratings than White males in the dominant group (Valenziano 2008 cited in (Colella and King 2018)). Fletcher (2001) cited in Colella and King (2018) stated that individuals in the non-dominant group are allocated routine work and have fewer opportunities to practise the skills required to perform tasks that are more connected to the main organisational purpose. The opportunities for development, knowledge transfer, and learning arise as a function of the size and structure of people's networks and patterns that characterise their daily workplace dealings. Additionally, the behaviour barrier emanates from supervisors who wish to deny minority workers self-sufficiency and freedom to learn. These supervisors achieve this end by manipulating those with less experience, by not utilising workers' talents to their full extent, and by crediting the accomplishments of minority workers to other workers (Valenziano 2008 cited in (Colella and King 2018)).

(iv) **Training policies**

The next policy to be considered is the training policy. Training ensures that all employees are adequately equipped with the knowledge and skills required to fulfil their job description and workload. Training policies dictate how training occurs; whether continued training is necessary; and what employees should be capable of because of training. Opportunities for professional development that are not essential to role fulfilment may also be addressed through this category. According to Atugi (2018), quality and customer satisfaction are critical to the hospitality industry predominantly because of word-of-mouth communication. The author further states that quality involves knowledge, skills and thought, which lead to a hotel's survival and development.

Therefore, staff training improves employees' professional knowledge, proficiency, and appropriate ideas. This motivates and encourages workers by providing them with vital information for the work, assisting them in recognising the importance of their jobs. Lee, Back and Chan (2015) commented that employers have the responsibility to provide adequate working conditions to improve workers' professional development. Furthermore, according to Huang and Su (2016), conducting on-the-job training leads to job satisfaction and reduces employee turnover.

Studying 859 hotel employees in the United States, Lu *et al.* (2016) found that younger employees' intention to leave the organisation was more likely than with older workers. However, the hotel industry in South Africa and worldwide is full of young employees and women who face difficult working conditions. Accordingly, supervisors have an opportunity to provide continuous training to assist younger employees and encourage retention (Lu *et al.* 2016). Employers should offer employees opportunities to develop key internal relationships, and supervisors should also provide coaching in career opportunities and job performance (Kang, Gatling and Kim 2015). Employees are more actively engaged in the organisation when they are encouraged to improve themselves, according to (Lee 2016). Promoting key internal relationships amongst different races encourages a conducive working environment that does not foster discrimination.

(v) **Job design**

Job design involves the designation of key tasks and responsibilities to people in specific job roles. Job design also involves designating workflow whenever possible so that processes and tasks are performed utilising the most efficient and effective methods each time. Furthermore, job design policies clarify how and when people in different roles cooperate towards common goals (Van den Broeck and Parker 2017). The consequences of job design include a) employee health and well-being; b) attitudes such as job satisfaction and commitment; c) employee understanding and learning; and d) behaviour such as productivity, absenteeism, proactivity, and innovation (Van den Broeck and Parker 2017).

Job design is another way in which organisations produce inequality. Job classification assigns weighting to skill sets so that jobs commonly thought of as women's jobs pay less, and those thought of as men's jobs pay more. This also applies to skills needed for administrative work and those required for blue-collar jobs. In this case, class hierarchies in organisations, with their

embedded gender and racial patterns, are constantly created and rewarded through organisational practices (Acker 2006).

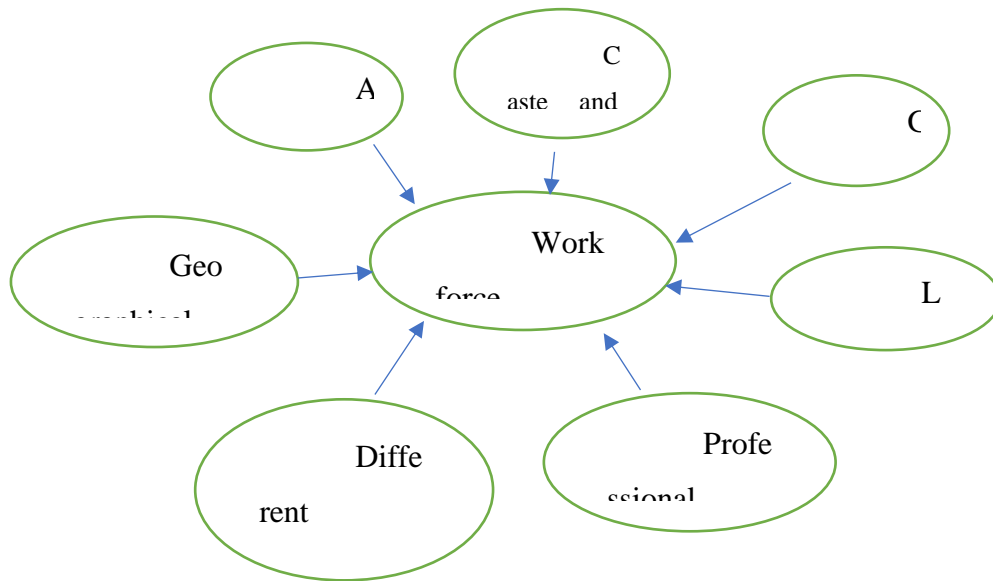
(vi) **Compensation**

Compensation policies are the final category of HR policies. The policies involve designating the amount of money that employees are compensated for their time and the dispersion of company benefits, such as health insurance and reduced tuition costs. In recent years, unique benefits and amenities have become a dominant part of compensation policies in order to allow companies to gain a competitive advantage in attracting employees (Noe *et al.* 2017). According to Stamarski and Son Hing (2015), institutional discrimination is predominant in several aspects of HRM policies that determine employee selection, performance evaluation, and promotions. HRM policies are utilised to guide HRM-related decision-making. Personal discrimination against candidates or employees can occur throughout HRM-related decision-making regarding recruitment and selection, role assignments, training opportunities, pay, performance evaluations, promotions, and termination (Stamarski and Son Hing 2015). This is a continuing problem within organisations. Researchers have claimed that some organisations with many employees attempt to condense pay disparities and enhance working conditions, which consequently decreases economic inequalities in society (Cobb and Lin 2017).

3.18.7 Diversity management and discrimination

Diversity management is a category of organisational policy and practices devoted to recruiting, retaining and promoting diversity and inclusivity (Syed and Tariq 2017). Diversity management provides new viewpoints on problems. However, it presents challenges in combining the team and achieving agreements. According to Tsogas and Subeliani (2005), cited in Ukachukwu (2018) equal opportunities and affirmative action are essential prerequisites for diversity management. The process assumes a universal integration of strategies constructed in an organisational culture that is receptive of diverse employees. Furthermore, Schermerhorn and Bachrach (2015) argued that diversity comprises the many traits that make a person unique, whether observable (e.g. race, gender, and age) or non-observable (e.g. ethnicity, religion, education, and ability) characteristics. Figure 2.6 on page 101 depicts the key variables of workforce diversity, as adopted from (Saxena 2014).

Figure 2.4: The key variables of workforce diversity



Source: Saxena (2014)

According to Saxena (2014), managers should emphasise the use of the dimensions in the diagram above to reduce the negative impact of cultural diversity in the workplace. The conclusion by Sharma (2016) is dependent on Saxena (2014)'s observations in this study. The author notes that if all variables affecting workforce diversity are adequately managed, employee productivity is augmented. Sharma (2016) states that friendly interpersonal relationships improve productivity and generate helping behaviour. With the increase in racial and cultural diversity, business organisations must understand how to manage a diverse workforce (Kalargyrou and Costen 2017). Employees must be selected regardless of gender, race, or cultural background. Davis (2018) asserts that diversity is a vital component of a work culture that promotes the value of the workforce.

Diversity management strengthens organisations by promoting unique and under-represented perspectives, while ensuring that potential recruits could benefit and that they are not overlooked due to implicit bias or prejudice. Part of diversity management is ensuring that employees are diverse and that they reflect the experiences of many kinds of people. Moreover, diversity management involves establishing policies and practices that protect diverse members from discrimination (Joo, Kong and Atwater 2018). Furthermore, it underscores respecting and

building on individual differences so that all employees reach their maximum potential (Mehra and Sharma 2018).

Sherbin and Rashid (2017) maintain that diversity can only succeed if all races are included. Therefore, the work environment must be one of inclusiveness. Barak (2015: 85) explains that inclusion involves ‘employee perceptions and [knowing] that their unique contribution to the organisation is appreciated and their full participation is encouraged’. Diversity management entails establishing hiring practices that promote inclusivity, as well as developing training to promote diversity and prevent discrimination (Noe *et al.* 2017). Additionally, policies must be established which define problems such as inequality and discrimination; and clarify that the consequences of disregarding policies meant to protect marginalised employees may be disastrous. Before developing these policies, evaluating members’ attitudes and perspectives about diversity is often helpful to determine the extent of diversity-related training that may be necessary (Joo, Kong and Atwater 2018).

Dover, Kaiser and Major (2020) observe that organisational diversity initiatives and policies that are intended to enhance organisational objectivity and promote the inclusion, hiring, retention and promotion of under-represented groups are pervasive. Despite the widespread execution of diversity initiatives, several empirical investigations point to challenges connected with these initiatives. Profit-making organisations, particularly international organisations, must address cultural diversity issues (Ashikali and Groeneveld 2015). This issue is particularly pertinent to the hospitality industry, which is characterised globally by immigrant workers (Malik, Madappa and Chitranshi 2017; Adu-Febiri 2018). Organisations are increasingly incorporating members who reflect diverse backgrounds, experiences, and perspectives. Furthermore, diversity management policies should not be made to fit these people into established roles and tasks, but rather to adapt existing procedures and policies to ensure that they do not reflect a perspective or approach that characterises a single group of people (Adu-Febiri 2018).

Dover, Kaiser and Major (2020) state that diversity initiatives in companies may lead to a supposition of fairness for under-represented groups, making discrimination challenging to distinguish and prosecute. However, these initiatives may lead to a presumption of injustice for members of over-represented groups, heightening the probability that conventionally advantaged groups may understand themselves as victims of discrimination. Scarborough, Lambouths and

Holbrook (2019) researched whether workplace diversity policies were more effective when managers and workers supported them. They analysed data from a survey designed to evaluate public opinion on a range of workplace diversity policies. They also explored how support for these policies differed by race, gender, and targeted population. The researchers utilised ordinary least squares regression models to analyse a diverse sample. They found that women, Blacks and Latinas or Latinos were more supportive of diversity policies than men and Whites. Additionally, they found that respondents report lower support for workplace policies that are implemented to increase diversity than when they are required to address discrimination or when no justification is offered for the policies.

Joubert (2017) explored the diversity management strategies utilised by South African businesses. A total of 72 employees participated in the study, representing a broad range of experiences as well as race, gender, and cultural origins. Semi-structured interviews and focus groups were conducted on the diversity management practices utilised in the participants' workplaces. Overall, participants indicated that effective diversity management practices address inequality, discrimination, cultural differences, stereotyping, misunderstandings, conflict, and communication challenges. However, some also expressed that diversity management seems costly in time and fiscal resources and that not all employees may benefit from diversity initiatives.

The results highlight the subjective nature of experiences of inequality, discrimination and other challenges encountered by marginalised groups in the workplace. Participants in Joubert's (2017) research were more likely to be White (44.45%), male (67%) and English-speaking (61%) than persons of colour, females, and indigenous or Afrikaans-speaking. Therefore, subjects who are not a part of populations who directly experience poor acceptance of diversity in their workplaces may have difficulty conceptualising the value of measures undertaken to prevent discrimination, increasing the acceptance of diverse employees.

However, as more people converge from different countries and cultures, interaction will increase and diverse people will work with one another in global workplaces (Hebl, Cheng and Ng 2020). Studies by Derous, Ryan and Serlie (2015) and Zhao and Biernat (2017) demonstrate that people often reveal bias against individuals seen as foreigners or immigrants. In other words, national origin is also utilised as an identifier to discriminate against people.

Sharma (2016) stated that managing employee diversity in the hospitality industry includes understanding differences concerning the non-discrimination of employees in their workplace, and paying no attention to their nationality and gender, amongst other differences. Hsiao, Auld and Ma (2015) note that hospitality organisations that employ a diversified workforce have a competitive advantage in the marketplace since they can develop creative ideas and solutions generated by their employees. Additionally, diversity management has many organisational benefits when enacted and implemented effectively (Shore, Cleveland and Sanchez 2018). Research by Mazibuko and Govender (2017) centred on how South African employees and managers perceived the value of diversity within their organisations. Some 227 employees and managers were provided with the Towers Watson Employment and Employee Insight Survey to evaluate several hypotheses related to diversity and organisational performance.

From the results yielded, utilising inferential statistical methods, Mazibuko and Govender (2017) revealed that during the previous five years, the performance and success of the studied organisation were significantly enriched by diversity. Diversity management practices at the research organisation fostered innovation, creativity, and appreciation that resulted in a competitive edge in diverse markets. Additionally, diversity management practices were utilised to improve productivity and retention, as well as to attract potential hires.

Badran and Khalifa (2016) studied the importance of diversity management in the Egyptian hotel industry. The authors cited the significant costs incurred due to high rates of employee turnover in these organisations, particularly amongst management and upper-level employees, which may result from poor diversity practices. The authors administered questionnaires to 348 subordinates and managers of five-star hotels in Luxor and Cairo. Field research methods were utilised to guide the study. Upon analysing the data, Badran and Khalifa (2016) revealed that overall, the employment culture in the participating hotels was inclined to support diverse employees and their career development. Furthermore, measures and policies which ensured that perpetrators of discrimination or other detrimental behaviours could be held accountable were evident. The authors concluded by noting that an organisational culture that supports diversity can foster everyday actions, attitudes, and policies supporting diversity.

The research study by Stoermer, Hitotsuyanagi-Hansel and Froese (2019), conducted in South Africa with 154 employees, exposes the mediating role of workplace racial harassment in the association between employee race or ethnicity and job satisfaction. Additionally, this study investigated the regulating effects of career-related variables, such as career orientation and managerial rank. The outcomes of the survey demonstrate that Black South Africans experienced more workplace racial harassment than White employees and thus enjoyed lower job satisfaction. According to the study, the damaging effects of workplace racial harassment on job satisfaction are more noticeable amongst highly career-oriented individuals or amongst employees with no or low managerial rank, rather than amongst other employees.

A study by Ray and Preston (2015) involved corporate workplaces in Toronto, Ontario, Canada, finding that racial minorities experienced an overwhelming degree of discrimination in workplaces that ranked high in diversity. The study also revealed that perceptions of unfair treatment were generally more dominant in racially diverse workplaces, which the authors believed raises important questions for the default connotation between ethnic or racial diversity and socially progressive work environments. In Australia, Kosny, Santos and Reid (2017) conducted several interviews and focus groups with new employees. The study examined immigrants' experiences of finding employment and their working conditions in Australia. The results indicate that new immigrants in Australia found it disproportionately difficult to secure jobs that precisely connected with their past education and training, which often led them to de-emphasise their culture and race in order to enter Australian workplaces.

However, some scholars hold a different view on diversity management programmes. Kersten (2000) cited in Wrench (2008) stated that diversity management seems to result from enlightened growth; and organisations willingly undertake it to build a diverse and hospitable environment that supports all races. The author further stated that this concept represents a model that is rational rather than structural. It emphasises communication, training, mentoring and teamwork, and excludes the critical concerns of fundamental equity and accountability. However, these programmes fail to consider the intensely entrenched nature of racial problems, and disregard the extent to which efforts are influenced by both organisational and societal contexts (Wrench 2008).

In line with the above observation, Green (2017) argued that diversity management highlights individual behaviour in separate communications rather than fundamental changes in the structural or cultural influence in these contacts. Other scholars, such as Ashikali and Groeneveld (2015) have noted that diversity management and leadership are essential for promoting organisational inclusiveness. However, supportive leadership is a prerequisite for enabling successful cooperation in various teams (Guillaume *et al.* 2017), and consequently for encouraging inclusiveness in organisations and groups (Mor Barak *et al.* 2016; Paustian-Underdahl *et al.* 2017; Randel *et al.* 2018; Shore, Cleveland and Sanchez 2018).

A recent study by Ashikali, Groeneveld and Kuipers (2020) added that an inclusive environment allows managers to curate a broad range of viewpoints and ideas, allowing different teams to voice their opinions. The authors further stated that companies rely on diversity training to reduce bias on the job, in conducting tests and in performance ratings that seek to limit recruitment and promotions. Additionally, this training allows them to implement grievance systems that permit employees to challenge managers. These techniques are intended to prevent litigation by monitoring managers' thoughts and actions. However, research studies demonstrate that this force-feeding can activate bias rather than eliminate it (Dobbin and Kalev 2018).

3.18.8 Supervisor-subordinate relationships and workplace discrimination

Supervisors have a critical role in enabling learning in their subordinates. The Bernard (1979) discrimination model suggests three general roles of supervisors: teacher, counsellor, and consultant. These three roles provide supervisors with natural avenues for fostering solid supervisory relationships with employees (Crunk and Barden 2017). In addition to offering support and feedback, supervisors can impart knowledge and enable subordinates to gain new skills—a factor of supervision that surfaces in the majority of supervision models (Bernard 1979).

Research confirms that discrimination by supervisors reduces an employee's level of organisational commitment and job satisfaction. The effects of supervisory discrimination have been proven to permanently impact an employee's career goal attainment (McLaughlin, Uggen and Blackstone 2017). McGregor's X and Y theories state that the supervisor's approach to subordinates influences the outcome of the workers. Individuals who receive consideration from their supervisors have positive feelings of being granted preferential treatment (McGregor 1960).

However, managers tend to have the power to create both productive capacities and counterproductive environments (slam, Saiful and Eva 2017).

Studies have indicated that attitudes concerning social inequality are influenced by an individual's position within the stratification system. Smith and Hunt (2020) argued that, in the workplace, Whites in authority exercise control over human resources and human resource policy—including policies designed to curtail workplace bias and alleviate inequality. Thus, White authority figures' beliefs regarding the causes of Black and White inequality likely shape how they embrace, promote, and discharge equal opportunity policies (Smith and Hunt 2020). The authors further state that, while White subordinates do not exercise decision-making authority, their shared collective racial identity with White superiors—and competition with racial minorities for scarce resources—suggests that their racial perspectives are also relevant to any assessment of the efficacy of workplace policies (Smith and Hunt 2020).

Research evidence indicates that Blacks employed in middle- or lower-class jobs generally report to White supervisors and have White co-workers. Therefore, as supervisors, Whites oversee the work of White and Black employees, and as co-workers, Whites compete with Blacks for scarce resources throughout each stage of the employment process (Smith and Hunt 2020). The use of such control creates opportunity hoarding (Tilly 1998) in the diversity space, permitting leaders summarily to ignore race and gender in their definitions of diversity. They may hence ignore the actual content of diversity-related policies and practices, or mask bias aimed at anti-discrimination policies. The practical consequences of such domination may mean that the primary recipients of diversity policies and group-based preferences are those who share a universal racial identity with decision-makers (Smith and Hunt 2020).

However, research suggests that members of dominant groups, such as those occupying positions of decision-making authority, generally manifest higher levels of social dominance than their subordinate counterparts. This results in a more negative view of marginalised populations (e.g., women and racial minorities), greater political conservatism, and more prejudicial attitudes in general. The relationship between supervisor and supervisee is positioned as hierarchical and evaluative; it extends over time; and enriches the subordinate's professional functioning while simultaneously monitoring and gatekeeping the profession (Bernard and Goodyear 2019).

Tolla (2020) states that employees promoted to managerial positions generally do not have the skills to address discrimination and racist behaviour. Occasionally, line managers preserve discriminatory and racist attitudes in the workplace, making efforts to overcome these beliefs ineffective. The author further observes that in many institutions, the HR personnel are regularly ready to hide racist inclinations, and HRM typically supports management or the dominating group (Tolla 2020).

3.18.9 Summary

HRM practices characterise actions and policies implemented through an HR department (Noe *et al.* 2017). The HR department may be pictured as the centre of an organisational system (Krantz 2018). Since change can be highly disruptive to organisational systems, every change made within the system must be well-planned and meaningful. The structure of an organisation has both formal and informal aspects. The formal structure includes well-defined job roles and networks that connect the roles. Conversely, the informal structure describes interpersonal patterns of interaction amongst members. Organisational culture is ideally understood as the unique way in which individual organisations operate on an interpersonal level, while organisational climate describes how the work environment is perceived by members. Although the organisational climate is based on members' perceptions, it has critical empirical implications for organisational phenomena (Schneider *et al.* 2017).

HRM policies can be divided into categories, namely recruitment and selection, career management, performance management, training, job design, and compensation. Diversity management policies are intended to promote diversity and inclusivity through various approaches. Globalism and multiculturalism have increased in the hotel industry in recent years, thus increasing the value of diversity management in global contexts.

3.19 Section 4: Implications of Workplace Inequality and Discrimination

3.19.1 Introduction

The purpose of private sector organisations is to earn a profit, unlike public organisations. Consequently, any activity that threatens this profit motive is likely to be condemned or eliminated (Lewis 2017). Literature confirms that workplace inequality and discrimination have important

influences on beleaguered individuals (del Carmen Triana, Trzebiatowski and Byun 2015) and organisations (Smith and Simms 2018).

3.19.2 Individual level

Dhanani, Beus and Joseph (2018) theorise that workplace discrimination threatens a person's sense of self and intensifies feelings of marginalization. This produces a stress response that may manifest in adverse mental and physical health, as well as reduced employee performance results: negative job attitudes, decreased positive and increased negative workplace behaviours, sickness-related absenteeism, turnover, grievances, compensation, litigation, and reduced productivity (Triana, Jayasinghe and Pieper 2015; Dhanani, Beus and Joseph 2018).

Even when discrimination is not intentional, it can negatively affect individuals, work groups and organisations (Cheng *et al.* 2018). Business scholars have documented that discrimination can negatively impact not only targeted individuals, but also colleagues who sympathise with the victim and see this as job insecurity. These colleagues are believed to experience stress levels similar to the victims as they have observed how the victims were treated, thus perceiving their own work situation as also threatened (López Bohle, Chambel and Diaz-Valdes Iriarte 2018).

When individuals experience persistent discrimination, they may internalise the prejudice or stigma that is directed against them, manifesting in shame, low self-esteem, fear and stress, as well as poor health (UN 2018a: 1). Finn (2017) argued that workplace discrimination can have shattering consequences on the offender and the victim. Dozens of studies have documented negative physical and mental health consequences of discrimination. Triana, Jayasinghe and Pieper (2015) conducted a meta-analysis of workplace racial discrimination studies to determine how employee outcomes were affected. A total of 79 effect sizes were found within existing research and examined. Upon analysis, the authors revealed that perceived racial discrimination was negatively associated with physical and psychological health, job attitudes, perceived diversity climate and organisational citizenship behaviour. Furthermore, individuals' coping behaviours to lessen the impact of discrimination were positively associated with perceived racial discrimination (Triana, Jayasinghe and Pieper 2015).

Sometimes negative effects that stem from discrimination or harassment may result from an organisation's misguided intentions (Powroznik 2017). In programmes aimed at promoting health within organisations, positive intentions can result in discrimination. While many organisations implement health promotion programmes to improve access to healthy lifestyle options or to incentivise employees to maintain health, Powroznik reveals a connection between health-promotion programmes and weight-based discrimination (Powroznik 2017). In the hiring recommendations, the author finds that overweight employees were more likely to be rated poorly by companies if a health-promotion programme was in effect. Thus, the intention to promote healthy lifestyle choices was warped into legitimising negative stereotypes about obesity and the association between weight and health. Doing so can lead to negative self-perceptions for overweight employees and the false sense that they are doing their job less effectively even when they are not (Powroznik 2017).

Several studies have revealed that workplace discrimination results in psychological strain symptoms, negatively affecting employees' job attitudes, and negatively correlating with employees' well-being and job satisfaction. According to Jones *et al.* (2016), work-related behaviour could include reduced work productivity. The authors also stated that affected work-related attitudes may include lower job satisfaction, lower organisational commitment and higher intent regarding turnover. Research has confirmed that a reduction in productivity impacts the organisation if the problem is not solved. The psychological effect involves a lack of self-confidence, mental distress, low self-esteem, anxiety and depression, lack of cooperation, insecurity, and feelings of helplessness. While many studies have indicated that discrimination negatively affects physical and mental health, few have provided details about specific negative health effects.

Cheung *et al.* (2016) note that adverse physical health outcomes associated with discrimination increased the stress response; increased cardiovascular reactivity; heightened blood pressure and substance usage; and increased the likelihood of participating in unhealthy behaviours. Negative psychological outcomes related to discrimination include depression, anxiety and psychological distress. Furthermore, continual discrimination, which causes adverse effects on physical or mental health, can result in increased discrimination, thus perpetuating a vicious cycle. Similarly, a study published in the *American Journal of Preventive Medicine* noted

that the workplace is amongst the most common settings where individuals experience discrimination. The authors found that individuals who suffer from workplace discrimination report greater work-related stress, leading to poor health outcomes due to the adoption of unhealthy coping mechanisms (Triana, Jayasinghe and Pieper 2015).

Cheng *et al.* (2018) observe that when individuals from a stigmatised group are employed with advantaged group members, they may be subject to any of three dynamics, as explained by the Kanter Theory of Token Dynamics (1977). The first token dynamic is increased performance pressures based on the increased visibility of the token and the fact that they are being judged as representative of their entire social group. The second is social isolation, which results from being different from other group members. The third dynamic is stereotyping, which requires the token to assume an expected role. These dynamics can reduce satisfaction and performance, as well as increasing turnover (Goldman *et al.* 2006 cited in (Cheng *et al.* 2018).

Although discrimination has a devastating effect on individuals, it also generates division within working groups, restraining, and reducing relationships and teamwork. It creates an organisational environment that values surface-level characteristics over qualities that are imperative to its success (Cheng *et al.* 2018). Brink and Nel (2015) report that workplace discrimination is a persistent socio-political issue in all countries that often crystallises in difficult working conditions. Moreover, such precarious circumstances repeatedly violate health and safety regulations.

Workplace inequality also affects the way in which individuals perform their work. According to Piff *et al.* (2010) cited in (Bapuji 2015), individuals with high socio-economic status tend to prioritise self-interest over the welfare of others. They demonstrate a lack of interest toward others and thus engage in more utilitarian decisions, such as depriving resources for those suffering due to circumstances and sacrificing the interests of those who are disadvantaged. Piff *et al.* 2010 cited in Bapuji (2015), confirms that higher pay dispersion levels within an organisation promote aggression and selfishness in managers. Senior managers, whose salaries rise steeply compared with subordinate workers, perceive a higher social distance from such workers. Consequently, they implement policies that mutilate the interests of workers, such as ignoring procedures, violating safety standards, and laying off workers to maintain financial performance (Bapuji 2015).

According to Bapuji (2015), high levels of economic inequality could harm social relationships within an organisation because individuals at each end of the inequality spectrum engage and apply themselves differently in social situations. The authors further stated that interactions within the organisation are compromised because high levels of inequality reduce generalised trust. As a result of a lack of identification with others, organisational members are less likely to engage in the cooperative behaviour necessary for accomplishing tasks (Bapuji 2015). Commenting on the same theme, Finn (2017) mentioned that an employee frequently feels helpless and anxiety-ridden when discriminated against and may unexpectedly lack interest in job responsibilities and career progression.

3.19.3 Organisational level: operations and performance

In organisations, the two classes are the dominant and non-dominant. Inequality affects the members of these two classes differently on a variety of dimensions, such as cognition, emotion, and behaviour. These differences affect individuals' behaviour and their interactions with others. The gulf between the dominant and the non-dominant also shapes the broader institutional framework regarding corruption, distributive policies and protectionism, all of which have a direct effect on organisational operations and performance (Bapuji 2015).

Biney (2016) states that inequality indirectly affects organisational performance by lowering human development, which imposes costs on an organisation such as healthcare, training and lost productivity. Most of the existing literature on workplace discrimination and inequality centres on the experiences of victims, as they are the direct targets who feel the most significant effects. However, recent literature indicates that workplace discrimination can also have a significant and negative effect at the organisational level, resulting in occupational segregation, which refers to the disproportionate distribution of individuals representing specific demographic characteristics across certain jobs or organisational positions (Lim, Trau and Foo 2018).

While the occupational segregation effect may not appear to be inherently harmful, it can prevent innovation and the availability of diverse perspectives because people in some demographic categories do not participate equally in different sectors. For example, gay and lesbian individuals are more likely to gravitate towards high-task, independent jobs in which they do not work closely with others to achieve organisational outcomes. This may be partially due to their desire to self-manage social stigma by avoiding speculation about their sexuality, but it has

also been attributed to decreased hiring discrimination and increased social acceptance amongst personnel working in similar positions (Lim, Trau and Foo 2018).

Other recent research has highlighted the organisational consequences of discrimination that are negative regardless of context. Although their study aimed to determine the ideal organisational climate for ageing employees, Zacher and Yang (2016) also examined the organisational consequences of discrimination. According to the authors, turnover intentions, organisational commitment, and company performance are significantly related to age discrimination. In other words, employees were less committed to the organisation and upholding performance standards when they experienced age discrimination. Additionally, they were more likely to leave the organisation.

Research by Di Marco *et al.* (2016) demonstrated that the negative effect of a discriminatory work environment affects all employees in the organisation. This is true even if individuals are not affiliated with a vulnerable group such as women or youth; irrespective of the position they occupy in the organisation, such as blue-collar workers; and regardless of the work sector. When a climate of workplace discrimination exists, the value and benefits of diverse population groups may be ignored and under-utilised. Recent research conducted by Bayari and Iwu (2018) highlights that skilled immigrants may be undervalued in the South African hospitality sector, despite high unemployment rates and the need for skilled labour. The authors collected the perspectives of hotel managers to determine their perceptions of the value of skilled immigrants.

Upon collecting and analysing data from qualitative semi-structured interviews, Bayari and Iwu (2018) pronounce that skilled immigrants have significant job skills that are under-appreciated in many South African sectors. Regardless, they are grateful to find work. Furthermore, African immigrants were found to be more likely to accept low wages than other immigrants. The authors recommend that labour law procedures and applications be re-examined to ensure that immigrants' rights are protected in South African workplaces and that they are afforded opportunities for career success.

3.19.4 Individual development

Generally, individual development leads to professional development. However, *individual* means a person considered alone rather than belonging to a group. Individual

development in organisations occurs through routine work systems and work-related communications. This is incorporated into workplace social interactions and everyday practices (Cacciattolo 2015). The Legitimate Peripheral Participation model by Lave and Wenger (2001) explains that newcomers are socialised into the practices of a social community, such as a workplace; work in peripheral areas of practice; and gain more responsibility as their competence progresses. Working and interacting with and under the supervision of experienced and competent employees; noticing how they perform the job, and becoming involved in the communities of practice are critical for the learning process (Karhuviita 2015: 41).

Joo, Park and Lee (2020) studied the effects of person-organisation fit, work empowerment, and authentic leadership. Data were drawn from 235 employees in a South Korean telecommunications company. The researchers found that employees demonstrated a high level of personal growth initiative when they perceived themselves as matching with the organisation and when empowered in their work. Tazakori *et al.* (2019) stated that the individual development of HR is a significant issue with a substantial role in various organisational factors. Organisations must develop human resources to achieve long-term goals and sustainability in the competitive world of modern business (Tazakori *et al.* 2019). The authors categorised the importance of individual development as follows:

(i) Sustainability and employee satisfaction

Sustainability is the outcome of maintaining HR and developing and empowering employees. This generally results in the survival of HR in the organization.

(ii) Creativity

Individually developed staff believe that they are influencing their outcomes through their abilities, skills, and endeavours. Hence, the likelihood of creativity and innovation increases.

(iii) Customer satisfaction

Individually developed staff can better address issues and consequently seek satisfaction from clients.

(iv) Other benefits include improving organisational performance as well as employee productivity and satisfaction; encouraging creativity and innovation; increasing learning; and developing employees' capabilities (Tazakori *et al.* 2019).

A study of individual development was conducted by Trommsdorff (2000). The author accepts that social change can produce significant modifications in a person's environment, such as changes in human interactions and relationships that transform cultural and social institutions. In a detailed examination, the author further remarks that these changes are only relevant to the person's further development if demands for particular behaviour in the (new) environmental setting do not suit the individual's psychological and social resources (Trommsdorff 2000). Depending on the person and their environment, specific social changes may suggest stressors and risk factors or new possibilities and opportunities for advancement. The person can be subjected to environmental changes so that previously successful goal attainment is prevented or formerly unattainable goals can now be achieved (Trommsdorff 2000).

The author additionally specifies that individual development is an active process that occurs over one's lifespan. The active role of the individual is perceived in the psychological processes of engaging with the environment, including goal setting, decision-making, and behaviour (Trommsdorff 2000). However, Trommsdorff (2000) cautions that an individual's subjective experience of and reactions to changing events may be either defending factors or risk factors in further development, and accumulated risks may counter adverse events, such as economic depression. Individuals act on their development by establishing and disengaging from goals, planning to achieve these goals, and fulfilling individual decisions. However, planning and goal-setting can be affected by social changes and interventions, which can cause stress to an individual and impact mental and physical well-being. Individuals are always motivated to develop themselves whilst working.

3.19.5 Workplace learning

The workplace is the locus of learning for many adults throughout their working careers (Olsen and Tikkanen 2018) where knowledge can be created. Research indicates that 80% of this education occurs informally through self-directed learning, networking, coaching, and mentoring (Cacciattolo 2015). Individuals establish the objectives for their careers during their working lives. A study by Chadwick and Raver (2015) discloses that individuals' motivation for personal achievement goals is crucial in shaping how they learn at work. This occurs irrespective of whether organisational learning is formally in place (Tam and Gray 2016).

According to the expectancy theory by Vroom (1964), cited in Lloyd and Mertens (2018), employees are naturally motivated towards self-development in a free and equal setting. The authors further state that it is the obligation of the management to build a free and equal environment by removing all legal limitations and preventive company policies (Lloyd and Mertens 2018). The human problems sometimes may hinder individual development at work and lower motivation. The behaviour of respective agents, such as employees, supervisors, and trainers, of organisational learning, is shaped by the social systems in which they are entrenched. Moreover, social systems are said to be learning techniques that can obstruct learning due to organisational politics. However, social relations also include power issues, which are politically based (Cacciattolo 2015).

Research confirms that organisational politics can result in a lack of shared knowledge. Silverman (2003) cited in Cacciattolo (2015) argued that managers are rewarded for having skill, knowledge, and understanding, rather than for spreading these resources to their subordinates. According to Billet (1995) cited in (Leicester 2016), other barriers for individual learning may comprise a lack of respect from a new employee toward an experienced employee; suppressing information from their colleagues out of fear of being considered redundant; and passing erroneous information to new employees to harm them (Billet 1995; Leicester 2016).

Billett (2007) cited in Leicester (2016), averred that workplace learning is produced by the activities in which individuals participate; and is outlined by the customs and values of the workplace. Research evidence confirms that learning affordances or opportunities in the workplace are systematically shaped by patterns, conditions, and allocations of work. Additionally, the above researcher pointed to working practices that involve being close to others, as broadly supporting learning. According to the situated learning theory, individuals can acquire new insights and knowledge effectively when they directly and actively participate in the experiences during the learning process. Learners can access expert performance while enhancing their ability to understand model processes. Since learners are ushered into an environment that encourages participation, they can undertake multiple roles which broaden their perspectives regarding the environment and social positions. Situated learning supports the articulation of tactical knowledge by making it explicit and profound (Gossen 2016).

Individuals who assume increased responsibilities characterise the current information age. They become more visible and increase their contributions to the organisation irrespective of gender, race or origin. Changes in the business environment due to globalization have pressured organisations to efficiently harness the abilities and potential of each employee. Reliably, the success of a team rests on the strength of individuals to create a collective effect. According to Harvey and Butcher (1998), individual development is a core element of team development. Managers no longer control resources. Rather, they create an enabling environment for all employees to influence high performance. When demands for resources are high, managers must fight to create protected space for others and manage the political dimensions of initiatives and projects. Fundamentally, development must be the responsibility of individuals rather than the organisation (Harvey and Butcher 1998).

Individuals who undertake initiatives create organisational change that may be unlimited and that may have political consequences. However, they implement appropriate practices irrespective of where they are working. There is a connection between individual development and workplace learning. The two are inseparable. The development of personal skills and abilities empowers employees, increasing their job satisfaction and performance, as well as decreasing turnover intentions in many cases (Mackay 2017). Thus, while formal opportunities for professional development often require a company to contribute time, money, and other resources, the return on investment associated with the benefits to employees affects the business and often makes the investment worthwhile.

However, according to the self-determination theory, basic needs satisfaction is based on intrinsic motivation and satisfaction at work. The theory suggests that fulfilling basic needs empowers a person to have the resources and the motivation to accomplish a course of action (Deci, Olafsen and Ryan 2017). However, according to McGinley (2018), self-determination can have implications beyond work engagement and job performance, as it may apply to career management. When a person has their basic needs fulfilled, they can find satisfaction within their careers because they believe that their current career can provide them with value through need fulfilment. This motivates them to have a complimentary appraisal of a hospitality career, resulting in high satisfaction.

Burke *et al.* (2016) examined workplace learning cultures and opportunities available to employees working at five-star hotels in Turkey. The authors also investigated relationships between perceived employability, workplace learning potential, perceived workplace learning culture, feelings of psychological empowerment, self-reported service quality measures, and work outcomes. The participants included 205 managers from 12 five-star hotels in Turkey. Upon analysing the results, Burke *et al.* (2016) reveal that work outcomes, workplace learning cultures and opportunities for workplace learning were positively related to managerial self-efficacy. Thus, managers who believe in their ability to accomplish key job responsibilities were more likely to have satisfied and effective employees; an environment that fosters workplace learning; and a workplace that offers opportunities for professional learning.

Similarly, Musyoki (2018) sought to detail how members of organisations perceive organisational learning; how organisational learning affects employee behaviour; and whether organisational learning mediates the relationship between employee behaviours and employee perceptions. A descriptive research design was utilised, and participants included 152 employees from all levels at Kenyan hotels. Participants were provided with a survey which was analysed utilising confirmatory factor analysis. Musyoki (2018) finds that organisational silence was not significantly related to learning. In other words, employees learnt within their workplace regardless of whether learning was discussed or facilitated. Furthermore, team and individual autonomy were not significantly affected by workplace learning. Organisational learning was significantly related to employee behaviour, as employees who were continuously provided with learning opportunities improved their ability to perform their roles effectively. Organisational citizenship was also positively associated with organisational learning (Musyoki 2018).

Mathai and Arumugam (2016) examined the implications of utilising e-learning platforms to facilitate learning amongst hotel employees in four- and five-star hotels in India. The authors noted that the significant shortage of hotel employees in India has resulted in a larger amount of time and money needed to ensure that employees are trained effectively. The authors conducted their research to determine whether e-training could ameliorate the resource challenges associated with the labour shortage. Participants in the Mathai and Arumugam (2016) study included 121 hotel employees from 15 hotels in India. The authors analysed the data and sought to determine any gender differences. The authors state that employees who spent considerable time reviewing

and utilising the course content earned higher grades than employees who spent less time with the material. Furthermore, the majority of participants indicated that their perception of online learning methods improved throughout the training period. These findings indicate that online learning platforms may effectively reduce the resources necessary to train hotel staff or enact personal development initiatives. Understanding the relationship between individual development and workplace learning is key to understanding what drives high performance and profit in the organisation.

3.20 Section 5: Challenges in Human Resources Management

3.20.1 Introduction

The institutionalisation of inequality and discrimination in HR policies provides challenges to managers who attempt to eliminate these problems. This section reviews the justification and grounds for discrimination in organisations. It summarises various strategies for resolving discrimination, inequality and the challenges encountered by organisations.

3.20.2 Justification and grounds for discrimination

Discrimination can occur based on any facet of one's identity, including gender, race, faith, cultural background and ability (Baert 2018). All countries formally prohibit discrimination based on one or more of these traits. However, grounds for discrimination and the enforcement of anti-discrimination policies vary significantly. According to Sidanius, Devereux and Pratto (1999) cited in (Bonnot and Krauth-Gruber 2016), the social dominance theory states that the justification of practices that allow social dominance or inequality to endure arises through the authorisation of legitimising traditions. Loyalty to legitimising principles increases when the motivation to justify unequal social arrangements is heightened.

However, people are interested in preserving and justifying the present state, which almost always involves high inequality levels. The system justification theory explicitly proposes that in order to reduce cognitive dissonance, people promote and support beliefs that the system is just, fair and meritocratic (Jost and Banaji, 1994 cited in (Haack and Sieweke 2018)). The lack of interest in inequality-related policy and psychological mechanisms that sustain the status quo makes it

difficult to legislate new changes to eliminate the negative impacts of inequality (Bapuji and Mishra 2015).

The South African law which prohibits discrimination is called the Equality Act. However, from time to time, people are permitted to discriminate if they have an acceptable reason for doing so. In such cases, they must provide proof in court. This is known in legal terms as objective justification. If discrimination is justified, then it is not considered to be unlawful under the Equality Act. According to the (EEA 1998: 8), discrimination in South Africa can be “fair when it is the result of affirmative action measures or when measures ‘distinguish, exclude or prefer a person on the inherent requirement of a job or a situation’”. Affirmative action and specific job requirements consequently represent legally justifiable grounds for discrimination (Steyn and Jackson 2015).

Albertyn (2019) questions whether the South African Constitution constrains or empowers the government, courts, and citizens to address systemic inequalities, foregrounding the role of politics and policy in the Constitutional realm. South Africa’s unique post-Apartheid social context necessitates strong anti-discrimination laws. Section 9 of the South African (Constitution 1996) addresses inequality and formally denounces discrimination on 17 grounds. The section provides the opportunity for affirmative action as a means of addressing past discrimination. Section 9 reads as follows:

- (1) Everyone is equal before the law and has the right to equal protection of the law.
- (2) Equality includes the full and equal enjoyment of all rights and freedoms.
- (3) The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language, and birth.
- (4) No person may unfairly discriminate directly or indirectly against anyone on one or more grounds in terms of Subsection (3).
- (5) Discrimination on one or more of the grounds listed in Subsection (3) is unfair unless it is established that the discrimination is fair (Vogt 2001: 196).

As a provision of the implementation of Section 9, legislators were required to implement laws to enforce antidiscrimination. The Equality Act, the Promotion of Access to Information Act

and the Promotion of Administrative Justice Act were implemented to ensure that the anti-discriminatory language of Section 9 was upheld (Vogt 2001). However, according to Section 15 of the (EEA 1998), it is not unfair discrimination to undertake actions intended to protect or advance persons or groups of disadvantaged people by enacting what would otherwise be considered unfair discrimination.

3.20.3 Resolving inequality and discrimination

Regulations forbidding discrimination communicate the public allegiance to equality and to put to an end the overt Jim Crow-style exclusion. This section outlines the achievements of governments in establishing policies that outlaw employment discrimination. Additionally, it examines the approaches that organisations are utilising to comply with the host of government directives. Empirical evidence states that political discourse on discrimination contributed to enactment of legislations that proscribed discriminatory acts in organizations. The United States contributed much to drafting the Universal Declaration of Human Rights (UDHR). According to Dovidio and Gaertner (1986), the initial anti-discriminatory legislation passed in the US was the Civil Rights Act of 1866. This provided Black people equal rights with those of White people. This was the genesis of influence to international communities to follow suit.

Member countries of the United Nations have active human rights legislations established on the UDHR that were accepted as a covenant in the United Nations General Assembly held on the 10th of December 1948. Correspondingly, the South Africa government has its own form of human rights legislation, the Bill of Rights, Chapter 2, Section 7-39. It protects the rights of all people and affirms the democratic values of human dignity, equality, and freedom. According to Eisenberg (2016), the main objective of antidiscrimination laws is to achieve equal employment opportunities and remove discriminatory barriers in the workplace. This would eliminate the humiliating influence of discrimination and therefore implement human dignity and economic equality in employment, thus providing equal access to all races. Second, antidiscrimination laws are corrective or restorative, as they intend to make persons whole for injuries suffered from unlawful employment discrimination (Eisenberg 2016).

Too frequently, the laws are disappointingly unsuccessful for victims of discrimination. Furthermore, Valfort (2018) suggested that antidiscrimination policies that rely on a punitive

approach are not adequate for fighting discrimination. Here punitive refers to prohibiting discrimination on various grounds as well as emerging methods of detecting discrimination in order to enforce the hazard. Therefore, antidiscrimination must be accompanied by strategies that counter prejudice and stereotypes, and that limit the expression of cognitive biases and attention-based discrimination (Valfort 2018).

The organisational policies and procedures have been implemented to assist individuals in determining and addressing attitude-related issues (Caven and Nachmias 2017). According to the ILO (2012), eradicating discrimination begins with demolishing obstacles and guaranteeing equality in access to training and education as well as in the ability to own and utilise available resources. The government has installed requirements for establishing and operating enterprises of all types and sizes. Furthermore, it has developed policies and practices related to hiring, task assignment, working conditions, pay, benefits, promotions, layoffs, and contract termination. Performance and the ability to complete a job, not irrelevant characteristics, should guide decisions (ILO 2012).

The labour laws are the principal guide to these conditions. All organisations follow these policies and practices, but practical monitoring of adherence to rules to eliminate discrimination and inequality presents challenges. Such should not be a problem if those responsible for implementing policies are held accountable. To meet these requirements, countries have enacted employment discrimination laws (for example, the Labour Relations Act, the Equality Act, and the Disability Act), in line with ILO recommendations. The constitution of each country is critical to the providing of guidelines. However, overcoming inequality and fighting discrimination are not only requirements but are also legally binding (UN 2018b).

According Cheng *et al.* (2018), employment discrimination laws that protect against gender, religion, race or ethnicity, disability, national origin, and age discrimination are frequently enacted. The occurrence of employment discrimination appears to be based on the number of individuals impacted by the type and history of discrimination. Women comprise one-half of the world's population and have been victims of discrimination, so it should not be surprising that gender laws are the most commonly enacted. Cheng *et al.* (2018) grouped 39 countries into 11 clusters and calculated an average number of laws for each cluster. South Africa is found to have

14 employment discrimination laws, which is the highest number in their study and is attributed to two factors: the democratisation of the country in 1994 and the influence of the labour movement. South Africa is followed by what Cheng *et al.* (2018) termed the Anglo cluster, which includes Australia, Canada, Ireland, the UK, and the US. Arab countries have the lowest number in their study. From the analysis, the authors find that the laws a country chooses to enact are impacted significantly by both cultural and contextual factors.

Previous studies have highlighted keyways in which workplaces can help to reduce discrimination in organisations. These are: implementing organisational development, diversity training, resource development and provision, serving as sites for positive intergroup contact, and serving as ‘role models’ in anti-discrimination and pro-diversity practice for other organisations. Inter-group contact at work is connected with lower levels of racist attitudes and beliefs. Taylor *et al.* (1997), cited in Ukachukwu (2018), investigated the effectiveness of anti-discrimination training programmes in the United Kingdom, emphasizing the significance of strategies to change recruitment practices and ensure upward mobility for ethnic minority employees within organisations. They suggest that although legislative efforts to eliminate discrimination from the workplace have impacted the United Kingdom, significant steps are required to dismantle prejudices ingrained within organisational cultures (Taylor *et al.* 1997). Diversity management is ineffective without more significant efforts to ensure access and fairness in recruitment policies (Taylor *et al.* 1997 (Ukachukwu 2018)).

Strategies for promoting inter-group contact should be indirect and should ensure that all individuals from various racial backgrounds, ethnic, cultural, and religious groups are included throughout the workplace. A social marketing strategy is an approach aimed at changing attitudes and behaviour (Shams 2018). Other techniques, for example, conflict resolution and supporting employees witnessing discrimination to take action (sometimes referred to as ‘bystander’ approaches), were helpful in other settings that may also be applicable in workplace settings.

3.20.4 Challenges when resolving discriminatory issues

Despite the abundance of legislation to assist preventing inequality and discrimination, problems persist. Managers face some challenges when implementing antidiscrimination policies in practice. These challenges can range from lack of proper knowledge of dealing with the

discrimination problems, outdated company policies, stereotyping, invested interests – who did what and from which group, etc. However, according to (Farrell n.d.), fighting racial discrimination and inequality in the workplace is not a simple task. It is an infuriating subject with significant implications; nevertheless, this should not prevent action. The author further states that addressing equality, diversity, inclusion, and racism, in particular, can be complex, nuanced, and challenging, and must be correctly handled to achieve the appropriate objectives.

Managers have been duty-bound to resolve these complaints and foster a workable environment for all employees. This may not have been the case, as managers find themselves struggling to resolve discrimination and inequality issues. According to Bramson (2004), the majority of managers in organisations rise to management positions without any previous management training. Some obtain these positions because of their long service in the system, while others assume them because of their excellent curriculum vitae in the interview stages (Bramson 2004).

In hospitality, managers are required to supervise departments with several employees. Just as often, managers are not sufficiently trained to be effective but are instead placed in positions of authority without sufficient experience or adequate management skills. Employing untrained or inexperienced managers can result in an entire department of inefficient, disgruntled employees (Kimberlee 2019a). Managers who do not know what their jobs encompass can become frustrated and counterproductive, creating a negative trickle-down effect on their employees (Kimberlee, 2019).

3.20.5 Globalisation and Labour Migration

Globalisation can be understood as the global spread of jobs, goods, services, information, and technology across national and international borders (Borjas 2015). Globalization is an increasing trend in many industries as companies rally to increase acceptance and utilization of foreign labour markets, knowledge, operational practices, and other key services. Globalization has produced a workforce in which differences in nationalities, culture, traditions, customs, religions, languages, economies, and social structures play a critical part. Flexible labour policies provide organisations with access to global talent. Research has speculated that increased

globalisation will ultimately contribute to pricing and wage equalisation as well as increased global income overall.

Globalisation has been heralded as a positive development for increased acceptance of other cultures in the international business sector and increased economic freedom; however, others view globalised job markets as vulnerable to increased turnover rates. Furthermore, many analysts have noted that rather than evenly promoting the distribution of global jobs, candidates for the most desirable jobs are often funnelled toward the most prominent and developed job markets. Conversely, less developed and opportune labour markets are abandoned (Moutsatsos 2018).

Labour migration describes the movement of individuals across borders to find work; this occurs across national or international borders. Common causes of migration include political crises, socio-economic conditions, lack of employment opportunities, wage gaps, and demographic change (Borjas 2015). Globalisation and labour migration influence and are influenced by global philosophies of neoliberalism (Moutsatsos 2018), which involve the promotion of deregulating social protections and labour markets as well as privatising markets over government intervention. Common trends that have increased in international labour markets are the increased availability of flexible jobs and increased female participation in job markets. Many companies have recently begun following the trend of flexible practices, such as part-time employment, non-contractual work, outsourcing, offshoring, and subcontracting (Moutsatsos 2018).

Globalisation and labour migration have led to an increased need for acceptance and appreciation of those with diverse cultural and religious backgrounds (Mahadevan and Mayer 2017). However, Mahadevan and Mayer (2017) examined the experiences of Muslim employees in South African workplaces. While globalisation and diversity have been researched in this environment, studies have usually been conducted to examine the experiences of those from other countries or those from marginalised racial groups due to the country's history of Apartheid (Mahadevan and Mayer 2017). Muslim citizens comprise approximately 2% of the South African population, which is a relatively small percentage when considering the active workforce; they represent one of many groups whose religious culture and norms must be respected and approached with cultural awareness in the workplace (Mahadevan and Mayer 2017).

The past five years have seen waves of xenophobia against migrant workers in South Africa. Because of the country's stability, its highly developed infrastructure, and first-world facilities, many people from Nigeria, Democratic Republic of the Congo, Malawi, Mozambique, Zambia, Zimbabwe, and other African countries travel to South Africa. They are a population of high visibility, from other countries who work with the public. The hotel and restaurant industry has significantly benefited from these migrant workers. The majority of immigrants work in low-wage and informal sectors of the economy (Mbizo 2019). The migrant workers have been a target of xenophobia and concurrently earn low salaries in companies because of their plight. Nevertheless, they work hard despite being marginalised.

Biney (2016) observes that migrant workers experience lower earnings and poorer working conditions than their national counterparts in sectors including construction, agriculture, and hospitality. Regardless of the circumstances, these people are available and ready to engage economically. Furthermore, Vettori (2017) states that many of these migrant workers in the hospitality sector do not qualify as employees in legislative wording. They therefore do not enjoy the protection of labour legislation, and employers take advantage, exploiting them (Vettori 2017). The law precludes them from finding acceptable work that protects against risks in the future (Biney 2016).

The truth of the assertion is that almost any aspect of one's identity can be the cause of discrimination (Baert 2018). In South Africa, discrimination is based on numerous differences, such as race, gender, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, belief, culture, language, and birth; and discriminating based on any of these differences is explicitly forbidden (Vogt 2001). Both formal and informal learning are available in many workplaces (Zacher and Yang 2016). Personal development opportunities increase the skills, abilities, and overall value that individuals can contribute to their workplace; additionally, they empower employees, increase job satisfaction and performance, and decrease turnover intentions in many cases (Mackay 2017) .

Recent literature indicates that professional learning opportunities could be key to addressing systematic workplace discrimination, as opposed to traditional approaches that centre on finding perpetrators and establishing a victim-villain paradigm. An organisational learning

approach, unlike the traditional approach, involves addressing the causes of discrimination continuously as an organisation-wide goal (Eisenberg 2016). Both positive and negative implications are associated with labour migration and globalization, depending on whether the implications are discussed at a national or individual level.

3.21 Legal Policy Frameworks

3.21.1 Introduction

Discrimination and inequality prohibitions are reflected in international human rights standards, government constitutions, the UN, the ILO, conventions, declarations, and treaties. Various actors, including governments, have ratified, and implemented these treaties. This section reviews the UN and ILO legal and policy frameworks as well as their critical role in detecting, mitigating, and responding to workplace discrimination and inequality. The section briefly evaluates the regional legal and policy frameworks for combating workplace discrimination and inequality. The legal framework for preventing workplace discrimination in South Africa is then explained and evaluated to reflect on the policy framework, which is crucial in accounting for the translation of policy and legal provisions to the implementation of action plans to address workplace discrimination and inequalities. International labour standards (ILSs) and the South African legal and policy framework are explained. A discussion of the strengths, weaknesses, and gaps in addressing workplace discrimination within the hotel sector follows. Finally, a summary concludes this section.

3.21.2 The United Nations

For several decades, the UN, the ILO, and policymakers have been addressing inequalities, discrimination, and diversity problems that have arisen with the implementation of international and national legal initiatives against discrimination and inequality practices (Caven and Nachmias 2017). The ILO has been the foundation of influencing, steering, and monitoring the development of labour laws in UN member states, and this effort is reflected in the Decent Work Principles adopted by member states (Pereira, Dos Santos and Pais 2019). The UN, regional treaties, and labour laws all outlaw inequality and discrimination in organisations and society.

South Africa has been a UN member since 7 November 1945, and it rejoined the ILO in 1994 after 30 years of absence. While the ILO addresses labour issues which are part of this

discussion, the UN monitors the implementation of international agreements. Therefore, a reference to these two influential bodies is paramount and remains a critical entity of analysis in this research. In consonance with the ILO conventions that South Africa has endorsed, the nation has enacted labour laws which define the rights and responsibilities of workers, employers, and any representative groups, generally and specifically for the hotel industry, including legal provisions for the formation of representative worker and employer groups to pursue, monitor, and safeguard respective rights. These groups include the Food and Allied Workers Union and the South African Commercial, Catering, and Allied Workers Union.

The UN as an international organisation was founded in 1945 by 51 sovereign nations; it replaced the defunct League of Nations that was formed after World War I. The UN headquarters is in New York City; other offices are in Vienna, Geneva, and Nairobi. The UN has 15 speciality organisations; however, this paper focusses on the ILO because its theme is similar to that presented in this research. Today, the UN has 193 member states. It was formed to foster global human rights, peace, and freedom for all people (Weiß 2016). The four primary purposes of the UN, as provided in the UN Charter under Chapter 1, Article 1, underscores the need to maintain international peace and security, develop friendly relations among nations, achieve international co-operation in solving international problems, and be a centre for harmonising the actions of nations. However, Article 1 (2) underpins the principle of equal rights and self-determination of all peoples, encouraging member states to foster efforts toward mitigating discrimination and inequality across the global village (Weiß 2016).

3.21.3 International Legal Instruments

a) The 1948 Universal Declaration of Human Rights

b) ‘All human beings are born free and equal in dignity and rights’ (Article 1).

The fundamentals of equality and non-discrimination are important to ensure that every human can realise and enjoy their human rights, irrespective of race, ethnicity, language, religion, gender, or any other source of distinction (O’Neil and Piron 2003). The human rights framework prescribes the human rights entitlements, standards, and implementation mechanisms whereby member states are obligated to ensure principles of equality and non-discrimination. Regular or periodic compliance monitoring and reporting from participating states is required by the UN,

according to the resolution that mandates OHCHR to periodically monitor the progress of human rights, national law conscription, and operationalization.

The international mechanisms include the UN treaty monitoring bodies, which observe the implementation of legally binding covenants and conventions, and regional mechanisms in Africa, the US, and Europe (O'Neil and Piron 2003). Among the multiple international legal provisions that underscore issues of non-discrimination and equality, the following are more important as they precisely highlight the expectations for member states in implementing mechanisms to foster compliance.

c) International Covenant on Civil and Political Rights (ICCPR 1966)

According to Tomuschat (2008), Article 2 (2) obligates states to undertake measures to safeguard peoples' rights, including enacting laws to foster protection against violations, while Article 4 explicitly guards against states' derogation that amounts to a violation of human rights. Article 2 (3) obligates states to undertake corrective actions if violations occur. Under the (ICCPR 1966), Article 4 (1) is critical because it criminalises discrimination based on race, colour, and sex. This forms the basis of laws against discrimination and inequalities that are manifested, entrenched, and perpetuated based on these identities (race, sex, and colour). Additionally, Article 7 criminalises inhuman or degrading treatment and torture, Article 8 criminalises forced or compulsory labour; Article 9 guarantees the right to liberty, and Article 16 underscores the right to recognition. Furthermore, Article 25 guarantees the right to opportunities without distinctions. These safeguards against discrimination and inequalities form the basis of national and regional legal and policy frameworks to which South Africa has assented and implemented into its national laws.

The following resolutions are pertinent:

- International Covenant on Economic, Social, and Cultural Rights (ICESCR 1966)
- International Convention on the Elimination of All Forms of Racial Discrimination (CERD 1969)
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW 1981).

The ILO is responsible for assisting governments in implementing and promoting passed resolutions to ensure that agreements are upheld. The agency works closely with the member states, providing technical advice when required.

3.21.4 International Labour Organisation

The ILO was established by the Treaty of Versailles, consequently, all member states of the League of Nations became founding members of the organisation at that time. Today, the ILO has 187 members who are signatories willing to enforce its mandates, and South Africa is one of them. The ILO was formed to address the problems of labour and social justice, the UN accepting that peace can only exist when there is sustainable social justice. The formation of the UN was dictated by the rapid growth of industrialisation, which led to exploitation and difficult working conditions (Tafirenyika 2016). The ILO is one of the UN's specialist bodies that addresses labour issues, including monitoring work and labour relations globally. According to Koliev and Lebovic (2018), it is the leading organisation to develop and monitor ILSSs. Its mandate is to promote rights at work, encourage acceptable employment opportunities, enhance social protection, and strengthen dialogue on work-related issues (Koliev and Lebovic 2018: 437).

(i) ILO's Strategic Objectives

The ILO's strategic objectives provide the tone and spirit for eradicating inequalities and discrimination across disaggregated populations. These expressly stipulate the direction and aspirations of globalised labour relations and obligate state parties to embed the following strategic objectives into their legal and policy frameworks. The four primary strategic objectives, according to Koliev and Lebovic (2018), obligate the ILO to perform the following:

- Establish and recommend standards, basic principles, and rights at work.
- Create substantial opportunities for women and men to obtain acceptable employment and income;
- Enhance the effectiveness of social protection for all;
- Strengthen tripartism and social dialogue.

Since its inception, the ILO has made three declarations that symbolise its members' renewed commitment to its goals and strategic objectives. The first was the Declaration of Philadelphia in 1944, which introduced two new strategic directions: the centrality of human rights

to social policy and the requirement for international economic planning that reflects the desire for and accommodation of practical realities after the World Wars regarding social justice and flagrant non-violation of human rights. This platform shared the purpose and immediate goals of the ILO.

The second ILO declaration was promulgated in 1998. The Declaration on Fundamental Principles and Rights at Work detailed the standards and workers' rights that the organisation represents. The declaration initiated the *Global Report on Fundamental Principles and Rights at Work*, which reflects member states' periodic progress of implementation and achievements of the ILO's strategic objectives. Additionally, it encouraged states to ratify ILO declarations and to conscript the same into their respective national legal and policy frameworks, including constitutions. The most recent declaration in 2008 centred on social justice initiatives in the wake of increasing globalisation (Tafirenyika 2016; Kohiyama 2018). Overall, the thematic issues in these declarations aimed to eliminate discrimination in employment and occupations. These declarations are evidence that this ILO is reinventing itself and its commitment to craft appropriate mechanisms to respond to the industrial employment and labour relations realities while remaining true to its original purpose.

Kagan, Byrne and Leighton (2017) offer an organisational perspective of the ILO and its essential future goals. While the ILO addressed the rise in globalisation in its 2008 declaration, potential factors affecting labour migration were not a primary focus. The authors note that climate change could soon result in reduced economic opportunities worldwide and thus could drive increased labour migration that would further exacerbate the gaps that perpetuate discrimination and inequalities. Consequently, the authors recommend that the ILO undertake significant efforts to make the process of labour migration positive; and they highlight the benefits that migrant workers can bring to a workforce (Kagan, Byrne and Leighton 2017). The shortage of economic opportunities leads to excess labour, which is likely to be subjected to exploitation and discrimination; additionally, climate change will create and increase economic migrants.

(ii) Weaknesses of the ILO

a) Tripartitism

According to La Hovary (2015), one key feature of the ILO is tripartitism. The author states that, within the ILO, this refers to how the entities of workers, governments, and employers are

represented within the organisation. La Hovary (2015) notes that these three groups may not be equally represented, which reduces the effectiveness of this type of system. The author signals that the balance of power among these entities may need to be rethought. Without successful tripartitism, the ILO cannot effectively conduct its mission and mandates. In other words, unequal representation, issues of governance systems, power imbalances between tripartite entities, and even setting of agendas for discussions will cause problems. This will also be the case with the power to make or amend laws about bargaining and addressing inequalities and discrimination, tribalism, ethnicities, regionalisation, and nationality affect or sustain inequalities and discrimination for workers.

b) Political Interference and Interests

While many authors assert that the UN is a progressive international organisation performing essential work for human rights, critics have noted the political nature of the implementation strategies employed by various organisations to monitor and enforce compliance (Koliev and Lebovic 2018). The authors examined whether the ILO's compliance monitoring of international workers' rights conventions follows the ILO's norms or whether political interests of certain powers affect the manner of enforcement. Upon analysing the ILO's compliance decisions and actions between 1989 and 2011, Koliev and Lebovic (2018) find that norms based on previous approaches to ensuring compliance affected the ILO's decisions about which countries were accused of misconduct and how they were punished. Furthermore, they have determined that state and political interests could be overridden by international organisations such as the ILO if the organisational structure could limit the effects of political influence (Koliev and Lebovic 2018).

c) Lack of a Labour Justice System

Andrees (2016) notes that while the ILO has led various initiatives to end forced labour, the majority are aimed at culpable organisations rather than at the systemic causes of forced labour. Therefore, the author recommends, by quoting many related antecedents and outcomes, that labour justice should be considered a system. Discriminatory relationships and beliefs have fostered a collective bargaining logic between employees and their superiors which requires collective action to address existing issues of labour, discrimination, and inequalities. Furthermore, the author asserts that a systematic labour justice approach addresses the conduct that falls within the grey

area between the legal and the illegal, seen as the not illegal; however, the labour justice approach contributes to forced labour (Andrees 2016).

d) ILO Structure

Ryder (2015) observes that the future relevance of the ILO depends upon its ability to confront new labour-related challenges effectively as they occur globally. The structure of the ILO fosters tripartitism and action through deliberate meetings and discussion. However, without additional policies that aim to enforce mandates, identified challenges cannot be confronted effectively. The author recommends that the ILO confront social justice, multilateralism, unemployment, and values. Additionally, universities and research organisations should be included in developing 100th anniversaries or celebrations initiatives (Ryder 2015).

3.21.5 Regional Treaties and Policy Framework

The Civil Rights Act (1964) and the Equal Pay Act (1963) in the US provided the legal groundwork for implementing antidiscrimination laws within the workplace (Brown 2014). The African Charter (AC), the European Social Charter of 1961 and the Revised Social Charter of 1996, the European Union Charter, the American Convention on Human Rights, the European Convention on Human Rights, the Arab Charter on Human Rights (adopted by the Council of the League of Arab States in 1994 but not yet ratified by the league's member states) are human rights instruments that address the evils of discrimination (Muhammad 2017). All these instruments contain provisions related to promoting equality in all areas, and they prohibit discrimination on any grounds, including gender. The following provides a brief analysis of these treaties.

i) The American Convention on Human Rights

The American Convention on Human Rights is an international human rights instrument adopted by members of the Organization of American States in 1969. Most English-speaking countries did not sign; for example, Canada did not approve the convention, and the US signed it in 1977 but did not ratify it. Article 1 of the convention asserts that the states that sign the convention agree to respect the rights and freedoms recognised therein and to ensure to all persons' subject to their jurisdiction the free and full exercise of those rights and freedoms. Such would be

without discrimination for reasons of race, colour, sex, language, religion, political or another opinion, national or social origin, economic status, birth, or any other social condition.

ii) **The African Charter on Human and People's Rights**

On 27 June 1981, the African Charter was adopted by members of the Organisation of African Unity which is now the African Union. It came into force on 21 October 1986. Article 3 of the charter prohibits unfair discrimination based on race or ethnicity. Concurrently, Article 12 (5) of the charter also references the rights of non-nationals as well as racial and ethnic groups (AC 1981). Furthermore, Article 15 states that every individual must have the right to work under non-discriminatory and satisfactory conditions and to receive the same pay for equal work. Article 19 refers to equality; it states that people must enjoy the same respect and rights (AC 1981). There must be nothing to justify the domination of some people by another. In this regard, these provisions express the desirability for both policy and legal resolutions that recognise the need for concerted efforts toward eradicating discrimination and inequalities.

iii) **European Social Charter of 1961 and Revised Social Charter of 1996**

On 18 October 1961 in Turin, the European Social Charter opened for signatures. The member states of the Council of Europe agreed to secure for their populations the social rights specified therein to improve their standard of living and their social well-being. The parties agreed that the aim of their policies would be pursued by all appropriate means, both national and international, to achieve conditions in which the following rights and principles would be effectively realised (EU 1961). Article 13 of the Social charter (EU 1961) permits member states to undertake appropriate action to fight discrimination based on sex, disability, racial or ethnic origin, age, and sexual orientation. The EU has adopted many directives to implement the principle of equality through the prohibition of gender-based discrimination (e.g., gender equality directives 2006/54/EC and 79/7/EEC of 19 December 1978), racial discrimination (racial equality directive 2000/43/EC), and employment equality directive 2000/78/EC, which covers the issues of employment and working conditions. These directives are applicable within EU countries only (Verniers and Vala 2018).

Verniers and Vala (2018) indicate that some countries in the EU have incorporated legislation on equal treatment of women and men into their general antidiscrimination laws (Australia, Bulgaria, Sweden, and Britain), while others opted explicitly for gender equality (Spain). Countries in the Asia-Pacific area have also implemented similar laws (as has Australia). Some states have passed laws specifically to protect women against discrimination (Japan and the Philippines).

iv) **Arab Charter on Human Rights**

The Arab Charter on Human Rights was adopted in 1994 by the Council of the League of Arab States. Although the charter has yet to be sanctioned by the member states of the league, it has several objectives that align with the pronouncements of the UN.

Part II, Article 2 of the charter states the following:

Each State Party to the present Charter assumes to ensure to all individuals within its territory and subject to its Jurisdiction the right to enjoy all the rights and freedoms recognized herein, without any difference on the grounds of race, colour, sex, language, religion, political opinion, national or social origin, property, birth or other status and without any discrimination between men and women. Additionally, Article 35 states that all citizens have the right to live in an intellectual and cultural environment in which Arab nationalism is a source of pride. Human rights are sanctified, and racial, religious, and other forms of discrimination are rejected. These provisions form the legal and policy basis for work within Arab nations that addresses discrimination and inequalities.

3.21.6 Labour Legislations

According to the (ILO 2003: 9) magazine, each country's constitution is critical in defining the government's commitment to legal principles of non-discrimination. Generally, governments in their constitutions include stipulations that no one's civil or political rights can be disadvantaged because of political opinion, faith, or nationality. However, in scope, these provisions do not cover differential treatment based on nationality. Moon (2000) state that, the UN developed guidelines for the member states to eradicate forms of discrimination, such as the Declaration on the Elimination of All Forms of Intolerance (Muhammad 2017). These instruments were meant to differently address the problem of discrimination by organisations and by society. However, the

(ICCPR 1966), the (ICESCR 1966) and the AC comprise similar requirements against discrimination. For example, Article 2 of the ICESCR and the AC is the same as Article 2 of the ICCPR.

American and European conventions do not have autonomous requirements against discrimination. McColgan (2003) argues that, nevertheless, the American Convention (Article 1) and the European Convention (Article 14) bestow affirmative responsibilities on the government to protect against discrimination; however, the degree of obligation is vague (Muhammad 2017). The author further states that these provisions do not adequately address the problem of discrimination by private parties. To activate these provisions, parasitic discriminatory arguments must fall within the domain of substantive rights, as stated in the conventions (Muhammad 2017). Almost all human rights instruments permit positive discrimination. For example, the UN Human Rights Committee in 2018 stated, ‘The enjoyment of rights and freedoms at an equal level does not mean identical treatment in every instance’.

The CERD and the CEDAW clarify that positive discrimination, such as affirmative action, is acceptable to guarantee equality. Article 1 (4) of (CERD 1969) and Article 4 of the (CEDAW 1981) explain this further: favourable treatment can be granted to a particular class or group that has been neglected in the past to attain de facto equality. This preferential treatment is obligatory to eliminate conditions that encourage forbidden discrimination. However, this favourable treatment should be within legitimate means, and this treatment should cease after objectives are achieved. Several equality provisions in various human rights instruments obligate the government to protect individuals from discrimination by private parties, such as Article 5 (b) and Article 2 of the (CERD 1969). Article 2 of the (CEDAW 1981) indicates that that the government should promote equality between men and women and ensure through law and other procedures a practical realisation of this equality. Article 15 and Article 18 (3) of the AC also condemn discrimination on gender grounds.

Article 15 promotes everyone’s right to equal pay for equal work and Article 18 (3) not only discourages discrimination but also enjoins states to protect women and children’s rights mentioned in international conventions. CERD and CEDAW furthermore discourage discrimination on every level and on any grounds. For example, Article 5 of (CERD 1969) prevents discrimination in any form; stipulates a right to equality for everyone without any difference, and

encourages equal treatment under the law. Additionally, CEDAW places responsibilities on state parties to eliminate discrimination against women.

3.21.7 Legal Framework and Evaluation of the Material

The legal framework defines the rules that all actors must accept as legitimate and fair; these determine whether the government can and will be involved in the process. The UN, through the ILO, prohibits inequality and discrimination in organisations. The principles were adopted by regional bodies and fused into the countries' constitutions and legislation that provide guidelines on how organisations must operate. Consequently, the legal framework may profoundly influence the parameters and scope of possible government involvement as well as the resources required to meet its obligations in addressing this problem.

3.21.8 International Labour Standards

ILSs that govern work and employment conditions were the motive behind the formation of the ILO and remain its means of action (Niranjan 2016). The International Labour Conference is a body in which governments, employers, and employees from member countries are represented. There are two forms of standards: conventions and recommendations. The conventions are international treaties that create commitments under international law for states that endorse them. The recommendations are intended to guide national policy and practice (ILO 2016a). Globalisation has transformed ILSs; they are now a critical component in the international framework for safeguarding the global economy's growth and providing benefits to all (ILO 2016a).

3.21.9 The South African Legal and Policy Framework

(i) South African Constitution

The South African legal framework comprises four sources of law: its Constitution, labour legislation, common law, and customary law (Vettori 2018). The South African Constitution of 1996 provides rights and freedom to all people in South Africa, even if they are foreign nationals. The Constitution seeks to ensure that South African law evolves under international law (Tafirenyika 2016). Therefore, Section 39 of the South African Constitution recognises international law regarding the Bill of Rights. This recognition is based on the idea that the international law instrument in question is consistent with the Constitution (Tafirenyika 2016).

Exclusively, several ILO conventions specify certain rights to which workers are entitled, referred to as *labour rights*. Many countries enact similar statutes. South Africa utilises the Labour Relations Act No. 66 (RSA 1994) that controls the relationship between employers and employees; the labour legislation statutes encompass certain rights that workers are entitled to enjoy; such rights must be protected by both the government and employers. Section 9 of the South African (Constitution 1996) establishes antidiscrimination laws. The section was passed as a part of the Promotion of Equality and Prevention of Unfair Discrimination Act (RSA 2000). Otherwise known as the *Equality Act*, the law is a comprehensive approach to addressing discrimination; it focusses on conduct such as hate speech and harassment perpetrated by organisations, individuals, or the government (Ebrahim 2018). Section 9 (2) states that no person may unfairly discriminate directly or indirectly against anyone on grounds of race, gender, pregnancy, marital status, ethnicity, or nationality, colour, sexual orientation, age, disability, religion, culture, language, or birth.

For the workplace, the Constitution provides labour legislation: the Labour Relations Act No. 66 of (RSA 1994) and the (EEA 1998). According to Vettori (2015), the Labour Relations Act No. 66 of (RSA 1994) is the most comprehensive legislation in South Africa that covers the employer-employee relationship. It brings all employees into one industrial relations system in which collective bargaining occurs in bargaining councils (Webster and Francis 2019); furthermore, it creates means of achieving organisational rights and the right to strike (Vettori 2015). Employees are protected by the Labour Act against unfair labour practices and unfair dismissal. Another important labour law is the Basic Conditions of Employment Act 75 (RSA 1997). This legislation provides the minimum standards for working hours and leave for employees, but it does not include the minimum wage. This Act (RSA 1997) also provides state-legislated sectoral determinations, which regulate wages, hours, and basic conditions for vulnerable or special sectors (Vettori 2015).

The EEA No. 55 is a powerful instrument for attaining equal opportunities. As stipulated by Section 6 (1) of the (EEA 1998), unfair discrimination at the workplace is prohibited, whether direct or indirect, against an employee in any employment policy or practice based on demographic factors such as gender, race, ethnicity, colour, sexual orientation, disability, age, or religion. The

act places responsibility on companies with more than 50 employees to implement measures to correct the previous inequities and achieve equity in the workplace (Vettori 2015).

As noted previously, the Equality Act directly prohibits discrimination. However, some of the wording utilised in the law leaves other potential grounds for discrimination open to interpretation. Organisations that are also employers follow a similar but separate set of provisions, which were enacted two years before the Equality Act. In 1998, the (EEA 1998) was established specifically to prevent and address workplace inequality and discrimination by implementing affirmative action measures to ensure unbiased representation of designated groups (Blacks, women, and disabled persons) in all work-related categories and at all levels in the workforce. As a component of the (EEA 1998), South African employers must submit an employment equity report annually to demonstrate their commitment or lack thereof to address goals related to equity and eliminating discrimination.

While the (EEA 1998) clearly outlines the grounds for discrimination, the language utilised to describe evidence of discrimination is less explicit (Ebrahim 2018). The author also describes the problematic nature of establishing when pay discrimination has occurred. According to Section 6 of the EEA, claims of pay discrimination may require action if someone is not afforded 1) equal pay for the same work, 2) equal pay for substantially the same work, or 3) equal pay for work of equal value (Ebrahim 2018). These causes for action are clear; however, the burden of proof notably lies with employees who file a claim. Plaintiffs must prove that the work they performed is similar to or the same as their colleagues and that they were paid less, which amounts to inequality or discrimination. Furthermore, large companies often have access to superior legal resources than employees who file claims without the aid of trade unions (Ebrahim 2018).

Some researchers have sought to quantify the fairness of policies intended to address discrimination in South Africa (Steyn and Jackson 2015), examining the implications of gender-based discrimination laws as they affect workplaces. Biographical data were collected from 1,740 employees from 29 organisations in South Africa. Post grading was also analysed to determine gender-based differences in post grading and remuneration. Steyn and Jackson (2015) find that while male employees were graded higher and received higher salaries, the difference was not statistically significant. Furthermore, job-specific training, qualification types, or professional

body membership did not significantly influence post grading based on gender. Males were found to be unfairly treated, but not based on easily identifiable gender-related factors. These findings highlight the subjective nature of discrimination and the often-complicated nature of determining the sources of perceived discrimination.

Other researchers have criticised the weight of the implications of employment equity laws in practice. Recent writings by Roman and Mason (2015) highlight the difference between the intended effects of the legal mandates that have been enacted in the wake of the EEA and the reality in South African workplaces. Focussing on the wholesale and retail sectors, the authors utilised mixed methods, including surveys, interviews, analysis of case studies, secondary data, and focus groups. Overall, Roman and Mason (2015) find that employment equity initiatives were largely numbers driven. While numerical indicators are an effective method for gauging the success of other efforts, a numbers-driven approach appeared to result in a lack of competence in this case. Employees and leaders who were affected by equity initiatives primarily indicated the initiatives' ineffectiveness and the lack of change that remained apparent. The implications were not evaluated to determine whether the measures enacted were effective but rather were oversimplified measures of regurgitating information about workplace equality. Furthermore, many employers were hyper-focussed on the diversity of their staff and placed less emphasis on the employees' qualifications or personal development. The Skills Development Act 97 of (RSA 1998) seeks to improve the skills of South African workers by imposing a training levy on employers. The Labour Act is more extensive than other legislations. The Labour Act dictates the process of registering associations at work and how employers should enable employees to do so.

3.21.10 Strengths, Weaknesses, and Gaps in the Hotel Business Sector

According to Valfort (2018), fighting workplace discrimination and inequality requires combining the strengths of various antidiscrimination policies while also addressing their weaknesses. Policymakers should thoroughly address prejudice (taste-based discrimination), stereotypes (statistical discrimination), cognitive biases, and attention-based discrimination (Valfort 2018). When considering the strengths, weaknesses, and gaps evident in addressing discrimination in the South African business sector, one can see that significant improvements have occurred since the end of Apartheid (Horwitz *et al.* 2002).

Horwitz *et al.* (2002) highlight the shift in post Apartheid management and HR priorities toward diversity management and management of employees from different cultures. HR challenges that South African practitioners intend to address employment equity, performance improvement, managing expectations associated with trade unions, and training and development. Indeed, these challenges and areas of focus accurately reflect the needs of diverse employees in the post Apartheid South African employment context. While improvements have occurred in recent years to further prevent discrimination in South African workplaces, other issues persist (Ebrahim 2018). For instance, new legislation that addresses the systemic effects of discrimination on skills development and the wage gap is intended to prevent the adverse effects of discrimination at the source. However, such legislation has had little impact on the prevalence of pay discrimination claims in South Africa because the language utilised in the most recent antidiscrimination laws casts an undue burden of legal proof on plaintiffs to prove their experiences of discrimination. When companies know that discrimination is challenging to prove in court, the laws aimed at preventing discrimination do little to motivate complex organisations to change their ways (Ebrahim 2018).

Pay inequality and affirmative action policies that apply to South African workplaces have changed significantly during the past decade (Burger, Jafta and von Fintel 2016). Laws passed in 1998 and 2003 were some of the first that aimed to improve equity in the workplace and prevent discrimination. When these laws were passed, wage gaps were prevalent in many sectors among marginalised employees. Despite these policies, the wage gap for non-White employees did not begin to close until 2005. This problem illuminates the difference between the intent of affirmative action and antidiscrimination laws and the effects of such laws in practise. While wage gaps have continued to decrease since 2005 and other facets of employment discrimination have begun to improve, poor accountability and enforcement in practise among South African companies have persisted.

The South African Labour Relations Act No. 66 (RSA 1994) has deficiencies. The penalties for unfair labour practices in Section 6 (1) and (2), as read together with Section 89 of the Labour Act, include the cessation of unfair labour practices, compensation for employees, and criminal sanctions. These general remedies are applicable to all unfair labour practices. However, many workers in the hospitality industry do not qualify as employees according to labour

legislation, including the Labour Relations Act; they remain vulnerable without individual employee rights. Employers take advantages and exploit these workers. Furthermore, many workers in the hospitality industry, regardless of whether they qualify as employees, are not represented by trade unions and are consequently denied the advantage of collective bargaining between trade unions and employers to ameliorate their work conditions (Vettori 2015: 4).

The ILO seeks to ensure that ratifying member states enact the convention's provisions both in law and practice. Employers and workers' organisations provide information and express their views on employment conditions. According to the ILO, some governments continue to have trouble in meeting their reporting obligations. Reporting remains insufficient or erratic in several countries; furthermore, the involvement of workers and employer organisations in implementing and reporting seems limited (Koliev, Sommerer and Tallberg 2020). The challenge in generalising remedies arises from the underlying assumption that unfair labour practices are the same in all countries, which is not valid. For example, sexual harassment alone is a substantial problem for which general remedies may be insufficient. According to Matsikidze (2017), the generalisation of these remedies could be the reason that, despite the availability of remedies in the statute book, recorded cases of victims seeking compensation or criminal sanctions are so few.

According to the Labour Relations Act 66 of 1994 (RSA 1994), all victims must be compensated. However, the act does not mention or elaborate how compensation is calculated vis-à-vis the act that was perpetrated. Advocacy and workers' rights groups have spurred many organisations that did not previously consider it their responsibility to address discrimination and inequality (Coleman 2018). Furthermore, advocacy groups have illuminated the sources and causes of discrimination that are often misunderstood or ignored. One key issue that workers' rights advocates have focussed on is challenging the culture of private arbitration associated with discrimination claims against organisations (Szalai and Wessel 2018). The arbitration process is the only option in many workplaces, and it rarely protects the workers. The UN aims to promote global human rights, peace, and freedom for all people (Weiß 2016). The ILO, exists to promote workers' rights, encourage acceptable employment options, improve social protection, and contribute to public discourse about work-related issues (Koliev and Lebovic 2018). The ILO and other UN agencies primarily base compliance decisions on norms and previously employed

strategies, particularly when determining which countries are accused of misconduct and how they are punished.

Section 9 of the South African Constitution lays the foundation for antidiscrimination laws and the Equality and Prevention of Unfair Discrimination Act (RSA 2000). Two years earlier, the (EEA 1998) was established to curtail workplace discrimination. Section 6 (3) of the (EEA 1998) states that harassment of an employee involves a system of discrimination and is not acceptable on any one or a combination of grounds of discrimination, as itemised in Subsection 1 of the Act. Post-Apartheid management and HRM priorities have gravitated toward overseeing diverse employees. However, current HRM policies continue to place on the victim the onus of proving discrimination. Recent literature concerning wage gaps experienced by marginalised groups in South Africa highlights the difference between the aim of affirmative action and antidiscrimination laws and the effectiveness of those laws in preventing discrimination in the workplace.

3.21.11 Limitations of the previous studies

Several questions concerning the impact of workplace inequality and discrimination have not yet been addressed. However, a closer examination of the literature on the effects of workplace inequality and discrimination on employee performance reveals gaps and shortcomings. The literature reveals that scholars in South Africa who investigated this topic mainly focussed on Blacks versus Whites or gender issues. Additionally, the majority of literature points toward inequality and discrimination in employment and employee performance, but no literature was found connecting the two phenomena to individual development. The question under investigation has not previously been researched. This research investigates the effects of workplace inequality and discrimination on individual development and organisational performance, as they affect all races. Researchers should fill this gap because of the importance and seriousness of the problem.

3.21.12 Summary

This chapter reviewed literature on the impact of workplace inequality and discrimination on individual development and organisational performance. Advocacy and workers' rights groups have spurred many organisations that did not previously consider it their responsibility to address discrimination and inequality (Coleman 2018). Furthermore, advocacy groups have illuminated the sources and causes of discrimination that are often misunderstood or ignored. One key issue

that workers' rights advocates have focussed on is challenging the culture of private arbitration associated with claims of discrimination against organisations. The arbitration process is the only option in many workplaces, and it rarely protects the workers (Szalai and Wessel 2018).

The UN aims to promote global human rights, peace, and freedom for all people (Weiß 2016). At a global level, the ILO (2003) contends that eliminating workplace discrimination is imperative for social justice, poverty reduction, and sustainable economic development. The ILO, a specialised agency within the UN, is intended to promote workers' rights, encourage acceptable employment options, improve social protection, and contribute to public discourse about work-related issues (Koliev and Lebovic 2018). The ILO and other UN agencies largely base compliance decisions on norms and previously employed strategies, particularly when determining which countries are accused of misconduct and how they are punished. Section 6 (3) of the EEA (1998) states that harassment of an employee is a system of discrimination and is not acceptable on any one or a combination of grounds of discrimination, as itemised in Subsection 1 of the Act. Post-Apartheid management and HR priorities have gravitated toward overseeing diverse employees. However, current HR policies continue to place the onus of proving discrimination, on the victim. Recent literature concerning wage gaps experienced by marginalised groups in South Africa highlights the difference between the aim of affirmative action and antidiscrimination laws and the effectiveness of those laws in preventing workplace discrimination.

The ILO, a specialised agency within the UN, is intended to promote workers' rights, encourage good employment options, improve social protection, and contribute to public discourse about work-related issues (Koliev and Lebovic 2018). The ILO and other UN agencies largely base compliance decisions on norms and previously employed strategies, particularly when determining which countries have been accused of misconduct and how they are to be punished. Section 6(3) of the EEA (1998), asserts that harassment of an employee is unfair discrimination and is not acceptable on any one or a combination of grounds of unfair discrimination, itemised in Subsection 1 of the Act. Post-Apartheid management and HR priorities have rightfully gravitated towards the management of diverse employees. However, HR policies, as they are, continue to place the onus of proving discrimination, such as pay discrimination, on the victim. Recent literature concerning wage gaps experienced by marginalised groups in South Africa highlights

the difference between the aim of affirmative action and anti-discrimination laws, and the effectiveness of those laws in preventing discrimination in the workplace.

CHAPTER 4

4 RESEARCH METHODOLOGY

4.1 Introduction

This study will use a qualitative research method. The chapter outlines the procedures and methods utilised in the research. The description methods refer to the procedures and techniques followed to collect and analyse data. The researcher selected the methodology that is best suited to answering the research question. The chapter provides a synopsis of the assumptions and paradigm. It also discusses the research methods and design, target population, sample size and sampling strategies, data-collection instruments, pre-testing, data collection and analysis, validity and reliability of the research instruments, delimitations, and ethical considerations.

The researcher addressed this question through an analysis of historical records and semi-structured interviews. A multi-case study approach was used to gather data from two South African hotels. This approach is appropriate for examining complex real-life phenomena about which theoretical knowledge is insufficient (Yin 2017). The researcher adopted social constructivist/interpretivist philosophy. Data were collected through a qualitative approach and analysed using inductive and deductive methods. Thematic analysis and computer software NVivo played a critical role in analysing and refining the results.

For a study to be acceptable, the researcher must hold the tested research methods up to scientific examination (Fox and Bayat 2008: 2). According to the authors, the results must be based on visual experience. Procedures that support precise data analysis and are not biased must be used; the findings should extend or otherwise modify existing knowledge. Therefore, the study followed logical operations, data gathered from selected samples using scientifically designed data-collection tools and techniques (Fox and Bayat 2008). The guidelines for data collection, analysis and presentation in this study were influenced by the work of several researchers (Connaway and Radford 2016; Nowell *et al.* 2017; Creswell and Creswell 2018; Dudovskiy 2018; Yin 2018; Collingridge and Gantt 2019). The researcher developed the study design with the help of multiple sources. This chapter is divided into eight sections.

4.2 Importance of Philosophical Assumptions

Philosophical assumptions affect the overall research design, data collection methods and data analysis techniques adopted by researchers for a specific study (Creswell and Creswell 2018). Such assumption play a significant role in influencing studies, from the conception of the topic to the study's completion (Antwi and Hamza 2015; Brinkmann 2017). According to Creswell and Creswell (2018) a research paradigm consists of four components: epistemology,ontology, methodology, and axiology.

(i) Epistemology

According to Crotty 1998 cited in Al-Ababneh (2020), epistemology provides a philosophical ground for selecting what type of knowledge is accessible and how to confirm that such knowledge is both adequate and legitimate. The major types of epistemologies are Objectivism, Constructivism, and Subjectivism. Objectivism refers to the idea that meaning and meaningful truth exist independent of our consciousness and may be learned through an objective investigation. Constructionism is the meaning that comes into existence through human engagement with the reality in the world owing to the non-availability of truth waiting to uncover it. This point of view supports that subject and object emerge as partners in creating meaning. Lastly, subjectivism signifies the sense that comes from anything but the object to which it is attributed, which means the object itself does not contribute to the meaning that is imposed on the object by the subject (Crotty, 1998 (Al-Ababneh 2020). For this study, data are contained within the perceptions of the people taking part in the research. Therefore, the researcher will engage with the participants in collecting the relevant data to help answer the research question.

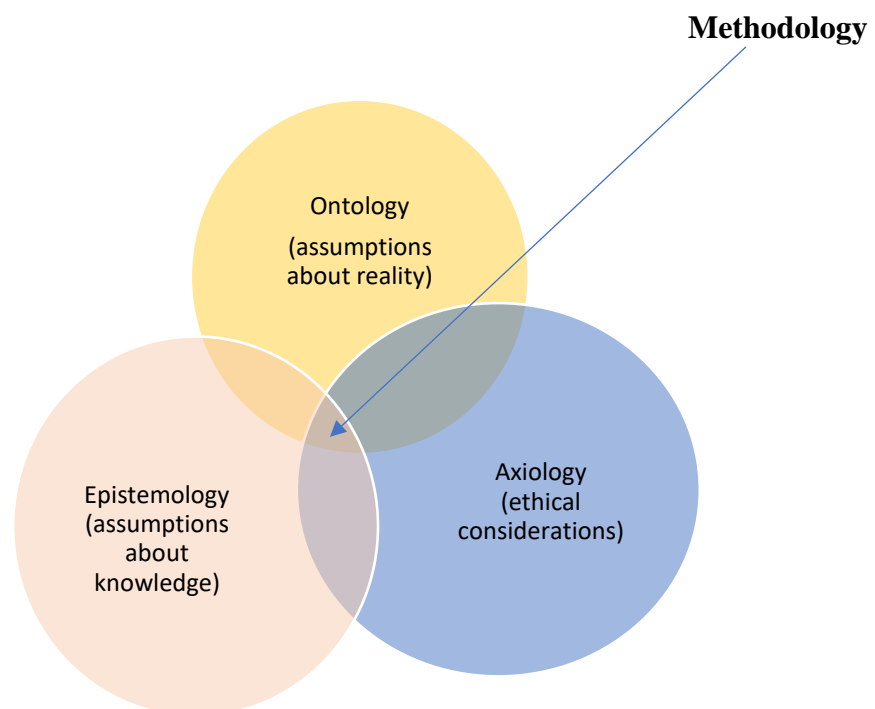
(ii) Ontology

Antwi and Hamza (2015: 218) described ontology as “the way the investigator defines the truth and reality”. This enables the researcher to examine different angles of the problem, identifying and orientating their thinking about its significance and developing a solution (Kivunja and Kuyini 2017). Ontology rejects the idea that meaning and meaningful truth exist independent of our consciousness and may be learned through an objective investigation (Al-Ababneh 2020).

(iii) **Methodology**

Antwi and Hamza (2015:218) defined methodology as “the method used in conducting the investigation”. The researcher must formulate the right research approach and use the best data collection tools and data-analysis procedures. Methodology connects the ontological and epistemological levels (Kivunja and Kuyini 2017). See Figure 4.1 on page 148. The methodological element is a broad term that refers to the action part of a study. Methodology governs the methods, designs, and strategies to conduct a survey, derive outcomes, present the results (Kivunja and Kuyini 2017). The methodology must be congruent with the ontological and epistemological stances of the study (Kamal 2019).

Figure 4.1. Methodology as the convergence of three aspects



Source: (Nguyen 2019).

(iv) **Axiology**

This relates to the identification of various moral issues attached to research and the importance of evaluating those issues while planning the research (Kivunja and Kuyini 2017).

Ethical formalities are attached to various aspects of a study and to the participants, audience and data (Nguyen 2019). Ethical issues in this research were identified and addressed.

4.3 Section 2: Research Paradigms

4.3.1 Introduction

This section will begin by explaining the origin of paradigms, the definition and the different types of paradigms. This will culminate in selecting the paradigm to guide this study, giving the reasons for adopting it.

4.3.2 Definition

According to Creswell (1998), a good research commences with the selection of the topic, the problem of interest, as well as the paradigm. The word paradigm was defined as “a basic set of beliefs that guide action.” Denzin and Lincoln (2011:157) cited in (Antwi and Hamza 2015). Kaushik and Walsh (2019) refer to a paradigm as a collective generalization in the beliefs and standards of a society of specialists who are concerned with the nature of reality and knowledge. (Rashid *et al.* 2019) stated that it is a frame of reference on which researchers base their research projects. The adopted paradigm directs the researcher’s investigation, including the data collection and analysis procedures (Kivunja and Kuyini 2017: 26). There are four paradigms: 1) positivist and post-positivist, 2) constructivist or interpretivist, 3) participatory or advocacy, and 4) pragmatic worldviews (Creswell and Creswell 2018). These terms are briefly explained here.

4.3.3 Positivist and post-positivist

Positivists claim that the social world can be understood objectively (Žukauskas, Vveinhardt and Andriukaitienė 2018). The approach used to gain knowledge involves experimentation, observation, and measurement. In addition, deductive reasoning is used (Villiers and Fouché 2015). People’s perceptions of and perspectives on a phenomenon are shaped by a person’s background and the various emotional, psychological, social, cultural, political and economic dimensions (Jangra 2020). According to (A Goldman 2016), positivism restricts academic debates and downplays opposing views and innovative thought. It entertains only those concepts that support and maintain the problem statement in a study. In addition, it allows for

limited information when investigating experiences and perception (Jangra 2020). Therefore, the positivist paradigm was considered unsuitable for the present study.

4.3.4 Participatory/transformational worldview/critical inquiry

This worldview emerged from the need to address marginalised individuals' social justice issues. Post-positivism has been unable to address such matters through its laws and theories. The participatory philosophical view revolves around the research inquiry with some political agenda to reform or change the situation under study. The researcher brings a social issue to light through the research to improve their own life and the life of participants as well as the institutional environment where the participants work (Al Riyami 2015; Creswell and Creswell 2018). The advocacy paradigm is known for its research framework based on marginalised individuals and their experiences. The researcher analyses the sources of marginalization and proposes an action plan, derived from the research results, to solve individual problems. The researcher can also seek participants' help in question design and data collection and analysis. This paradigm is often applied within a qualitative research strategy. However, it can also be included in a quantitative study (Creswell and Creswell 2018: 9).

4.3.5 Pragmatic worldview

The pragmatic perspective rejects the notion of accessing reality through social science inquiry using a single research method (Creswell and Creswell 2018: 10). It implies that researchers should focus on the problem and utilise all available approaches to understanding it, without insisting on following a specific research method. Pragmatism maximises flexibility because it allows the use of any number of qualitative or quantitative approaches to the collecting of information (Makombe 2017; Creswell and Creswell 2018).

4.3.6 Social constructivist/ interpretivist

The social world can be interpreted subjectively. Utmost consideration is given to understanding behaviours through which people experience the social world (Žukauskas, Vveinhardt and Andriukaitienė 2018). According to Creswell and Creswell (2018), subjective meanings are discussed, both historically and socially. Such meanings enable the researcher to focus on the complexity of views rather than on the development of a few categories or ideas. The objective is to explore the perspectives of participants in the situation under study (Creswell and

Creswell 2018). The participants in the research are placed in an “under study” situation in the form of interactions or discussions with other people. The questions are wide-ranging and open-ended, permitting the participant to construct the meaning of specific situations. The researcher records interpretations and connects the backgrounds of participants with their interpretations of the experiences and how they acknowledge their position in the studied situation (Creswell and Creswell 2018).

Additionally, the researcher cannot be detached from the subject being investigated. The epistemological position is subjective, and knowledge can be interpreted by the individual. Researchers use inductive reasoning, commencing with detailed observations that are recurrent; thereafter, they draw general conclusions (Villiers and Fouché 2015). This research brings a serious social issue to light, and the researcher hopes to influence the improvement of the lives of participants and in the institutional environment where they work. The working conditions of vulnerable groups in the hotel industry in South Africa require necessary actions to address the situation. Therefore, adopting the interpretivism/ social constructivism paradigms is the best decision for several reasons. According to the paradigm, the world and the environments individuals find themselves in are unique, and continuously transforming (Geldenhuys 2015). This paradigm restates that no single universal truth can serve as the authority (Schwab and Syed 2015b). However, the development of individuals is connected to twelve different influences in their life that shape and state their understanding of their circumstances (Maree, 2013; (Smith 2018).

According to Maree (2012), social constructionism recognises the individuality of influences perceived by people. Furthermore, this paradigm is most applicable when researching social impacts as it does not generalise; it understands diverse perceptions from related influences, and contextualises unique considerations (Maree 2012). Social constructionism/interpretivism guide this research study in achieving the determined empirical objectives by permitting the research design to appreciate the participants’ individual influences (Maree, 2013; (Smith 2018).

4.4 Section 3: Research Methods

Altinay, Paraskevas and Jang (2015: 97) aver that a research method constitutes a general framework that provides direction to the research project. Three research approaches are most frequently used: the qualitative approach, the quantitative approach, and a mixed-methods

approach (Guetterman, Fetters and Creswell 2015). The research framework followed depends on the problem statement of a specific study and the type of data involved (Hackett, Schwarzenbach and Jürgens 2016; Merriam and Grenier 2019).

4.4.1 Quantitative approach

This method is connected to the positivist paradigm. The research and the researcher are considered independent of each other. The quantitative method generates predictive or explanatory results through the analysis of numerical data (Creswell and Creswell 2018; Barmeyer, Bausch and Moncayo 2019). The organisational field is dominated by quantitative research and the positivist paradigm. According to A Goldman (2016), business management uses this approach extensively in industry. This has created a situation in which research delivers little fundamentally new knowledge to the business sector. Positivist discourse may circumvent the complexity, hyper-change, exploitation and inequality created through questionable business practices (A Goldman 2016). For these reasons, a quantitative approach was not pursued in this study.

4.4.2 Qualitative approach

The decision to adopt qualitative approach is chiefly because this study explores qualitative issues that relate to experience, perspective, and meanings from the participants' perspective (Hammarberg, Kirkman and de Lacey 2016). Qualitative study seeks answers from human experience (Dudovskiy 2018; Flick 2018; Barmeyer, Bausch and Moncayo 2019) about how organisations function and how social interactions shape relationships (Teherani *et al.* 2015). Qualitative research aims are to discover relationships and connections by analysing data collected from interviews, audio-visual recordings, documents, transcriptions and content analysis (Teherani *et al.* 2015; Maharaj 2016; Yin 2018; Barmeyer, Bausch and Moncayo 2019).

According to Smith and Osborn, (2007) cited in Henderson and Baffour (2015), social interactions help to develop individual knowledge and behaviour across differing systems. Henderson and Baffour (2015) states that individuals are critical in conceptualizing and addressing social problems. Individuals reach mutual agreement when their diverse experiences become central to framing the research problem and designing solutions to address it. The authors further state that deploying qualitative investigation then becomes significant in contextualizing the lived

experience, and taking value of the role of stakeholders as collaborative agents for systems change (Henderson and Baffour 2015).

The social phenomenon under study is viewed holistically, with the researcher using complex reasoning that is multifaceted, iterative, and simultaneous (Merriam and Tisdell 2015; Creswell and Creswell 2018; Yin 2018). This approach permits a researcher to obtain in-depth understanding through first-hand experience (Maharaj 2016). Creswell and Poth (2018) assert that exploring a social phenomenon is conducted by listening to the participants' voices, researchers' reflections that produce interpretations, and in-depth explanations of the concerns. Thus, qualitative research is now entrenched internationally into the social sciences (Morse 2020).

The qualitative approach in general integrates three characteristics. Firstly, the study aims to understand people's experiences (Dudovskiy 2018). Such is linked to the objective of this study. Secondly, the main "instrument" for data collection and data analysis is the researcher (Teherani *et al.* 2015; Maharaj 2016). The researcher was involved in interviewing, observation and analysing collected data. Thirdly, the data collected are analysed inductively (Merriam and Tisdell 2015); excerpts from transcripts that have similar meanings were clustered together and labelled descriptively. The researcher generates explanations in the form of concepts and produces a detailed description from multiple data sources. These may include documents, field notes and interviews (Kamal 2019).

Larkin, Shaw and Flowers (2019: 183) suggest that this approach could influence the world at several levels. For instance, the approach adopts an advocacy role in which participants' voices raise the awareness of their experience. Such can highlight marginalization or detect backgrounds in which people are not understood (Larkin, Shaw and Flowers 2019). Also, qualitative research demands reflection and sensitivity towards inequality, discrimination, and exploitative practices, as it is not aligned with any business ideology (A Goldman 2016). In the current study, the researcher explored the effectiveness of unpacking the dynamics that influence human behaviour and the perceptions of individuals within their social settings. The researcher adopted the qualitative approach. According to Creswell and Creswell (2018), a qualitative method is employed to study a phenomenon by investigating the subjective experience of individuals regarding a social or human problem. The data and findings are grounded in the specific

perspectives from which they are drawn. They can, however, be used to study objective (or real-world) phenomena, as perceived by participants.

Alpaslan (2010) explained that this research approach is the best when the objectives are as follows:

- (i) to gain insight into the experiences and influences that individuals or groups have in a specific location;
- (ii) to reveal certain properties of a phenomenon;
- (iii) to contextualise the environment in which the phenomenon occurs.

These objectives correspond with this study's objectives. The aim of this research in the hotel industry in South Africa is congruent with a qualitative approach and the empirical paradigm of social constructivism. Creswell and Creswell (2018) distinguished individualism in the research procedure and the detailed sensitivities of the investigated phenomenon. The table below provides a summary of the research methods discussed.

Table 4.1 Summary of Research Methods

Quantitative	Mixed Methods	Qualitative
Pre-determined	Both pre-determined and emerging methods	Emerging methods
Instrument based questions	Both open and closed ended questions	Open-ended questions
Performance data, attitude data, observational data, census data	Multiple forms of data drawing on all possibilities	Interview data, observational data, document data, and audio-visual data
Statistical analysis	Statistical and text analysis	Text and image analysis
Statistical interpretation	Across databases interpretation	Themes, patterns interpretation

Source: Creswell and Creswell 2018

4.4.3 Researcher's role

The researcher was permitted to visit the hotels to collect research data. The Durban University of Technology ethics committee granted permission to proceed with data collection in February 2021. The researcher made direct observations to study participants in their real-life

environment in hotels. The researcher wrote down notes in the field book. Engaging informally with individuals working in the industry. In addition, 15 semi-structured interviews were conducted, and the resulting data analysed. Conducting interviews was not easy as the researcher had to deal with multiple problems. Asking too many questions led to information overload. The researcher had to control the responses from participants to make sure that they stayed focused on the research objectives. While developing close relationships with participants, the researcher maintained enough distance to prevent bias or influence perceptions (Sutton and Austin 2015).

4.4.4 Research strategy

This research followed the interpretive strategy as it emphasises exploring the subjective experiences of individuals (Creswell and Creswell 2018). The researcher wanted to understand “the perception of South African Hotel workers on the influence of workplace inequality and discrimination on individual development and organizational performance.” The strategy helped to elaborate the research problem and therefore assisted in attaining the study objectives. Distinguishable data-collection techniques were employed, that included semi-structured interviews, direct observations, information conversation, and document analysis.

The research strategy followed is both deductive and inductive. The inductive research strategy is aligned with both the empirical research paradigm and empirical aims of this study, the identified unit of analysis being the individual (Schwab and Syed 2015b). The inductive strategy that focuses on the experience of the individual aims to understand and develop a new theoretical framework (Travers 2009). After transcriptions of the interviews, thematic analysis was used to analyse the transcripts. An inductive approach was utilised to extract excerpts or phrases from transcripts that are similar in meaning. The excerpts were clustered together and labelled descriptively for interpretations. Deductively, the researcher reviewed the data from the themes to determine whether more evidence could support each theme (Creswell 1998). The researcher developed codes before beginning the analysis of the data.

4.5 Section 4: Research Design

4.5.1 Introduction

Research design is linked to the data collected and the conclusions that need to be drawn according to the research questions (Yin 2018: 24-26). It provides a detailed summary of how an

investigation will be undertaken. This study employed a qualitative design. According to Maharaj (2016: 2), qualitative design is a social action that stresses how people interpret and make sense of their experiences to understand the social reality of individuals. The design creates an environment that enables developing a deep understanding of the culture of the participants and their perspectives on inequality and discrimination, especially of how these issues affect them (Maharaj 2016).

4.5.2 Qualitative research designs

This study is used a generic qualitative approach utilising a descriptive case-study design. This is considered most suitable as it acknowledges the subjective nature of the problem, and the various experiences participants have. The qualitative descriptive design will present the findings in a way that directly reflects or closely corresponds to the wording used in the initial research question (Sandelowski 2010; Bradshaw, Atkinson and Doody 2017).

4.5.3 Generic qualitative design

Since the objective is to examine real-world conditions via participants' perceptions, a generic qualitative design is appropriate for the study's goal. According to Merriam and Tisdell (2016), cited in Jahja, Ramalu and Razimi (2021), every qualitative research starts at generic qualitative research, and the selected approach is only an additional dimension. According to Hill and Knox (2021), understanding multifaceted social phenomena entails in-depth examination and inner reflection, which quantitative research does not provide. Furthermore, Creswell and Poth (2018), cited in Jahja, Ramalu and Razimi (2021), mentioned that exploring a social phenomenon is conducted by paying attention to the participants' voices, researchers' reflections that construct interpretations, and in-depth explanations of the issues.

This research permitted hotel employees to express how they perceived and experienced workplace inequality and discrimination in the various hotels. Qualitative research entails delving into and comprehending the meaning individuals or groups attach to a human social issue (Creswell and Creswell 2018). According to McMillan (2008), cited in Degand (2015: 876), "the meaning of the experience to each participant is what constitutes reality." People's interpretations of an experience have the potential to shape how they believe the world sees them, how they see the world, and how they determine and value the skills they think they need for social success. By

investigating an experience as it is subjectively lived, new meanings can be developed to inform or reorient how we understand that experience (Degand 2015). The theories supporting this framework will assist in shaping the types of questions asked, disclosing how data are collected and analysed (Creswell and Creswell 2018).

This approach helps to generate prospects of learning from the diverse experiences of the participants. This approach also enables the researcher to appreciate the individual experiences of a subject (for example, a person or a group or people) regarding a significant life incident, an experience, or a situation (Warren and Rautenbach 2020). Additionally, this approach widens the understanding of the complex phenomena involved in learning and development, behaviour, and communication relevant to this field of study (Teherani *et al.* 2015). In the background of this study, much information would have been unexploited had the quantitative approach been adopted because of the rigid nature of the data instrument; instead, various issues developed in the field that had not previously been thought about during the study design. My intention in this study was to collect data regarding the perspectives of research participant on the impact of workplace inequality and discrimination on individual development at workplace. The researcher adopted a multi-case as an additional dimension to the generic qualitative design.

4.5.4 Multi-case study

The researcher used a multi-case study as collecting data from different sources is compatible with triangulation. This refers to the use of multiple methods or data sources in qualitative research in order to develop a comprehensive understanding of the phenomenon (Patton, 1999). However, no single method is always perfect in analysing a problem. Therefore, it makes sense to adopt more than one approach (triangulation). To complement the generic qualitative approach, a sample of two hotels (representing a multi-case study) were used as the additional approach.

4.5.5 Context of the research

This research explored the perspectives of employees in the hotel industry. Most organisations in South Africa are working towards becoming more inclusive and eliminating discrimination and inequality, a generation after the dismantling of Apartheid. Two hotels were

investigated regarding their practices. The idea was to find out whether workplace discrimination and inequality existed in these hotels

4.5.6 Research set up

The research focuses on the hotel industry workplace in general with specific reference to experienced non-managerial employees who are active in the workplace in the South African context.

4.6 Section 5: Population and Sampling Strategy

4.6.1 Introduction

This section sets the limit of the study through sampling, recruitment of participants and collection of information (Creswell and Creswell 2018). The population of the study is defined as the sampling strategy.

4.6.2 Target population

Sucheran (2015) identified 142 hotels in Durban, KwaZulu Natal, South Africa. These included hotels from two-star to five-star. There were too many hotels to include all of them in the study. This study focused on hotels with two- to five-star ratings as the target population. The population in the current study was somewhat heterogeneous. It comprised non-managerial employees such as housekeepers, waiters, front office workers, cooks, and administrative clerks. Such are the people who are mostly affected by the phenomenon under study.

4.6.3 Selection of hotels for the study

Identifying the hotels to participate in the study was challenging. The researcher used purposeful sampling to hand-deliver 65 letters direct to Human Resource Offices in hotels, requesting permission to conduct the study. Some letters were sent by emails. Three hotels were sought in these categories to enable comparison of the responses of participants. It proved difficult to gain permission for the study. Most hotels turned down or did not respond to the request, despite reminders. This was discussed with the course supervisor. However, two hotels, one with three and another with four stars granted permission. The third hotel was closed before it granted a written permission. The names of the hotels used in the study and their addresses have been kept

confidential, as asked for by the hotels' management and in line with the ethical approval procedures. Data collection was delayed because of lockdown in 2020; the researcher could not travel to South Africa until January 2021.

4.6.4 Sampling strategy

Sampling is a technique used to choose, in a systematic way, a comparatively small number of representative items or individuals – known as a subset – from a predefined population (Sharma 2017). The research question and aim influence the sampling strategy of a study. I adopted purposeful sampling, which is a non-probability technique (Sharma 2017; Creswell and Creswell 2018). The objective is to infer conclusions from the material at hand to develop a theory (Altinay, Paraskevas and Jang 2015). The sampling strategy is the exact technique used to achieve the empirical aim of the study (Alpaslan 2010).

4.6.5 Purposeful sampling strategy

Purposeful sampling refers to the intentional choice of a participant for the qualities they possess (Etikan, Musa and Alkassim 2016). Certain selection criteria are thus identified which lead to the use of purposive sampling (Rabie and Naidoo 2016). These sampling techniques rely on the judgement of the researcher regarding the choice of units to be studied; examples are people, a case or organisations (Sharma 2017). This selected sampling strategy is consistent with the social constructionism paradigm (Blanche *et al.* 2006). According to Welman and Kruger (1999) cited in Groenewald (2004), purposeful or non-probability sampling, is important in identifying the primary participants.

In order to gain additional participants, the researcher used snowballing sampling (Parker, Scott and Geddes 2019). This is the method of expanding the sample by asking one participant to recommend others for interviews. In using the snowballing, I did not take into account gender representativity. A purposive sample is often determined based on theoretical saturation (Creswell and Creswell 2018). The occurrence of theoretical saturation constitutes a determinant criterion to cease the data collection and therefore helps to define the sample size (Boddy 2016; Nascimento *et al.* 2018) and the number of participants (Merriam and Tisdell 2015). Observations were documented in a field notebook.

Fifteen hotel employees were interviewed, ten from hotel ‘A’ and five from ‘B’. The participants were identified through the assistance of the hotel gatekeeper. All nationalities and races were included in this study. According to Roller and Lavrakas (2015), it is important that the participants possess similar characteristics and share the same environment, lifestyle and attributes. The selection of the participants was based on the following criterion: at least one year’s experience. Selected participants comprised both junior supervisors and non-supervisory employees. Most participants were from the following categories: housekeepers (2), waiters/waitresses (7), cooks (1), Laundry (1), Receptionist/clerks (2), bar attendants (1). The hotel employees were informed in advance of the study. The gatekeeper at both hotels helped the researcher contact the potential participants.

4.7 Section 6: Data-collection Methods

4.7.1 Introduction

Muhammad (2016) explained data collection as the procedure of collecting and measuring information on variables of interest in a recognised and systematic manner. Data collection is focused on primary and secondary techniques.

4.7.2 Data collection

According to Yin (2018: 116), “six sources” can be used to collect data for a study. These are interviews, direct observation, participant observation, examination of documents, examination of artefacts, and the use of archival data related to the study. The collection of data from multiple sources allows for exploring different ideas and concepts during the interview conversation (Yin 2018).

4.7.3 Primary data sources

There are many specific primary data-collection techniques used in research such as: questionnaire, focus group, Delphi techniques, projective techniques, observation, interviews, etc. (Simplilearn 2021). In this study data were generated through interaction between the researcher and the participants using field observations and interview techniques. This interaction indicated sufficient connection and being immersed in the field (Harrison *et al.* 2017).

4.7.4 Field observation

The researcher initially collected data at the hotels through direct observation, studying behaviour that occurs naturally in natural contexts. Site visits were conducted during the period October 2018 to May 2021 for observation purposes. This is significant because the researcher was able to capture the context within which people interact rather than banking on memory and prior reports of their behaviour. The researcher was a guest in the hotel where the respondents work, spending a few days making observations and writing notes. The researcher pre-planned a schedule for points to observe, to ensure a systematic outlook. On the field observations, the researcher focused on:

- the physical surroundings of the hotels in particular; space, comfort, and suitability of rooms; seating arrangements
- the environment near the hotels, for example, roads and shops
- The researcher observed employees at work (i) Non-verbal expressions, for example, facial expressions, gestures etc. (ii) interactions, for example, group dynamics, participation, and interest.

The study conducted a minimum of six observations in the hotels during the periods, October 2018, December 2018, January 2019, July 2019, November 2019, and May 2020. During the visits, the observations were planned for three hours each day. The researcher took notes after each observation. The notes were transcribed into observation protocol. The purpose of observation was to note any unusual and extraordinary actions occurring during the service encounter. What the researcher observed was recorded in the notebook to reduce bias and distortion through memory failure. There were situations where notetaking was not feasible. Writing down what was observed was conducted immediately after the event.

Observation gave the researcher the means to look for non-verbal expressions of feelings, finding out how individuals interact, understanding how participants communicate, and checking for how much time is spent on various activities (Schmuck 1997). According to Bernard (2002) this technique allows the researcher to open to discovery and inductive, rather than predicting what the context is like. Also, Plano Clark and Creswell (2011), state that observation provides an opportunity for the researcher to learn and develop items of interest the participants may not be

willing to discuss during the interview. According to Ainsworth (2021), observation can regulate the dynamics of a situation, which commonly cannot be measured through other data-collection methods. However, this technique is only effective in small-scale situations (Simplilearn 2021).

Because of the researcher's low profile and non-interference, the study subjects did not realise they were being observed. The purpose of the direct observation was to get close to and familiarise myself with individuals (housekeepers, waiters and receptionists) and their practices, through involvement with people in their environment (Yin 2018). Living at the hotels allowed me to observe and document the activities and subtle aspects of events and their behaviours as they occurred. It is important in this study to understand reasons behind certain behaviour (Ainsworth 2021). Researchers' notes, commonly called field notes were used as an important tool to further describe the way participants interact, at work and expressed their knowledge.

4.7.5 Informal discussion

To gain more insights into the hotels the researcher had informal conversations with some supervisors and employees during the field visits in which important information was gathered to support this research. The discussions were held in the restaurant and at reception during the time the researcher visited the hotels. This was documented in the field notebook.

4.7.6 Interviews

Qualitative interviews are aimed at studying the experiences, perceptions or beliefs of an individual on a specific topic (Sileyew 2019). The interview is the most important source of case study evidence (Yin, 2018:117) as it involves communication between the interviewer and the respondent, based on interview questions (Moser and Korstjens 2018: 18). Interviewing assists in gaining a deeper understanding of social trends (Bhasin 2019). The respondents can raise any other issues during the interview (Sileyew 2019) as opposed to keeping to facts and behaviour (Busetto, Wick and Gumbinger 2020). There are three interview types: unstructured, structured, and semi-structured. This research adopted the semi-structured interview approach.

4.7.7 Semi-structured interviews (SSI)

The constructivist/interpretative paradigm of the study influenced semi-structured interviews to be utilised as the primary method of data collection (Blanche *et al.* 2006). However,

this approach allowed the researcher to be flexible in probing. The researcher used his discretion in certain instances in which the individual and contextual nature of the influence of workplace inequality and discrimination was observable (Schwab and Syed 2015a). Semi-structured interviews are a qualitative data-collection technique (McGrath, Palmgren and Liljedahl 2019), conducted face-to-face (Sileyew 2019). Semi-structured interviews help to gain subjective responses from individuals vis-à-vis a particular situation or phenomenon experienced by them (McIntosh and Morse 2015). The practice integrates conversational aspects that involve questions and answers (DeJonckheere and Vaughn 2019; Larkin, Shaw and Flowers 2019). The conversation is guided by new information from the unfolding of the interactive discussion between the researcher and the participant (Ahlin 2019).

The researcher asks planned open-ended questions and probes for additional details during the process (Adams 2015). These probes are intended to elaborate beyond the participant's first response (McIntosh and Morse 2015) yielding in-depth information (Patton 2014). The researcher has control over the flow of the data collection and has opportunities to seek immediate clarification of unclear information from the source (Dudovski 2018). Semi-structured interviews (SSI) help in obtaining knowledge of the modern working environment, its dominant factors and its consequences (Sileyew 2019). The SSI can help to identify explanations ("how" and "why") for critical events (Yin 2018: 117). This methodology is versatile and flexible (Roller and Lavrakas 2015; Kallio *et al.* 2016).

4.7.8 Secondary data sources

A desk review was conducted to gather data from several secondary sources, namely reports and documents at each hotel site. Secondary data were also obtained from the literature regarding the hospitality industry and the labour market. The remaining data were obtained from the hotels' history pages on their websites. The hotel managers refused to release HR records for examination. Reputable journals, current books and magazines, articles, publications, proceedings, newsletters, newspapers, websites, blogs, and other sources concerning the hospitality industry were reviewed. The data obtained from the current working documents, procedures, reports, statistical information, policies, regulations and standards were also considered for the review (Sileyew 2019). After the semi-structured interviews, the researcher transcribed the interview recordings. This was to prepare for such analysis and to answer the research question.

4.7.9 Interview guide

The researcher made use of an interview guide (Alpaslan 2010). The development of the interview guide was influenced by (Kallio *et al.* 2016). The interconnected phases of developing a semi-structured interview are: 1) identifying the prerequisites for using semi-structured interviews, 2) retrieving and using previous knowledge, 3) formulating a preliminary semi-structured interview guide, 4) pilot testing the interview guide, and 5) finalising the complete semi-structured interview guide (Kallio *et al.* 2016: 16). The guide initially included nineteen open-ended questions about inequality and discrimination that were asked during pre-testing. Some questions had been used in other studies of a similar nature in (Ramrathan 2005) and (Heininen 2019). The interview guide consisted of six sections: demographics, education and recruitment, work experience, discrimination, inequality, and implications. The preparation of a semi-structured interview guide contributes to the trustworthiness of a qualitative research method (Kallio *et al.* 2016).

4.7.10 Preparation for interviews

In May 2021, the researcher contacted the managers at Hotel A and Hotel B to inform them of the date for data collection. The researcher gave assurance that no names would be revealed of either the hotels or the employees. The gatekeepers provided the researcher with names of employees and their contact numbers to arrange with them for the interviews at their convenient times. The employees in both hotels were informed of the study and were invited to avail themselves at their convenience if they so wished. However, the researcher was familiar to most employees because of my frequent visits as a guest and talking to them in the restaurant, bar, and the front desk.

4.7.11 Pilot study/pre-testing the instrument

Kallio *et al.* (2016) stated that this phase aims to confirm the coverage and significance of the content of the formulated preliminary guide. Castillo-Montoya (2016) found that the interview procedure was strengthened by pre-testing the interview questions. This can assist in detecting any errors or restrictions within the interview design. Kallio *et al.* (2016) insisted that the pilot test of the interview guide be conducted using three techniques: internal testing, expert assessment, and field-testing. In this research, the researcher employed all three techniques. The researcher first

used internal testing. This approach, according to Kallio *et al.* (2016) promotes ethical and responsible behaviour in researching sensitive issues. The researcher also used an external expert to validate the interview guide. Evaluation by external specialists checks the appropriateness and comprehensiveness of the guide's contents concerning the aims and the objectives of study.

The next stage was to test the guide on a small sample. A short letter of introduction was sent in advance, citing the endorsement by management for this study. This letter added legitimacy to the project and paved the way for organising interviews. The pilot study was conducted on 23 May 2021. Four participants were scheduled for interviews. The participants were from both hotels and shared similar characteristics. Some scholars propose that the participants selected for a pre-test must share similar criteria to the group of participants for the main study (Majid *et al.* 2017). The participants were drawn from similar groups that the researcher was planning to study. The participants had spent most of their lives working in the hotel industry in South Africa. After pilot testing, the researcher found that some questions were ambiguous. These were removed, reducing the questions from 19 to 14 in the revised questionnaire. The external consultant played an active role in helping to revise the questions to ensure that they met universally accepted standards. Cridland *et al.* (2015) assure that field testing is beneficial as it enables the interviewer to decide how much time is needed for each session. The average time taken for each interview was 35 minutes.

4.7.12 Main Data Collection (Field Work)

South Africa is a country with a well-established hospitality industry. The country is in Africa, well south of the Sahara. According to reports, approximately 330,385 employees were employed in the restaurant and hotel industry in 2019. This sector contributes 9.3% of the country's gross domestic product (GDP) (Wood 2018). The purpose of selecting two hotels was to search for similarities among the cases and thus to enhance the robustness of the findings (Yin 2018). One hotel was a three-star and the other a four-star hotel.

The main data collection came through interviews conducted from 1 June 2021 to 10 June 2021. From 1 to 5 June, interviews were conducted for Hotel A, and from 6 to 10 June for Hotel B at the Royal Hotel (Room 835, 8th floor) in Smith Street/Antony Lembede, in Durban. The researcher found interviewing and recording personal experiences of the hotel workers for this

research to be a phenomenal task. The reason is that the consent forms raised concerns among the respondents about the nature of the interactions. Although previously the researcher had interacted easily and informally through the hotel management, the consent forms caused some apprehension among prospective respondents. This was not surprising, given the sensitivity of the topic.

The requirement to obtain signatures limited the level of informality the researcher previously appreciated before the primary interviews. Also, voice recording immediately put the respondents in a position of unease. The problems were all resolved once the researcher had explained everything clearly to each participant. Besides, the researcher also had to shun vulnerable questions or emotional triggers that would bring uncomfortable feelings to the respondents. The researcher paid attention to the respondent's facial expressions and body language when asking questions. There were instances when the recording had to halt so that the researcher could empathise with the respondent before resuming. This happened several times with women respondents. Given the vulnerability of women, the use of the consent form was helpful because it provided certainty to the respondents that the information, they provided was not going to be used against them, and that the respondents' well-being was considered seriously.

The researcher sometimes phoned the participants to schedule an appointment during the interviews. The interview guide used consisted of 14 primary questions and further probing questions aligned with the aim of this study (Alpaslan, 2010; (Smith 2018). This helped the researcher to explore the influences that inequality and discrimination have on the participants' individual development (Travers 2009) and on organisational performance. The researcher found the interviews highly interactive, and the participants' subjective perceptions fostered an environment of trust and openness (Proctor, Tweed and Morris 2015). All interviews were to be audiotaped and transcribed to produce verbatim transcripts.

4.7.13 Data Transcription

The researcher used two methods of transcribing the interviews: (1) REV transcription, a computer-based system, and (2) manual verification. The objective was to ensure that all the data were captured verbatim.

(i) **REV transcription and manual review**

To augment the correctness of the transcription, the researcher used REX Transcription (<https://rev.com/transcription>), which is a computer-based software. First, the researcher transferred all fifteen recordings from the iPad to a computer, sending these for transcribing. The researcher used the online human service to transcribe all fifteen recordings. After obtaining the transcripts on 1 July 2021, the researcher reviewed them one by one, listening to the voice to check for mistakes, and to ensure that the reading was 100% verbatim. This process was used to review all the 15 transcripts. The researcher played the voice recordings three times each, comparing these with the transcripts. Afterwards I gave the transcripts to a second reader to help verify the correctness. This was important in upholding the accuracy to ensure that all words were captured.

(ii) **Meeting with participants/confirmation of the transcripts**

After reviewing all the transcripts and verifying their accuracy, the researcher emailed the soft copies of the transcripts to the participants for them to review and to confirm the accuracy of the transcripts, thereafter, attaching their signature. The researcher asked participants to make any adjustments if they were unhappy, and to add details if they felt something important had been left out during the interview. Some participants added new information to the transcripts, and this was accepted. A total of 258 pages constituted the corpus for analysis. With the collaboration of the participants, the researcher aimed to put the knowledge generated into practice. Therefore, it was essential that the study would be recognised and understood to be legitimate among researchers, practitioners, policymakers, and the public (Nowell *et al.* 2017).

4.8 Section 7: Data Analysis

According to Dudovskiy (2018) data analysis is defined as the examining, cleaning, and modelling of data, with the aim of discovering information and drawing conclusions to support the objectives of the research, and to address the research question. There are two main types of data analysis: quantitative and qualitative. Data analysis for quantitative studies involves critical analysis and interpretation of numbers to explain the main findings (Dudovskiy 2018). In qualitative research, the analysis involves identifying common patterns in the responses and critically analysing them to achieve the research objectives (Connaway and Radford 2016; Dudovskiy 2018). Several software packages and tools are utilised to help data analyses and

visualization, from Excel to SPSS, Microsoft Excel, SAS, Stata, also *R* for statistical analysis of quantitative data, NVivo for qualitative (textual and audio-visual) data analysis.

4.8.1 Qualitative data analysis

In this study, data analysis occurred at two levels: inductive and deductive (Creswell and Creswell 2018; Caulfield 2019). The researcher used an inductive approach to condense the extensive and diverse textual data and connect it with the research objectives. According to Javadi and Zarea (2016: 35), inductive analysis means that documented themes are connected to the data. The researcher analysed the data as guided by the goals of the study which is deductive, as per the literature review, and interpretation of the collected raw data which is inductive (Costa *et al.* 2016; Creswell and Creswell 2018). By contrast, using a deductive approach, the researcher analysed qualitative data based on the structure predetermined by this research. A deductive approach is theory-driven and inclined to be more interpretive. According to experts, the deductive approach is shaped by existing theory and concepts (Creswell and Creswell 2018; Caulfield 2019).

4.8.2 Categories of qualitative data analysis

There are six categories of qualitative data analysis. (i) Qualitative content analysis is used to evaluate patterns within a piece of content (such as words, phrases, or images) or across multiple pieces of content or sources of communication. (ii) Narrative analysis is used to analyse content from various sources, such as interviews with respondents, observations from the field or surveys. (iii) Discourse analysis concerns analysing language within its social context, such as conversations and speech. (iv) Thematic analysis examines patterns of meaning in a data set – for example, a set of interviews or focus group transcripts. (v) Grounded theory, the purpose is to generate new theory using the data available, through a sequence of “tests” and “revisions. (vi) Interpretive phenomenological analysis enables the researcher to understand the personal experiences of a person or group of people regarding a major life event, experience or situation (Warren and Rautenbach 2020).

There are two types of inductive qualitative analysis, namely thematic analysis (TA) and narrative analysis. Both call for an unstructured approach. This research employed TA to analyse the data. According to Alpaslan (2010), the analysis of qualitative data is characterised by narrative data that is not structured and unquantifiable. Data that was obtained during the data collection

processed was therefore analysed by making use of thematic analysis as suggested by (Braun and Clarke 2016).

4.8.3 Thematic Analysis

There are many approaches to thematic analysis (Javadi and Zarea 2016; Braun and Clarke 2019). Each method is reinforced by specific philosophical and conceptual assumptions; these differ in their techniques (Javadi and Zarea 2016). The most popular approach for analysing data in qualitative research is thematic analysis (TA), developed by (Braun and Clarke 2006; Braun and Clarke 2016; Braun and Clarke 2019). This method has been used extensively worldwide (Ruhode 2016; Nowell *et al.* 2017; McNally *et al.* 2018; Smith 2018; Walsh *et al.* 2019). Thematic analysis identifies and reports on patterns within data (Braun and Clarke 2016).

Several scholars (Maguire and Delahunt 2017; Caulfield 2019) describe thematic analysis as a technique for investigating qualitative data and as a standard method for analysing semi-structured interviews. According to Javadi and Zarea (2016), the technique enables themes, patterns and ideas to emerge, which the researcher can then interpret. Furthermore, thematic analysis is applied to a set of texts, such as interview transcripts (Herzog, Handke and Hitters 2019). Hence, thematic analysis was useful in this study. The researcher examines the data to identify common patterns among themes. Themes are topics, ideas, and patterns of meaning that recur (Costa *et al.* 2016; Javadi and Zarea 2016). Thematic analysis is compatible with phenomenology because it focuses on participants' perceptions, feelings and subjective experiences (Creswell and Creswell 2018). Thematic analysis versions were explicitly designed for qualitative analysis (Braun and Clarke 2006). According to Braun and Clarke (2016), these versions emphasise an organic approach to coding and theme development and the active role of the researcher in these processes. They can be applied across a range of theoretical frameworks (Braun and Clarke 2016).

The aim and objectives of this research involves understanding people's experiences or views on workplace inequality and discrimination within organisations. This makes the thematic analysis approach a good choice for this study. According to Braun and Clarke (2019), thematic analysis provides the ability to code and categorise data into themes. Processed data can be exhibited and categorised according to their similarities and differences. To achieve this, the

process includes coding, categorization and noting patterns (i.e. different levels of themes are provided (Braun and Clarke 2006). This presents a relationship between the variables and factors to generate a reasonable and logical chain of evidence (Creswell and Creswell 2018; Braun and Clarke 2019).

The flexibility of thematic analysis permits it to be used in inductive and deductive methodologies (Braun and Clarke 2019; Caulfield 2019). The method is versatile and adapts to different theoretical and epistemological frameworks and to many research questions (Brulé and Finnigan 2020). This flexibility allows the researcher to analyse the data inductively at some times and deductively at other times, such as when guided by previous literature. The analysis was at times critical, for example, when questioning social norms; and at other times reflexive, for example, when the researcher considered his position within the study (Braun and Clarke 2019).

4.8.4 Thematic analysis framework

The table 4.2 below depicts the steps for thematic analysis.

Table 4.2: Six-phased Framework

Step 1: Familiarisation
Step 2: Generating initial codes
Step 3: Searching for themes
Step 4: Retrieving themes
Step 5: Defining and naming themes
Step 6: Finalising and analysis

Source: Braun and Clarke (2019).

The researcher used the framework analysis procedures proposed by Braun and Clarke (2006) to guide the data analysis.

(i) **Familiarization**

I familiarised myself with the content of each transcript. Familiarization occurs when transcribing, because listening, typing and correcting remind the researcher of what the interviewee has said (Damayanthi 2019). Each transcript was read analytically to detect elements

that at first might seem uninteresting but are often critical for understanding the connotations of a participant's discourse (Labra *et al.* 2020). I read the transcripts three times, in detail, to understand all content and features. At the same time, I explored additional participants' narrative responses and referred to my reflective notes and observations written during the observation period. Repeated reading helps me to understand patterns and relationships (Damayanthi 2019) and exposes the emotional, cognitive and symbolic dimensions of the collected data (Labra *et al.* 2019). This stage provided me with a global dataset. Labra *et al.* (2019) argues that frequent reading of a dataset (e.g., transcripts, written testimonies, study objectives, research questions and relevant materials) is essential for identifying the most striking features of the collected materials. Several scholars support this view (Costa *et al.* 2016; Creswell and Creswell 2018; Elliott 2018; Braun and Clarke 2019).

(ii) **Generating initial codes**

According to Creswell and Creswell (2018: 247), coding is the procedure of organising the material into segments of text and allocating a word or phrase to each segment to develop a general sense of it. Researchers code to gain a deep understanding of data, to spend time with the material and to render it into something reportable (Elliott 2018). Damayanthi (2019) state that the researcher can choose to use data-derived codes, called or known as semantic codes. If the researcher wants to present participants' experiences realistically and descriptively, semantic codes are probably the best choice. Another technique is researcher-derived codes, which invoke conceptual and theoretical frameworks to identify implicit meanings within the data; these are called latent codes (Damayanthi 2019). If the researcher expects to present the data underpinning the theoretical lenses, latent codes are suitable.

I prepared coding for each case separately, for comparison purposes and for decision-making. The data segments with similar meanings are grouped together. According to (Nowell *et al.* 2017), using a coding framework gives a transparent tracing of evidence to improve the trustworthiness of a study. I developed a code guide that encompassed detailed definitions and example texts, which is helpful for readers. The research question captures both "what influences" from the organisational environment and "how they influence" the design and implementation of management controls in the selected case.

(iii) **Searching for themes**

The themes in this research represent “summaries of (often divergent) responses on a particular issue or topic” (Connelly and Peltzer 2016). Themes are creative and interpretive “stories” about the data. Themes arise at the intersection of the actual data with the researcher’s theoretical assumptions, analytic resources, and skills (Braun and Clarke 2019). Themes and sub-themes were identified by following the patterns in the data. The themes were developed from the coding results (Brulé and Finnigan 2020). Initial themes were mapped and connected to tell a story about the data, which Braun and Clarke (2016) described as the “central meaning-based concept”. This final story relates to the research question. I used an inductive thematic approach to detect the patterns and themes in the data. The themes were based on the transcribed data using two complementary methods, namely manual coding followed by computer software. Both approaches allowed the participants’ voices to be heard. Analysis using the manual method involves placing the responses into the most appropriate category or categories.

4.8.5 NVivo software

In this study I used NVivo software. According to literature, NVivo is used for qualitative and mixed-methods research. It is used to analyse the unstructured text, video, audio, image data, including (but not limited to) interviews, focus groups, etc. Khalid, Lodhi and Mahmood (2019) conducted a cross-cultural comparative study in Pakistan and the United States to determine the factors that affected fast-food consumption. They applied NVivo for thematic analysis. Similarly, Ijaz *et al.* (2014) applied case study methods to determine the critical success factors for ERP system implementation during the pre-implementation, implementation, and post-implementation stages. These researchers used NVivo for thematic analysis and unfolding different realities during the three stages of ERP implementation.

I input the words, sentences, phrases that I found when I did the transcription analysis. NVivo software helped to facilitates the design and application of an analytical framework. It automatically tracks all the recorded and new codes. The main advantage of using NVivo is its direct and effective coding capability and its capacity to analyse multimedia sources. The search, query, and visualization tools of NVivo effectively verified the networks and patterns in the data

and the interpretation of the context and identity of participants' answers. It helped to improve the accuracy of the results and sped up the analysis, while assisting in avoiding information overload.

4.8.6 Data visualization

According to Wang, Wang and Khalil (2018), textual data are not structured. The researcher used quantitative measures and data visualization tools (i.e., statistical graphics) to present the characteristics of the research profile of the research. This approach assisted in interpreting the analytical results for the textual data. Any quantitative measure or data visualization tool is subject to assumptions. Analytical sensitivity and judgement is thus required in interpreting the numbers and graphics (Wang, Wang and Khalil 2018).

4.9 Section 8

4.9.1 Quality Criteria

The characteristics of validity and reliability – also called trustworthiness – are critical aspects for the quality of research. Trustworthiness consists of four criteria that are the substitute terms for objectivity, reliability, internal validity, and external validity (Lincoln and Guba 1985; Merriam and Tisdell 2016).

- Confirmability is the degree to which the findings are not the bias of the researcher, but the product of the research
- dependability is the degree to which the findings are consistent with the data collected
- credibility is the extent to which the results of the research match reality
- transferability is the extent to which the results can be applied to other contexts. This is analogous to external validity.

(i) Validity

Validity relates to the appropriateness of research values, tools, procedures and methods, including data collection and validation (Mohamad *et al.* 2015). Validity confirms the soundness of the methodology, sampling process, data analysis and the study conclusions (Yin 2018). To ensure theoretical validity, the guides for observations and the interview questions were reviewed by a subject expert and an independent academic specialist. The researcher used the pilot test to

check the appropriateness of the questions. This step helped to identify vague questions, which were removed or modified, resulting in a more refined instrument.

To maintain the credibility of the research, the researcher employed triangulation of diverse sources of information, approaches, and theories by examining evidence from the sources and using it to construct justifications for the themes to conclude the study (Roller and Lavrakas 2015; Creswell and Creswell 2018; Yin 2018). Data collected through observation, informal discussions, documentation, and interviews were reviewed together to support the outcome of the interview results. However, the rigour of the study was based on intersubjective validation, thick descriptions, and multiple cases. To enhance the transferability of the findings to other perspectives, the researcher has explained the methodology, the study using a sample of two hotels (representing a multiple case study), results and shared characteristics. This study was not preoccupied with generalizability per se, but instead provides in-depth insight regarding the main research question (Lincoln and Guba 1985; Roller and Lavrakas 2015; Creswell and Creswell 2018).

Furthermore, the researcher triangulated the approaches and the primary and secondary resources utilised to establish trustworthiness. The study also adopted theoretical triangulation, wherein other studies in the same field were examined and are presented as a literature review. That is, the literature confirms the results of the data collection and analysis processes. Such triangulation fosters confidence and enhances the trustworthiness and authenticity of the findings. As recommended by Yin (2018), the researcher used multiple sources of evidence (i.e. thematic analysis, case studies and observations at different sites) to support the interviews. The chain of evidence was recorded in electronic files for reference purposes by readers. All the interviews were audio-recorded and used automated transcription into the database (Yin 2018). Thereafter, two skilled moderators validated the qualitative data. Employing a moderator helps to overcome personal bias. Hence, the researcher employed moderators to ensure that the data were genuine and not influenced by what the researcher wants to see or hear. The researcher also employed a triangulation strategy. The research was conducted from different viewpoints.

Finally, respondent validation was performed. To authenticate the data collected through the interviews, the researcher sought the input of respondents regarding the transcripts. These were

emailed to the participant on 4 August 2021 for them to read, add information that might have been left out, or remove anything incorrectly quoted. To improve the external validity, the researcher used two case studies to collect data. (Yin 2018) observed that using multiple cases can enhance external validity and reduce observer bias.

(ii) Reliability

The researcher ensured the quality of the data through rich and detailed descriptions of employees' subjective experiences of workplace inequality and discrimination and by becoming involved in the data (Lincoln and Guba 1985; Roller and Lavrakas 2015; Creswell and Creswell 2018). The researcher used two statisticians to review the results.

4.9.2 Delimitations

The researcher used a purposeful sample of hotel employees geographically located in Durban, KwaZulu-Natal. Their responses may not represent the views of all hotel employees in other geographical locations. In addition, there may be other important issues that hotel employees face in the hospitality industry. Nevertheless, the researcher focused on inequality and discriminatory problems that require critical evaluation because of their impact on employees' potential in the industry.

4.9.3 Ethical considerations

Adhering to ethical principles and maintaining integrity are necessary when conducting research (Lakshminarayan 2016). Researchers must respect beneficence (doing good) and non-maleficence (avoiding harm) to participants (Dempsey *et al.* 2016). Internationally accepted ethical principles are articulated in several documents. According to experts, researchers must protect their participants, develop trust in and from them, promote the integrity of research, and guard against misconduct and impropriety that might reflect on their organisations or institutions. The IRB committee for DUT approved the request to proceed with the study in November 2018.

The research consultants saw only the interview transcripts; the researcher thus protected the participants' identities. Data intended for broader use, such as for publication, were carefully edited for anonymity. This process is crucial in qualitative research. All research involving or affecting human participants must conform to these high ethical standards. Furthermore, the study

maintained the right to privacy for participants and their right to terminate their voluntary participation at any time. During direct observations, the researcher took precautions to protect the rights of the individual and the hotels by keeping the identity of participants anonymous. The names of the two hotels were not published. The researcher has the responsibility to protect the privacy and confidentiality of the participants (Marshall and Rossman 2016). Their anonymity and privacy have been preserved by not disclosing their identities during the interviews or data analysis or the dissemination of the results. In addition, the researcher did not intrude on the activities of the participants. This helped to reduce the effect of reactivity bias.

Before the interviews, the researcher asked participants to sign the informed consent form to agree to participate in the study. The participants were advised of their right to terminate the interview at any point. This practice is in line with the (Creswell and Creswell 2018) statement that “the researcher is responsible for obtaining informed consent from all persons who may be a part of the study.” The consent form included clear statements that no payment would be given for participating in the study. All participants provided their written informed consent. Furthermore, DUT provided the researcher with a letter giving the following details:

- (i) Description of the nature of the study
- (ii) Potential risk from participating in this study
- (iii) Contact details of the researcher and his supervisor
- (iv) A statement that participation was voluntary and could be withdrawn at any time
- (v) Place for the participant’s signature, indicating consent to participate in the study.

During the interviews, the researcher elaborated on the above points before participants were interviewed. Those who were willing signed before the commencement of the actual interview. The researcher assured the participants of confidentiality before starting the interviews. The field notes and interview transcripts will be presented at academic meetings in an anonymised format. Data from synchronised audio recordings did not mention any names and were able to be fully anonymised by the voices being rendered unidentifiable for specific individuals. The researcher kept all paper records in a safe place in a locked filing cabinet. Online, a folder was created, with passwords. All written consent forms and collected data will be stored here for five years. The confidentiality of participants and organisations will continue to be protected. After the five-year storage period (from the time of doctoral study completion), any papers containing data

will be shredded, according to DUT research governance procedures. Participants can request a copy of the findings after the study is completed. They may use the information to enhance their organisational strategies.

4.9.4 Limitations of the study

All studies have limitations, which the researcher is required to summarise, informing the readers. The researcher does not have much experience in the development of an interview guide and primary data collection. Consequently, there is a strong possibility that the execution of the data-collection technique is not consistent. The qualitative methodology has its limitations as it cannot be generalized (Creswell and Creswell 2018). There was also the danger of asking too many unnecessary questions that would lead to data overload and too many themes. Questions may possibly not be 100% aligned with the objectives of the study, thus compromising the research results.

Originally, the researcher intended to collect data from three hotels, small and medium enterprises, and one large hotel. However, only two SMEs were available; the third hotel was closed before the data collection started. This may have affected the outcome of the research. The key limitation of this research is Covid-19 that has severely impacted the hotel industry since May 2020 and resulted in most workers being laid off. Gaining access to the remaining few workers in the hotels was problematic. This limitation may have affected the outcome of the information. Managers of both hotels denied the researcher direct access to HR documents. The cited reason was the Covid-19 pandemic. However, the managers could also not share the documents because they contained confidential information not to be divulged outside the organisation. Being denied access to the records did not prevent the researcher from moving ahead with the research. The researcher intended to interview people of all races (Blacks, Whites, Coloureds, and Indians), including migrant workers in the selected hotels. The Whites and Indians invited to participate all turned down the request at the last minute. The cited reasons were “Not interested” or “I do not have time for that”. The absence of other races could have affected the study’s outcomes as the results do not represent all races.

Researchers benefit from many years’ experiences at conducting research and producing independently academic papers of great magnitude. The scope and depth of the discussion in my research paper may not compare favourably with the work of experienced scholars. While

conducting an in-depth study is enlightening as a ‘case study,’ the scope to which the findings are generalizable to other companies/organizations may be limited. Another limitation is that this study took an interpretative interactionist framework, which views an individual action as the primary focus. However, the value of focusing on the individual was to gain more insight and understanding with respect to personal knowledge of workplace inequality and discrimination and its influence on disengagement.

4.9.5 Conclusion

The researcher used a thematic analysis framework to study the data. The NVivo software played a critical role in coding and theme development. The researcher critically reviewed all the results to identify the links in the collected data. The participants were involved throughout the process of data collection. The researcher collected data, and transcription was conducted by computer; two specialists reviewed the transcripts. The transcripts were shown to the participants to verify the information quoted. Using NVivo to create codes and themes increased confidence in the accuracy of the data. This resulted in the development of data visualization. Throughout this process, conducting a rigorous and trustworthy thematic analysis has been demonstrated as assisting those in the process of interpreting and representing textual data (Nowell *et al.* 2017).

CHAPTER 5.

5 DATA ANALYSIS AND DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter contains a detailed presentation and discussion of the data analysis and the research results of the study conducted to answer the research question: What are the perceptions of workers in the South African hospitality industry of the influence of workplace inequality and discrimination on individual development and organisational performance? The outcomes of this study are based on the interpretation and analysis of data acquired through the process of semi-structured interviews of 15 participants who were employed in hotels in Durban, South Africa. Thematic content analysis was used to analyse and present the data with the aid of NVivo 12 software. The first section is sample analysis followed by the socio-demographic characteristics of the interviewed hotel workers and major themes identified during data analysis. Second is the themes generated from the interview results and the discussion. The discussion will be consistent with the generic qualitative case methodology and how the analysis connects to the research questions.

5.2 Sample Analysis

There were three levels of analysis: (a) open coding, (b) selective coding, and (c) theoretical coding. At each level of analysis, constant comparison was used to condense the data further until themes emerged from the data. The chapter also includes graphics to show detailed code and theme data, as well as graphics and vignettes from the interviews utilised to underscore key themes and the resultant theory. Direct quotations support the sub-themes that emerged from the data analysis.

5.3 Socio-demographic characteristics of the participants

This section outlines the demographic details of the 15 participants. The profile of the hotel employees is given in Table 5.1. The majority of employees were older than 30 years of age (n=11), mainly female (n=10), South African citizens (n=9) and Black (n=15), holding a Matric level of

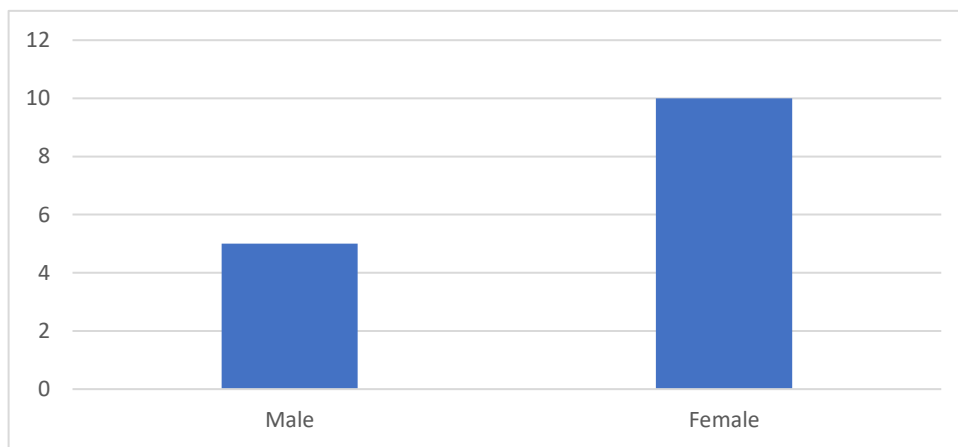
qualification (n=6). Bar charts are used in this qualitative study so that the reader can easily see and compare the participants' demographics. Participants are from two hotels A and B.

Table 5.1: Profiles of the Hotel Workers Interviewed

Person	Age	Gender	Nationality	Race	Education level
Participant 1B	>30	Male	Zimbabwean	Black	Ordinary level
Participant 2B	>30	Male	Zimbabwean	Black	Advanced level
Participant 3B	>30	Female	Zimbabwean	Black	Ordinary level
Participant 4B	>30	Female	Ugandan	Black	Ordinary Level; Diploma (office management) and Certificate (hotel management)
Participant 5B	<30	Male	South African	Black	Matric
Participant 1A	<30	Female	South African	Black	Matric and Certificate (cabin crew)
Participant 10A	>30	Female	South African	Black	Matric
Participant 2A	<30	Male	Zimbabwean	Black	Ordinary Level and Certificate (information technology)
Participant 3A	>30	Female	South African	Black	Matric
Participant 4A	>30	Male	Zimbabwean	Black	Ordinary level
Participant 5A	<30	Female	South African	Black	Matric and Certificate (tourism management)
Participant 6A	>30	Female	South African	Black	Matric and Certificate (computer)
Participant 7A	<30	Female	South African	Black	Matric
Participant 8A	>30	Female	South African	Black	Matric
Participant 9A	>30	Female	South African	Black	Matric

Figure 5.1: **Gender Analysis**

The figure below indicates the number of femal and male who took part in the interview.



There were more female respondents than male, indicating that the industry could be more inclined towards female employees. A total of 10 females took part in the study and 5 of participants were male. A report by UNWTO (2019) reveals that 54% of women worldwide are employed in the tourism and hospitality industry. This make sense considering that many women are employed in this industry.

Figure 5.2: **Race Analysis**

The figure below represents the number of participants by race who participated in the study. All respondents were of the African race. This can present a bias in terms of opinions being limited to one race. Although whites and Indians were invited, they did not come to attend the interviews.

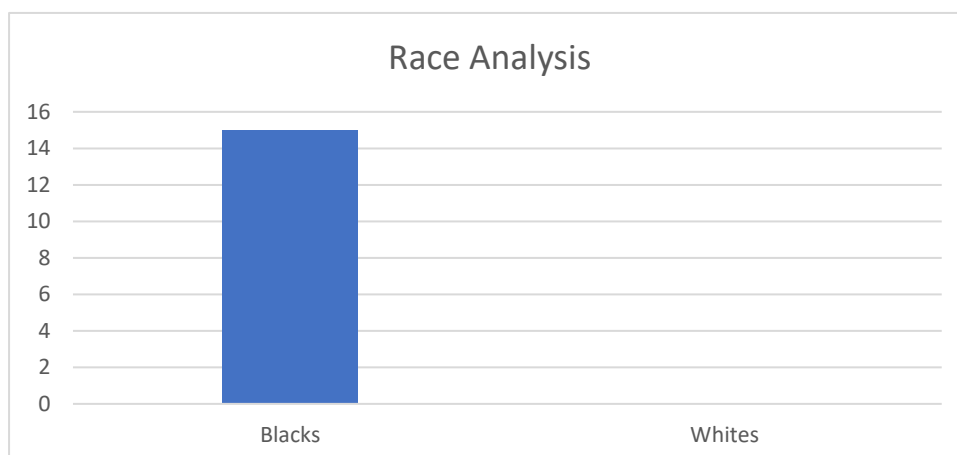
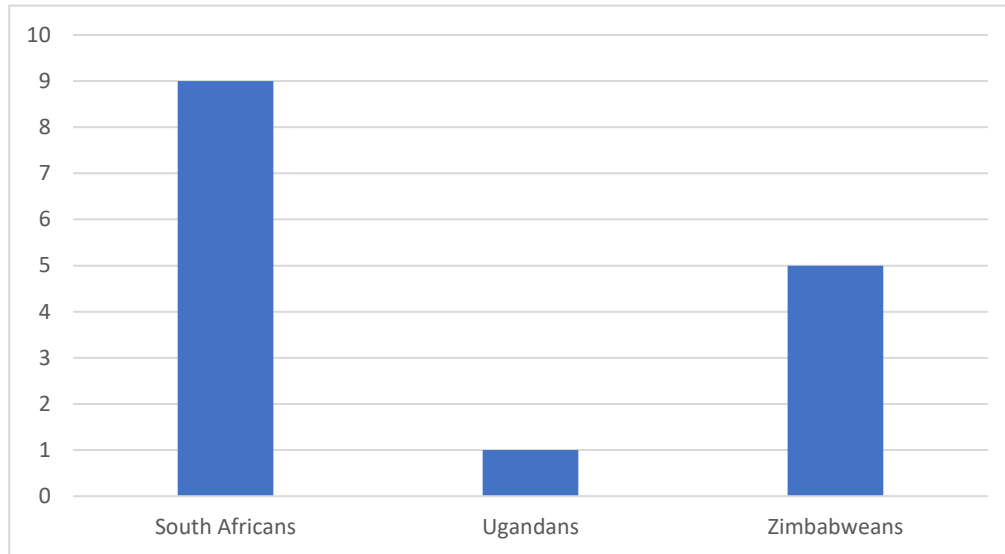


Figure 5.3: **Nationality Analysis**

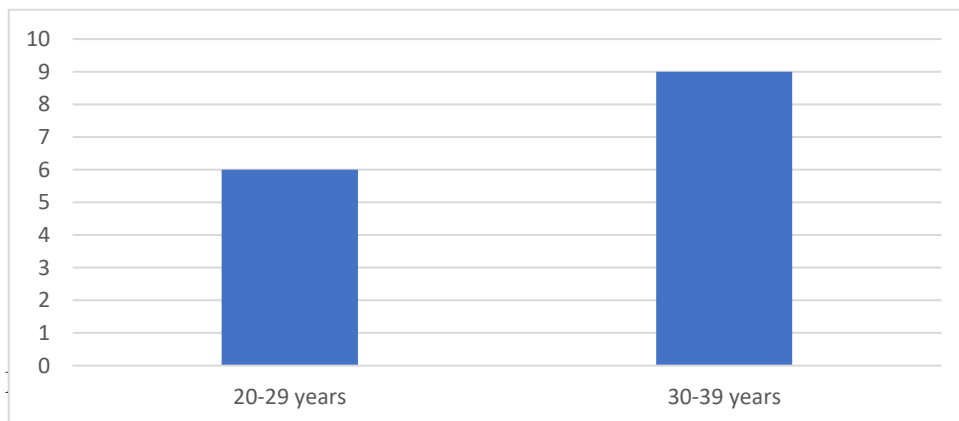
The bar graph below depicts the number participants by country.



The analysis shows that most respondents nine (9) were South African. However, foreigners made up one-third of the sample, which was a good representation. Five (5) were Zimbabweans and one (1) Ugandan. All foreigners were on temporary appointment.

Figure 5.4: **Age Analysis**

The bar graph shows the age of the participants in the hotels



This indicates maturity and experience in the industry. Those between 20-29 years old were 6. The participants.

These are young generations who are inspired to move and require motivation to be kept engaged. However, this is not the case in this industry.

Figure 5.5: **Highest level of education**

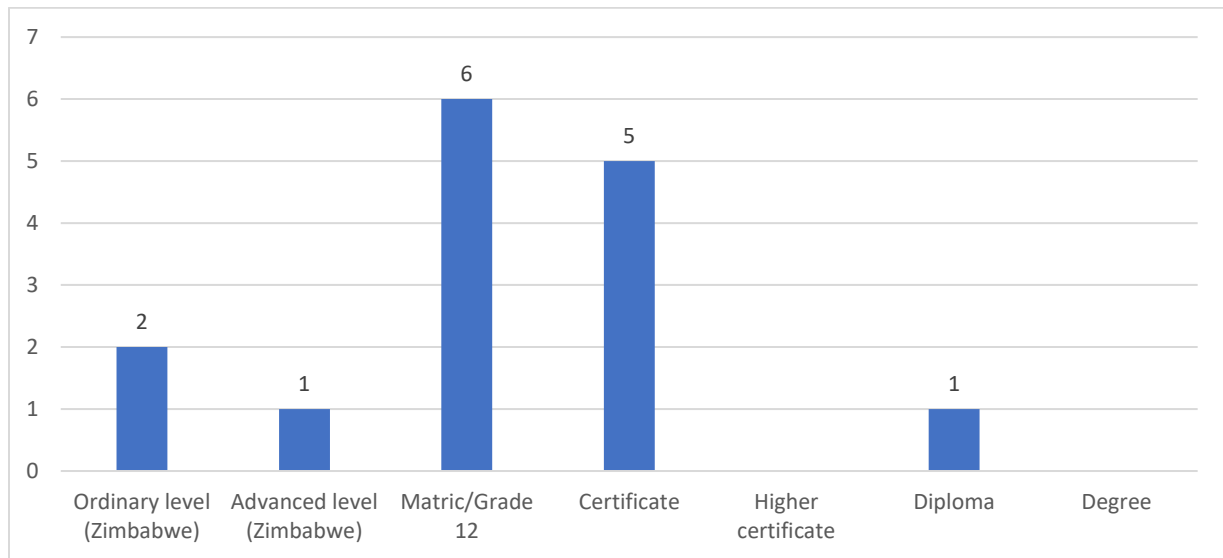


Figure 5.5 summarises the educational qualifications for the participants. As can be seen, 6 respondents had matric certification, 1 respondent has Diploma, 2 ordinary level and 1 Advanced level certificate. With post-matric qualifications 5.

5.4 Major Themes from the Study Results

This section is a discussion of the empirical outcomes of this qualitative research which was conducted through thematic analysis within the constructionism/interpretative paradigm. Themes were derived from the various codes specified for the data after the initial coding phase (Braun and Clarke 2006). The qualitative data analysis generated 4 key themes for this study using NVivo software. The main themes were further divided into sub-themes; these will be discussed later in this report. The emerging themes from the face to face interviews were:

- ❖ Recruitment and work experience
- ❖ Emotions
- ❖ Discrimination at the workplace
- ❖ Inequality at work

The above themes will be discussed in detail with the support of extracts from the participants. The following charts were developed using the interview transcripts: Hierarchy, Word Tree, Word Cloud and Cluster Analysis, were used to demonstrate the outcome of the 15 interviews. Hierarch charts was used to visualise and assist to see patterns in the coding. I used word tree to display the connection of words in the dataset, providing some background to their use. It shows the data (frequency of used words) in terms of the size of the blocks. Hence the larger the blocks reflect thoses words mainly used. The entire map gives a holistic view of how dta is placed in terms of the size of the reference.

Word cloud demonstrates the frequently used words. Alarger font implies that the word was used more frequently. This word cloud was prepared using the interview transcripts These are images composed of text where the size of a word or phrase signifies its occurrence in the interview. Cluster analysis were used to illustrate the data (key words) in the form of bubbles. The larger the bubble the higher the frequency of words/references. The closeness of the bubbles shows that there was a relationship between those words.

5.4.1 Theme 1: Recruitment and work experience

This primary theme examined the recruitment process and detailed work experience. This theme emerged from the data analysis. A number of issues were uncovered pertaining to recruitment in hotels. Four charts, namely, Hierarchy, Word Trees, Word Cloud and Cluster Analysis, (Appendix D, page 408) were used. Fifteen participants from the two participating hotels were asked to describe how they were recruited and how long they have worked in the Hotel industry. The first sub-theme that emerged was recruitment into the hotel.

- **Recruitment process**

Given that the majority of interviewees hold a matric level of education, this section explores whether the certificate the interviewee holds is recognised by the hotel, as well as how the workers were recruited to the industry. The recruitment process is detailed in the following sub-themes.

❖ Recruitment into hotel

After a detailed analysis of the interview content supported by the above word-cloud/ tree map, it was shown that the recruitment process seemed to be varied rather than structured, which implied that the small- and medium-sized hotels did not have a structured application process. There is also a lack of opportunity to apply for higher positions. Qualifications are not recognised and participants mentioned the lack of training.

➤ Application

There were several respondents who had applied for a job and been appointed as a result. Posts were advertised online; some respondents had applied for holiday jobs. Participants were asked how they were recruited in the hotels and whether their qualifications were considered in the industry. Participants responded as follows, highlighting the methods they had used to submit their applications:

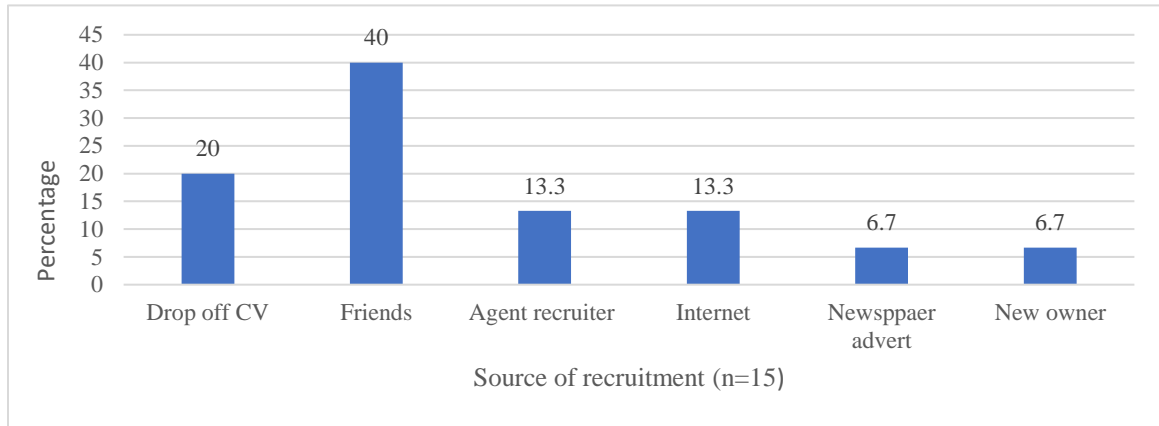
I saw a post on the internet, and they were looking for a bar manager, and I applied for it even though I didn't have the bar manager experience, but as soon as I got there I had at least three to five months as a hostess, and then I got promoted into a supervisor, and I was in charge of a very small bar in the pool area and all the staff under me. I applied. Like I got it from the internet and I just tried my luck and I posted my CV through with my picture and my qualifications, and as soon as I got there we actually spoke about my previous salary at my previous job, and they told me that what I'm going to get is actually going to be way less than what I was getting before, but because I wanted to grow in the industry, I was willing to take that chance (P1A).

I saw the advert in the newspaper (PA4).

I applied online; I saw a post online that they were looking for housekeepers. So, I applied and luckily, I got a call for my interview. That's how I got the job (PA6).

I basically applied. I started off because I just wanted a holiday job, and then I couldn't get anything else. I just continued from there (PA7).

Figure 5.6: Source of recruitment



➤ Response to CV

However, it should be noted that most respondents handed in their CVs and were later called for potential job openings.

No. I went to drop off my CVs because with the hotel industry, you get different department. So, I went there to drop off my CV and then I was called in for interview and we had this series of interview of which that's how I got employed (PA2).

I've seen an ad so many times then I came and drop off my cv, that's when I got a call (P1A).

Through interviews? Dropped my CV and then I was selected to as one of the candidates to work in the hotel (P1B).

Through interviews? I was referred by my friend and I came to drop my CV. After two weeks I was called for interview and selected as one of the candidates to work in the hotel (P4B).

A friend of mine asked me to drop my CV. After one month I was called for interview and later called to start work (P5B).

➤ Agency

Some respondents were recruited via recruitment agencies and agencies that they had previously worked for.

I just get employed by the recruiter, Harambe (P5A).

I was recruited for my food and beverage knowledge. Hence, I submitted my CV as they were hiring waitresses at the time. And I got the job then. Seafood knowledge, I had a whole lot of knowledge, that was needed in the industry (P8A).

Nobody informed me. I started working for an agent that was called Super Clean, that was working with the hotel that I was working in. And then that's how I got the job, because I was under the agent (P9A).

➤ **Friend**

Additionally, many respondents were referred via their friends who already worked at the hotel.

A friend told me about the job, and I applied, and they called me, then I went for the interview (P10A).

It was actually a friend; she was currently also working where I am working right now. She told me about the job, and then that's how I started, applied, and there was an interview, then I started working there (P7A).

Yes. A friend of mine had worked there, and informed me that they were hiring waitresses, she wasn't a waitress at the time, she was a hostess (P8A).

I was referred by a friend of mine who once worked there, so when I was employed, he was the one who referred me there. I applied and I went there for interviews (P2B).

I was working in a restaurant before I came to join this small hotel. When I came to drop my CV there was no job opening. It was my friend who encouraged me to submit my CV (P5B).

➤ **Inherited from previous company**

One respondent was inherited from a previous employer. This happened when the current employer took over the existing hotel.

So, the hotel that I'm working for now, we were recruited under the previous hotel that I was working before. Because they were about to close, I was retrenched. So, the same ownership that they were taking over the shop like the hotel, they decided to take every one of us like to start working for them. It's where how I get to be in this job for now. It was our manager. He just takes all of us. After we get to change, then he was calling us bit by bit to come and join the team (P3B).

❖ **Opportunities to apply for higher positions**

When asked whether the participants had had opportunities to apply for a higher position offered by the employer during the last 24 months, many of the interviewees bemoaned the lack of opportunities to apply for higher positions. Participant (1A), however, noted that the opportunity was given; but the participant failed to progress due to a lack of experience and qualifications.

Luckily for me I did apply for a supervisor, like a bar manager position, but unfortunately, I couldn't get to that level because of my qualifications, I think, because I didn't have a lot of experience when it comes to the bar side. But I did apply, and I did get a supervisor position, but I couldn't get a higher position after that. I couldn't get the main position, which was a bar manager position (P1A).

➤ **Lack of opportunities to apply**

Most respondents indicated that there are no opportunities to apply. Many of the participants interviewed voiced the absence of opportunities to apply for a higher position. Some even attributed this to racism within the industry. According to participant (P3A), the hotel would rather hire someone from outside than give someone inside a chance to grow.

No, not much. Just that I know that the thing is whatever, even if you felt like you moved and the hotels, they have so many outlets, restaurant outlets, and then you feel that the one that I'm at now is for beginners, I would like to work on this outlet, but they give you an answer or they'd rather hire someone else outside than to give someone inside the chance to grow (P3A).

Participants P1B and P3B revealed that they were never offered the opportunity to apply for a higher position.

I was not really offered to take a higher position (P1B).

I never had any opportunity (P3B).

Some respondents were more specific on why they had no opportunities. Echoing similar sentiments, Participant P2A illuminated the following:

A supervisor position did open, but we not considered. We know that someone left the position and would wait for them to advertise or to inform us to apply for that particular position, but we never got the opportunity to do so. But we are willing and wanting to apply for the opening (P2A).

The above narrative suggests that while workers in the hotel are eager for career growth, the industry offered them limited paths for this. This assertion is supported by another of the participants who stressed that there is not much to expect in terms of career advancement in the hotel industry.

They do not give us chance but there isn't much to expect in terms of advancement here (P4B).

In trying to uncover the core reason for the lack of opportunities to apply for a higher position, one of the participants interviewed attributed it to racism. This is captured in the statement below:

No. People think of their own colour when positions are open. Race is always a necessary option when considering filling position and certain races are more entitled to obtain employment. Here there a few supervisory positions and they don't advertise (P5B).

From the above statement, one could infer that those opportunities for higher positions are race dependent. This is further reinforced by Participant 5B who revealed the following:

There are no opportunities here. This is my third year now working here nothing like openings. But you see managers of colour coming and going (P5B).

Although Participant (P4B) acknowledged that Blacks have been promoted to certain levels, it was stated that they have limited powers. This suggests that despite promotion, Blacks in the Hotel industry have limited authority in the affairs and/or running of the industry.

Yes, Blacks have been promoted to certain levels. Those who are lucky they can move up there but with limited powers. They cannot decide for the owners but to follow what they are told to do. They also fear, I have noticed it (P4B).

Another reason uncovered for a lack of opportunities for higher positions may be associated with a lack of interest by some of the participants. For example, P2B noted that being a waiter provides more money; hence P2B does not see the need to apply for a higher position.

I never wanted a higher position. Because I'm a waiter. I thought where I am, I could get more money, so I never considered for a higher position (P2B).

- **Not informed**

Many were not even informed of any positions that became available. Other races seemed to be informed, but African employees were not. This problem could be attributed to networking being used to fill the positions, so the hotels do not advertise. Family members or relatives fill the posts. Other workers will view this as discrimination, which will affect the business performance in terms of non-cooperation amongst the staff.

A supervisor position did open, but we not considered. We know that someone left the position and would wait for them to advertise or to inform us to apply for that particular position, but we never got the opportunity to do so (P2A).

There's a lot of White people and we are Black. So, I think we are not given a chance on applying, because we only found out that there's someone new not knowing how they applied. So, we are not like given a chance, I think they do things in their own without informing us (P6A).

No, I haven't. There's never really like posts. When there's a vacancy available, we just see a new person (P7A).

- **Race and gender privilege**

Other non-African races were given preference for higher positions.

Opportunities to apply for a higher position have come, but not like I have had the privilege to be given to apply for that position. Yes. So, opportunities were there, but not like I got the privilege to apply for a higher position. They were advertised but it seemed they were looking for other people who have a different race or even gender. Yes (P1B).

People think of their own colour when positions are open. Race is always a necessary option when considering filling position and certain races are more entitled to obtain employment (P5B).

- **Not advertised**

Some positions are not advertised – they are simply filled.

There are not many opportunities here and we were a small team of 15 staff. Five were sent home because of covid-19. We work in shifts. Positions are hardly advertised. There was a White lady she resigned and came an Indian lady whom we are with now (P4B).

- **No growth**

There is also limited room for growth. This issue was also found by Ebrahim (2015), who observed in his studies that hotel employees were resigning due to the lack of personal development and opportunities to learn professionally.

Because there's no room of growth. Like you don't grow (P3B).

- **Did not obtain position**

Some did apply but did not obtain the positions, possibly as a result of discrimination.

But I did apply, and I did get a supervisor position, but I couldn't get a higher position after that. I couldn't get the main position, which was a bar manager position. There is always discrimination when it comes to promotion for higher position here (P1A).

No. I did apply but not considered (P10A).

➤ Qualifications

One respondent was not successful due to not having appropriate qualifications for a higher position.

Like a bar manager position, but unfortunately, I couldn't get to that level because of my qualifications (P1A).

➤ Happy with current position

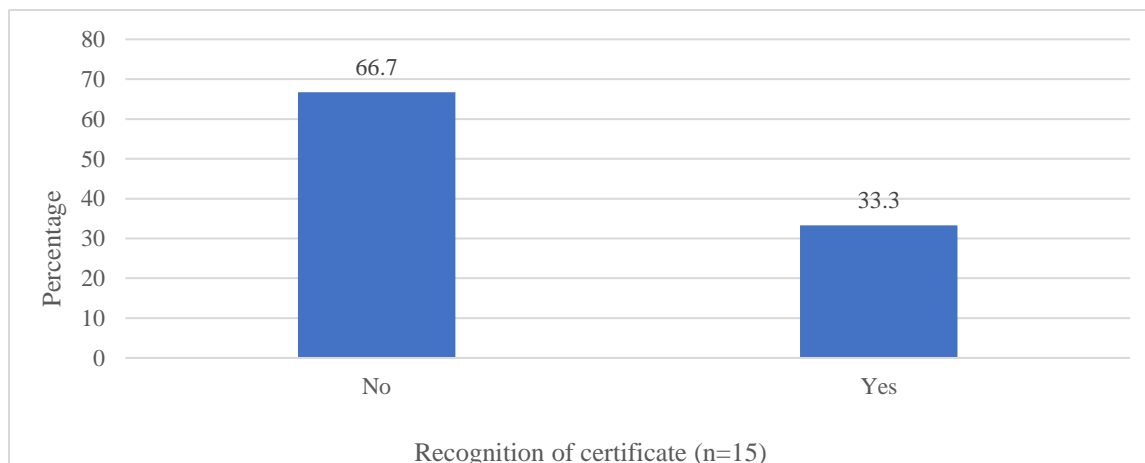
Another respondent was happy with their current position and did not choose to apply for other positions.

I haven't been actually considered for a higher position because personally I never wanted a higher position. Because I'm a waiter. I thought where I am, I could get more money, so I never considered for a higher position (P2A).

❖ Recognition of qualification

In terms of the recognition of the interviewees' certificate in the hotel industry, the majority of respondents indicated that their qualifications were not recognised, 'no' (n=10; 66.7%); while a few (n=5; 33.3%) answered 'yes'. This could be attributed to the fact that the employers want to maintain the same level of education of Black employees in order to exploit them.

Figure 5.7: Recognition of certificate in hotel industry



- **Work experience**

This sub-theme examined work experience and skills. From previous narratives, many of the participants interviewed disclosed that they have had no opportunity to apply for a higher position in the industry. While some of the participants attribute the lack of opportunity to racial discrimination, this could presumably also be linked to the worker's experience in the industry. For example, a previous study associates employee work experience with their performance (Rozi and Sunarsi 2020), which could determine the opportunity to hold a higher position. This supports other scholars who stated that work experience supported by employee motivation can foster a company's success in achieving its goals (Muryani, Paramita and Fathoni 2016). Hence, it becomes crucial to explore the participants' work experience. The following question was asked to initiate conversation: "How long have you worked in this hotel?"

From the interview, it was uncovered that most of the participants have had many years of experience in the industry. For example, Participant P3B had been working in the industry since 2018.

In this one, I worked since 2018 till now though it was like it's now the first one and the second one it's still the same hotel. I worked from 2018 until now. That's where I'm still working at the same hotel, but it's the difference is the management and the ownership (P3B).

Participant 4B noted having collectively acquired 10 years of experience in the hotel industry, starting from the first experience in the participant's home country in 2010, and after taking the first job offer in South Africa in 2016.

I have been here for the past four years and seven months. I started working in the Hotel Industry in Uganda in January 2010 where I gained experience and later, I moved to Johannesburg in December 2015. In January 2016 I got a job in a hotel and from there I have been in this Industry here in South Africa. So, I can say I have 10 years of working experience in the hotel Industry although I am looking to move to a different Industry (P4B).

Participant 5B revealed having worked in six different restaurants before joining the current one, where the participant was noted to have worked for three years. Overall, Participant 5B has had five-and-a-half years of experience working in the hotel industry.

I have worked here for three years now. This is my seventh place to work. Before I came here, I was working in restaurants, where I spent 2 years and six months. I can say I have 5 and half years working in the industry. I have worked in six different restaurants before I left to join this small hotel (P5B).

Participant 1 revealed having two-and-a-half years of experience in the current hotel.

I've worked there for two and a half years if I'm not mistaken. For at least five months I was the hostess, and then for the rest of the year, a pool supervisor (P1A).

Participant 2A revealed having had six years of work experience in the current hotel. The participant had remained in the same position throughout the six years of working in the hotel. This is of concern and suggests the lack of a growth path. More worrisome is that opportunities have come and gone without any chance of applying for these positions.

I started in 2015, so that is when I started when I applied and then I started working. So, with the current, I've got about six years' experience in the hotel industry at the moment. And for those six years, I've been in the same position for six years, even though there have been opportunities for me to apply for a better position, but I have never been given the chance to do so (P2A).

The above narrative indicates that the participants have good work experience in the hotel industry, with the minimum experience in a single hotel of two-and-a-half years, and a maximum of 6 years. This suggests that the participants have sufficient experience and longevity in the hotel chain to warrant a higher position. However, as many indicated, there have been minimal opportunities to apply for a higher position. Given this concern, the next sub-theme explores essential skills that may be relevant in the hotel industry.

❖ Length of time worked at hotel

The length of time worked at the hotel averaged around 2 to 5 years (60%), with a few (40%) of participants having served for longer. This indicated high levels of experience. Many respondents also had experience in previous hotels and related industries. The following quotes provide evidence:

I've worked there for two and a half years, if I'm not mistaken. For at least five months I was the hostess, and then for the rest of the year, a pool supervisor (P1A).

Okay. I started off in 2015, so that's when I started off, when I applied and then I started working. So, with the current, I've got about six years' experience in the hotel industry at the moment. And for those six years I've been in the same position for six years, even though there have been opportunities for me to apply for a better position, but I have never given the chance to do so (P2A).

Two years (P3B).

I worked since 2018 till now though it was like it's now the first one and the second one but it's still the same hotel. I worked from 2018 until now. That's where I'm still working at the same hotel, but it's the difference is the management and the ownership (P3A).

For four years (P5A).

I've worked in two hotels, but in hotel industry I started in 2012 till 2021 (P10A).

I have been here for the past four years and seven months. I started working in hotel Industry in Uganda in January 2010 where I gained experience and later, I moved to Johannesburg in December 2015. In January 2016 I got a job in hotel and from there I have been in this Industry here in South Africa. So, I can say I have 10 years working experience in the hotel Industry although I am looking to move to a different Industry (P4A).

I have worked here for three years new. This is my seventh place to work. Before I came here, I was working in the restaurants, where I spent 2 years and six months. I can say I have 5 and half

years working in the industry. I have worked in six different restaurants before I left to join this small hotel (P5B).

❖ **Details of experience**

The following details the experience of respondents in the industry/hotel:

➤ **Previous job**

Many respondents derived experience from their previous jobs before transitioning into their current positions.

• **Different hotels**

Many respondents worked in various hotels, both in South Africa and abroad. This gave them experience that counted for their employment in their current positions.

When I was doing my one-year course for that certificate, I did that qualification at Damelin and they wanted us to get at least some sort of like experience on any job, and I got a job as a waiter at a restaurant, an African cuisine restaurant. I worked there for two years maybe, and then after that I moved onto another job, which was a royal class cocktail bar/whiskey bar. It was, I think I gained most of my experience there (P1A).

I started working 2014 when I came from Zimbabwe and I didn't have the experience by then, so the first year or the first few months were tough because I didn't have the general know-how of hotels. From there, I worked at my first hotel. Then after that, my contract was terminated in short because with a lack of experience. So, I got another job, a second one, and I worked there for three years. After that, I left, I went to another one where I worked for two years. I think I stopped in 2019. I resigned because I wanted to do something. And now, where I'm working currently, that's where I am. So, I have a bit of experience (P2B).

- **Transition**

Some respondents transitioned from previous positions into their new positions. For example, one respondent asked to be moved from being a chef to a waitress. Another moved from being a cleaner to a lead housekeeper.

Actually, I have a qualification, I have a certificate, NCV Level 4 from Coastal College. So, I was working as a chef, and then I was working as a chef before. Then I just spoke to my manager, can they move me to a waitress. Then they just asked me, "Why you want to move to a waitress?" Why is just that I was having a qualification, but at the end, there were people with Grade 10, Grade 9, were just doing the same job, at the end were just earning the same money. That's why I just tell them that no, actually being a chef it's hard. You cook, you going to work early, and you're doing a lot of jobs than being a waitress. So, I just told them. Actually, they just begging me. Then I said no, at least I can resign. They tell me, "Okay, Andile, it's fine, just because you have that experience, because you were doing your in-service training even at school, okay can you at least move to being a waitress." Then just being a waitress (P5A).

I never planned to work in hotels and to be a housekeeper, so it came as a result of lack of jobs in Uganda and later I moved to South Africa when my aunt called me to try my luck here in South Africa. However, bringing people stuff and cleaning up after them is what I do. Now I'm more of a crew leader, head housekeeper, laundry person, and room inspector. Sometimes all on the same day. We have 18 rooms, depending on how many are down due to maintenance, with 2 housekeepers only (P4B).

- **Change of ownership**

One respondent was inherited from the previous company when the new/current owner took over.

I think for the first experience that I get from the first management that I was working for, it was for White people, now, I'm working for Indians. Now, they change the ownership to Indians. From White to Indians. From the White people that I was working for before, I will say it wasn't that good (P3A).

- **Well-recognised**

One respondent had worked previously at a well-known 5-star bar, which gave her rich and recognised experience and made her more marketable.

It was well known in the whole of South Africa as far as I'm concerned. It was rated a five-star bar in South Africa. So, I got my experience there for another two to three years, if I'm not mistaken, and then after that I was moving from job to job like five months at a bar/club. And then after that I got more experience at a Braai House. And then after the Braai House I applied for this hotel job and I got it (P1A).

- **Different people, different needs**

One meets different people every day. Different people have different needs, which means that one must be ready to deal with different situations that may arise.

But according to the environment, it's not a good environment, because especially when you're meeting different people, that they're coming from different places. So at the end of the day, it makes you uncomfortable at the same time, because you feel like you have to meet everyone's needs, and of which you're meeting different people with their different opinions of seeing things (P3A).

- **Turnover and limited growth**

There seems to be high turnover due to limited opportunities for growth. According to Lee, Huang and Zhao (2012), the effect of work environment, salary level, and co-worker relationships are important to turnover intention. From the previous sub-themes, many of the interviewees had a negative view of the hotel work environment, as well as the salaries. Given the relationship of these two variables to employee turnover intention, the participants were asked whether they enjoyed coming to work. Not surprisingly, many of the interviewees expressed their reservations about coming to work.

The only thing is that I don't have a choice. If it was about me. Every day, you'll be thinking like I'm just going there, but I wish I can go somewhere else. I wish I can get something better to

do than to work where I'm working. That's not the good environment. That's not the best thing that I want to do now, and that's not the good environment that I want to be at the moment (P3B).

Participant 2B noted feeling angry and pressured about coming to work.

Yeah. I can say I was angry and stressed about it at first. That feeling of not going to work, it comes when you are in that state of mind, but you just have to carry on (P2B).

The above two statements suggest work dissatisfaction and a desire to resign. This is echoed by Participant P5B, who stressed the following:

A lot of people especially at non supervisor wants to leave to other organisations, we always communicate that, but jobs are difficult to get without knowing anybody. The conditions in the industry are very bad (P5B).

From the above statement, one could infer that the work environment is the core reason for the interviewees' work turnover intention. For example, Participant (P1B) described the work environment as 'horrible'.

The conditions in the industry are very horrible. Managers constantly change our shift. Sometimes we were working morning to afternoon, afternoon to evening in the restaurant (P1B).

A similar view was shared by Participant (P4B) and (P5B).

The conditions are not good in this Industry. We work but we are not protected by the Union (P5B).

The conditions are not good and there is too much oppression in the industry (P4B).

This could also explain the rate or desire of turnover intention noted by Participants P1, P2 and P7A.

I'm currently looking for another job (P1A).

People join and resign if they get better jobs (P2A).

Earlier on, you did mention that some people they... In this industry, people come and go. It's not a nice place. It's not friendly. It's literally a steppingstone. I feel like it's not something you can just decide that you're going to be there forever because of the facts that I mentioned earlier on (P7A).

- **Lack of growth**

There was also a lack of growth and promotion, which led to people becoming stifled.

The treatment is not so nice because there's groups, there's better people than others, and you can't really grow. That's another thing that I don't like. There's no growth at all, because I feel like if however, there's a vacancy available, they should tell us, as the waiters first (P7A).

- **Stepping stone and experience**

Two respondents saw the job simply as a stepping stone to better opportunities elsewhere. One respondent needed experience in order someday to go overseas, whilst another wanted to resume studies.

I think for me this story has nothing to do with the whole thing that we're talking about, but I just think I should add it. There was a time where I applied for this hotel job and then I really wanted to go overseas because I felt like I had enough experience and it's always better to make dollars instead of Rands as income, but unfortunately for me I didn't have hotel experience, or let me just say five-star hotel experience. So, I decided to just keep that whole scenario on hold in order for me to gain more experience in the hotel industry and to gain more knowledge in the food and beverage industry (P1A).

You can even find that people that who have studied more than you don't know more than you, you know more than them most of the things. So that's what good about hospitality industry and hotel (P10A).

Well, I would actually regard it as a steppingstone, because it's not where I want to be forever. Because as I mentioned earlier on, I started because it was just a holiday job. I needed just to collect some money, so I can go back to school, but then, because life happened, I've been there ever since (P7A).

➤ **Expectation vs reality**

It was clear that expectations did not match reality, as emphasised below.

- **Not what was expected**

The reality was different from expectation in the sense that one starts at a menial level and progresses very slowly, as opposed to what the usual belief is of fast growth.

Every day would feel like a holiday to work in the hotel. This was my first thinking when I first joined the hotel industry. People have this misconception that if you do work in a hotel, you get promoted quickly and you must have the right qualifications to be in the industry. When you join like let's say you're either a receptionist, doorman or housekeeping attendant, quick promotions are all false assumptions and merely are stereotypes (P1A).

- **Progressively worse**

For one respondent, things became progressively worse over time. What was promised was not delivered or received.

From the basic, when you come in a hotel, what you see... One thing about the hotel, when you come in, they don't lie about what you're going to get. Your thinking, you think that it's going to get better, but as time goes on, it becomes worse and worse and worse. But the belief that people have in hotel is totally false, especially when you haven't gotten in the hotel industry. When you got in the hotel industry, 99% of people that got into... they will tell you that it's a false, false, false experience that they would actually think before they come in the hotel industry (P2A).

- **Surface happiness**

The hotels only look happy and glamorous from the outside, but there is much unhappiness on the inside when it comes to employees. Furthermore, one expects the environment to be friendly and happy, but it is the exact opposite.

I would say it's not as sweet or as good as it looks on the outside. From the outside, you feel like I want to work for that, when you see the building and everything, when you come for interviews,

seeing the walls and everything, the staff smiling at you, because that's the part of their job to do. But the minute you get to work there that's when you see this is not a nice place to be (P3B).

And in the hotel life, there is always something happening somewhere to someone sometimes. Whether a friend or a guest, it is full of life. Action, stories and involves a great deal of difference. It is an ongoing drama. Before I joined, I was expecting the unexpected. At some point it gets exhausting, and you get fed up. There's a lot of drama that goes on in the hotels. The beautiful surroundings, happy guests, smiling staff and impeccable service are only the surface of what is happening now (P1A).

Initially, when you come in, you think that you're going to be working in a very, very nice place because with the hotels, if you look at the movies, how the hotels are portrayed. Even the staff, how the staff is portrayed, in hotels, even if you are young, you'll be like, "No, I want to work in the hotel." You think you're going to have that kind of experience that you do find in the hotel, in the movies. But when you start to work in a hotel, the experience is totally different. What you see, what you think, is totally different yet. You're taught something that is new (P2A).

❖ Skills to promote confidence and competence

As previously stated in the literature, the hospitality industry is classified as a labour-intensive domain (Jinnah, Cazarin and Brief 2015) in which the employees' skills and abilities are regarded as the key factors enabling them to offer satisfactory services. Owing to this, the participants were asked the following question: "What skills would have made you feel more confident and competent in your work?" From the interview discussion, several essential skills were uncovered, including communication skills, time management, multi-tasking, cooking, cultural diversity skills, etc. The following skills were seen as imperative for increasing confidence and competence.

➤ Culture skills

These were the most highly ranked skills required and were informed by the following factors:

- **Awareness**

It was always good to be aware of people's culture so one that could behave and conduct oneself accordingly.

So, if you're not aware of their culture, you might say something that you not supposed to say. So, if there were taken, as much as I know that they can never do it, but if they can try to give you a little bit of information of the people that they come and visit, like we get people from England. We get people from Australia. We get people from Lesotho; we get people from Mswati. This is how you greet them. At least the greeting, and then how you say thank you, how you ask those things, that they can make your guest to feel at home and make it easier for both of them to communicate (P3B).

So, culture awareness, and problems. I also need to solve my problems as well, and at the same time (P3A).

Because so many guests frequent, they will talk different countries and areas. I feel that if I had skills in culture awareness (P4A).

Guests frequent the hotel from different countries and areas. I feel that if I had skills in cultural awareness (P6A).

We must be made aware of different cultures as well; this will help me a lot (P8A).

- **Not be offensive**

Cultural skills would also allow one not to be offensive to another's culture, even unintentionally.

So, a basic skill is that you're supposed to communicate with those kinds of people, and also know different cultures, because there're certain ways... In certain cultures, you're not supposed to look people in the eye. In certain cultures, you're not supposed to greet women. In certain cultures, you're supposed to...(P2A).

This Industry you meet a lot of different people, so if you do not know how to talk to them and approach them, you always upset them. If I had learnt about different cultures, I think I could have done better (P5B).

- **Diversity**

South Africa has a diversity of cultures, and it was good to embrace them through cultural knowledge and skills. According to Ashikali and Groeneveld (2015), profit-making organisations, especially those operating on an international scale, have to deal with cultural diversity issues, resulting in communication problems and conflicts in the workplace. The hotel industry is no exception. As such, the ability to manage and communicate with diverse people from different cultural backgrounds is an essential skill. In Participant (P1B)'s own view, having cultural diversity skills will enhance confidence and job performance.

I feel that if I had skills in the following, culture awareness, multitasking and problem solving will help me to do my job very well. Because working in an organisation where different people come and go, this for sure will help me feel more confident and competent in my job (P1B).

The above view is echoed by another participant who stressed that having the skills to deal with different cultures will help produce confidence and work competency.

I feel that if I had skills in dealing with different cultures that will be good for me. Because working in an organisation where different people come and go, this for sure will help one feel more confident and competent (P4B).

Participant 5B believes that had she learnt about different cultures, she would have performed better in the job.

If I had learnt about different cultures, I think I could have done better. But it's good I learn myself, talking nicely to people and listening what they say and respecting them (P5B).

The above statements on cultural diversity suggest the need for the hotel industry to train their staff on multi-cultural knowledge and to enhance competitive advantage and employee performance.

- **Beliefs**

Limited training given to Black employees in the Industry increases skills disadvantage as compared to the other races and this is contrary to the purpose of Skills Development Act (RSA 1998). Some participants believe that gaining training in multi-cultural knowledge would also help in respecting others' beliefs.

I feel like if however, they would give us a bit of a background on other cultures, because we deal with different people from different countries, different race, and our beliefs, they're not the same (P7A).

- **Training**

More cultural training must be provided.

I feel like if however, they would give us a bit of a background on other cultures, because we deal with different people from different countries, different race, and our beliefs, they're not the same (P7A).

➤ **Communication skills**

Communication skills were of extreme importance as one of the primary responsibilities was dealing with guests and customers. Communication skills would therefore be imperative. According to scholars, the hotel industry is characterised by a high level of communication between hotels and the customers (Rao and Goel 2017; Nigussie 2018), which marks this as a labour-intensive service industry (Jinnah, Cazarin and Brief 2015; Vettori 2017) and designates the importance of employees' roles in the service sector. Hence, effective communication is crucial. In support of this, three of the interviewees emphasised the importance of communication. For instance, Participants P5B and P2A noted that hotels receive guests from different countries and cultures and as such, learning how to effectively interact with these guests is critical.

In this industry you meet a lot of different people, so if you do not know how to talk to them and approach them, you always upset them (P5B).

Like, as a waiter, there are certain basic skills that you're supposed to have, like, you're supposed to be able to communicate with different people, because with hotels, they receive different people from different countries, different cultures (P2A).

Sharing similar sentiments, Participant P1A noted the following:

So, I think when it comes to my communication, I obviously needed a lot of work because I don't get along with my superiors in a way because I think I'm still stuck on being on the waiter side instead of the supervisor side. I think I need to work on all of that, but I've been exposed to it and I understand what it is (P1A).

The above statement reinforces the importance of communication skills in the hotel industry. This is acknowledged by P1A, who revealed the need to work on these skills.

➤ **Time Management**

Time management is another essential skill uncovered in the study. According to Sainz and Ferrero (2019), the correct use of time is intimately related to the setting of short-term priorities and the attempt to fulfil them. From the interview, Participant 5B noted efforts to intentionally manage time better. This may be connected to poor time management directly impacting the participants' productivity.

I am somewhat disorganized, which often impacts my productivity. I have been learning how to better manage my time and intentionally direct my efforts. While it remains a challenge, I have seen some progress and look forward to continually improving (P5B).

A previous study by Mitchell and James (2001) linked time management with performance. From the above narrative, one could infer that intentional effort by the participants to effectively manage time was rewarded by improved performance.

➤ **Problem-solving and multi-tasking**

Problem-solving skills would be important in being able to efficiently and effectively solve problems that may arise. Multi-tasking skills would allow for more to be achieved in a busy environment.

Problem solving (P4A).

I think the skills that would have helped me is, it was supposed to make me learn more problem solving. When I'm getting a problem with solving with the guest. When the guest has a problem or the guest are... Yeah, when the guest is not happy with the service, and not happy with the industry itself, it may be if I've learned more about those skills and I would have gone more further with better qualification as well within (P10A).

Providing problem solving (P6A).

Multitasking and problem solving will help me to do my job very well (P1B).

But you know, all the multi-tasking, the attention to detail, you get it through experience with the years that you work in the industry (P2B).

➤ **Food and beverage**

Knowing about different food types and beverages would also be helpful.

I think after I realized that my qualification that I studied for was not going to get me a proper job, I feel like I should have taken the second step, which would have been like, let me just say, "Plan B," and studied more into food and beverage in the hospitality industry, because in high school I did hospitality (P1A).

And like being a bar lady, most of the time, but I wasn't given an opportunity to show my skills that I can be able to be a bar lady as well. Those with my skills, I feel like it's supposed to be given better opportunity to show it, but I wasn't given the opportunity. Yes. That's it (P10A).

➤ **Cross-training**

Cross-training with other departments can allow for people to become knowledgeable about other departments, which can lead to multi-skilling.

To be trained more, and also after you've been trained, after you have learnt something, as a hotel I think they might have the privilege, also giving a certain certificate so that even if you apply certain positions in the hotel, and also, skills to work in different departments, like you can be doing cleaning, or you can do some of the back-of-house stuff, like also helping out with the basic things to. Also, the cooking, because the process of making food, you're supposed to also know that, so that people, when they've got allergies or they don't eat certain things, that kind of stuff, we're supposed to have all that kind of people, especially waking in the environment, I would wish that they would actually work more on that also (P2A).

If they can, maybe at a company, they do this thing that they call a cross training where you go to another department and train maybe for a week or two weeks so that you can gain knowledge, in order, if there is a position that is opening there, then you'd be the first to apply and you have the experience than to get someone else from outside and coming to that job, if there's someone that can do it (P3B).

➤ **Computer skills**

Computer skills are important in today's digital age.

Computer skills would make me feel confident because I haven't done a course of any computer (P9A).

➤ **Sign language**

Sign language skills can also assist in dealing with customers who are reliant on sign language, such as people with disabilities.

I don't know how to call it, if you don't talk, you're using actually sign languages. I have few things that I can do if somebody is not talking, that I can (P5A).

From the literature, Acker (2009) cited in Koivunen, Ylöstalo and Otonkorpi-Lehtoranta (2015) aver that recruitment and selection procedure and practices contribute to the construction of workplace inequality regimes. Further studies, such as Kimberlee (2019b) hold that having a systematic recruitment process increases transparency, decreasing the company's likelihood of becoming involved in employee-related legal issues.

Atugi (2018) argued that quality and customer satisfaction are crucial in the hospitality industry through word-of-mouth communications. The author further states that quality involves knowledge, skills and thought, which lead to a hotel's survival and development. Therefore, staff training improves employees' professional knowledge, proficiency and appropriate ideas. This motivates and encourages workers by providing them with vital information for their work and assisting them in recognising the importance of their jobs. A number of participants mentioned the need for training in a number of skills to enhance their knowledge. Because this training is not offered, participants view this as part of discrimination within the industry.

5.4.2 Theme 2: Emotion

This sub-theme examined aspects relating to the emotions of respondents in terms of their work experience. According to Zheng *et al.* (2021), emotions in the workplace depend on freedom (essential versus immutable), relativeness (aggressive versus egoism) and skill (quality versus enjoyment-oriented). This theme explores the participants' emotions on their first day at work, as well as the work environment. Three charts, namely, Hierarchy, Word Trees, Word Cloud and Cluster Analysis, (Appendix H, page 412) were used to demonstrate the outcome of the interviews held with the participants. The theme is discussed under the sub-themes 'First day experience: Relationship with supervisors and colleagues': and 'work environment in the hotel'.

- **First day experience**

This sub-theme related to the first-day experience of respondents.

- ❖ **First day at the hotel**

There was a plethora of emotions amongst respondents when it came to describing their first day. These are unpacked below.

➤ **Anxious and careful**

Most of the respondents were anxious and careful. They tried not to make mistakes and were wary of everything and everyone. This is a logical argument as one wants to create a good first impression.

This was my first day, expecting much from my supervisor and colleagues. I was shy because I had not met any people in the hotel before. I was afraid to make mistakes and followed whatever I was told to do (P4A).

It was so hard. It was so hard. Actually, because maybe because you get a training, so since I worked on my first day, it's so hard. Like if there's something you don't understand, it's so hard to go back to my manager. If I go back to my manager, they shout, "Hey, you have been in training for two weeks' time, so now you're coming to me, and you see it's busy..." for me, it was hard (P5A).

I didn't know about the coffee, and I was serving coffee because... I didn't have a huge experience with it. It was 2012. So, I was shaking every time I had to pour the coffee I had to over pour. And even to look at the guests. It was so scary because it was my first time even to communicate, it was very hard. It was very hard, but I got used to it day by day and-(P10A).

I was also afraid to make mistake and follow whatever I was told to do, so I was careful about what I was doing, and I was shy to talk and how to deal with customers if I had many mistakes. You are always scared in your first day because you're not sure what to expect (P6A).

My first day, I was nervous because I was just seeing new faces all the time, and I wasn't used to that. I was actually really nervous, but it was not so bad because what happens is when it's your first week, there's a person that literally follows you to see if you're doing everything correctly. It was nerve wrecking, but it was doable (P7A).

I learned that this for a meeting, I was afraid to break plates or cups or drop food for the guests. So, I was cautious about what I was doing, although slow, and this did not go down well with the supervisor. She later called me when a guest had gone and told me to work hard or get fired (P1A).

➤ **Excited**

Naturally, many respondents were excited. Being the first day at a real job, one would be excited to experience something new and also to learn new things.

I don't want to lie, I was pretty excited because I have heard about the hotel before, and you know when you're going for an interview you have to Google and find out and search about the hotel and stuff, and when I saw the pictures, I was like, "Whoa, I think this is going to be bigger than me." (P1A).

I was so excited on my first day because it was my first day to start working, that day I was given the morning shift. I've arrived 40 minutes before my shift, which was 05:00 am (P6A).

I went to work very early with the excitement of starting a new job in a hotel. And I was expecting a welcome to new people I would meet at my new workplace (P1A).

And it was exciting too because getting a new job and getting in a new industry like that, you don't know a lot of stuff. So even the small things you get excited because you'll be learning. So, I can say it was hard but at the same time it was very exciting (P1B).

➤ **Eager and punctual**

Respondents were also very punctual, which was a good indicator of professionalism. They were eager to begin their jobs.

I was excited on my first day, because it was my first time at work. That day I was given a morning shift, I arrived 40 minutes before the starting time at 5:00 AM. The first shift supervisor introduced me to other colleagues at work (P4A).

And anywhere you work, you know one thing that is very, very important is to be punctual.

So, I came in early for my shift, because I was still new, so I thought everything is just manager. So, I didn't know about the supervisor kind of stuff, but I was so eager to (P2A).

And it was my first time waking at the time. Because I was supposed to be there half past five in the morning. And I had to wake up like half past three, take a four o'clock taxi. It was my first, first time waking like that. I'm like, "Okay." And my sister was always in a hospital industry. She told me, "Never ever be late for hospitality industry. Ever." I'm like, "Okay." And I was 30 minutes early (P10A).

➤ **High expectations**

Respondents had high expectations, especially seeing that it was their first job. However, their expectations were not met, as outlined in a separate sub-theme further below.

My first day to work in a hotel was very funny. I was expecting too much and was proud of myself because it was my first job in Kampala. First days I was not seeing the boring part of it, working long hours because I was expecting to earn my first salary. I was given an orientation about what was expected, and I was told they only recruit young ladies because they are energetic. It was very funny day (P4B).

I was expecting much from my work as I heard you get a lot of tips working. I went there with that expectation thinking I was going to make a lot of money to buy a house. First days I was not seeing the boring part of it, working long hours because I was expecting to earn my first salary. I was given induction about what was expected. The first day I got only R15 tips the whole day, after working ten hours. So Indian and coloured waitress were receiving more tips than me. I was disappointed that day. Some customers were rough (P1B).

➤ **Frustration**

One respondent felt frustrated due to the ongoing shouting, despite working hard.

It was hard even to learn on that day, because you can't do things of work while you're so frustrated and somebody's shouting. That somebody's shouting you, and you believe that now there is somebody who can help me, and at the end he's shouting me. So, it was-(P5A).

To buttress this, Participant (5B) noted the following:

I started looking for another job whilst working there. You see to make matters worse at that restaurant any breakage of glasses, plates, you have to pay (P5B).

Similarly, Participant (4B) was noted to have had high expectations, which resulted in frustration.

So, after working for some time, I decided to come to South Africa for greener pastures which turned to be toxic. Here in South Africa, on my first day, I expected too much but ended up in frustration (P4B).

➤ **Boring**

Participant (4B) noted that monotonous work responsibilities make the hotel a boring place, particularly if there are no customers.

The work can be boring because you are doing the same thing every day. It becomes too boring when customers are not coming (P4B).

Sharing similar sentiments as the above, Participant 2B illuminated the following:

Sometimes it's a bit boring, and sometimes it's not that boring because let's say, you're on a shift and there are also more Black people. That shift is a bit better because you've got more people to talk to (P2B).

From the above views, it is assumed that the absence of work activities due to limited guests visiting and/or poor interactions amongst hotel workers are factors influencing boredom in the hotel. It is therefore critical that employees in the hotel industry form cohesion and a team spirit, regardless of ethnicity or race.

➤ **Same-race envy**

There were some occurrences of envy towards participants by people of the same race. Some questioned the respondents on how they were employed in their position, especially when permanently employed.

Because I had been hired from the outside. Okay. I was hired for the knowledge that I had let alone, that I came... Where I worked, there was an agent that supplied them with staff that was needed for an early breakfast shift, that's busy. But we were hired from the outside. So, it took me, I think, close to six months trying to blend myself in because I was the no person, like, "How come you got hired when we were here?" Discriminations everywhere. This was from my own race, you understand. It had nothing to do with race. It was just the fact that why was it you instead of me when I'm here, why are you getting to be permanent first, when I was here for the past two years (P8A).

➤ **Undermining**

One respondent felt undermined when staff of other race groups did not wish to shake her hand because she is African.

That day I was given an afternoon shift, arrived an hour before the starting time at 2:00 PM. I appeared as though I was a guest because I had to wait for my shift to start. I went to the office of the manageress, a White lady. She asked the senior waiter to introduce me to other colleagues who were six at that time. On greeting, I have used to shake hands, but some Whites did not want that, only Black (P1B).

➤ **Good physical environment**

The physical environment was good and clean on the first day. This is expected as it is a hotel environment and cleanliness are a key factor.

And the whole hotel itself was beautiful. I felt like I was in a movie in a way. It was exciting and scary at the same time, because I felt like when I walked into that environment, I felt like it was bigger than me because it was a different environment. But at the end of the day, I ended up getting

used to the environment and getting used to my daily working routine, and I was just like, "This is a piece of cake in a way." (P1A).

➤ **Good treatment**

Three respondents had good experiences and good treatment on the first day.

But the first-time experience that I got from my supervisor was unbelievable for someone that you're going to be working with, and some of them were going to be reporting to. And then I was also... Since I was going to be a waiter, I was shown where... to also introduce to my colleagues, the White... Since it's a hotel, you get different races (P2A).

The first day, I would say it looks so perfect and welcoming because everyone knows that you're new here (P3B).

My first day was beautiful, it was lovely. I met different people in the hotel. I was shown around all the departments. I enjoyed working with them. I enjoyed engaging with guest. I enjoyed learning new things that I didn't know. Everything was nice, everything was smooth, everything was perfect. For start it was really nice I can say (P9A).

❖ **First day experience vs expectations**

This sub-theme examined whether expectations were met on respondents' first day. When asked whether the participants' first day at the hotel was as they had expected, it was discovered that while some of the participants had positive first days at the hotel, others were disappointed.

➤ **Met expectations**

Only three respondents felt that their expectations were met. However, for some, after the first day, it only got worse.

I felt overwhelmed. I felt overwhelmed. I was just like, maybe I had my goals way too high because of the environment and how the place looked and how people carried themselves in front of the guests, so I was just like, "Maybe I'm not cut for this," and I felt like it was a big challenge for me. But used to it and I feel like today it is a piece of cake for me (P1A).

Expectations, yes, it did meet what I thought of a hotel. Yes, but as time goes on things started changing, getting worse than what I thought before I joined (P9A).

It met and it was even more than what I expected (P2B).

➤ **Did not meet expectations**

However, most respondents believed that the work situation did not meet their expectations, and this was a negative connotation. The following reasons were shared. Participant 5B noted having experienced unfulfilled expectations.

My first day to work in a Restaurant in Durban North. I was expecting much from my work as I heard you get a lot of tips working. I went there with that expectation thinking I was going to make a lot of money to buy a house. I was confronted with a different environment (P5B).

First days I was not seeing the boring part of it, working long hours because I was expecting to earn my first salary. I was given induction about what was expected. It was very funny day. The restaurant was owned by Whites, so they were a lot of White people coming to the place. A very busy one. The first day I got only R15 tips the whole day, after working ten hours. So Indian and coloured waitress were receiving more tips than me. I was disappointed that day. Some customers were rough (P5B).

On the contrary, Participant P1A noted having had their expectations of the hotel industry even exceeded.

It met what I expected and more (P1A).

The plausible explanation in the reality and expectations of P5B and P1A may be connected to the nationality of the two participants. This is further reinforced by Participant 2A, who noted the following:

But the first-time experience that I got from my supervisor was unbelievable for someone that you're going to be working with, and some of them were going to be reporting to (P1A).

Commenting further, P1A felt hostility from other workers that are of difference races, in the participant's own word, it was 'unbelievable'. The participant believed that being a foreigner had made their initial interaction with other workers worse.

But my experience towards the White people and the Indians and the Coloured that were there at that particular time was unbelievable. I looked like a monkey to them, or I looked like someone that... To them probably I can't even speak their language. It's more like I'm speaking a foreign language and being a foreigner also makes it worse (P1A).

- **Not briefed**

Respondents were not properly briefed on their duties, which made it problematic for them to understand what was required of them. Moreover, the environment is complex due to meeting different people all the time; and one must be briefed in order to understand the environment and thus to work effectively.

I didn't know anything about the hotels. I must start learning from scratch and you know you meet different people. Some, they will be like, older people like the one that they've been there for a long time, as I thought because you'll be meeting different people, and at the same time, especially if you don't know anything about the environment, if you don't know the place. So, it was not easy at all. You feel uncomfortable. Yeah, you feel very uncomfortable sometimes. Like even wake up tomorrow and say, I don't want to go back to that place. But because of your situation, it will force you to go back again. But does not mean that you're happy (P3A).

No, this day did not meet my expectation, because I was not briefed well (P4A).

This day did not meet my expectation because I was not briefed well, in addition to that I was not told clearly of what to do. So, I can say I have made mistakes then even though I had corrected them, but it was not what I expected (P6A).

- **Racism and Poor treatment from other race groups**

Racism and poor treatment from other race groups are a regular occurrence in the hotel industry, which respondents did not expect.

And as your first day, you going to a workplace and then you get that reality that there is something called racism. Because when you're growing up, you don't... As Black people, we're used to seeing other Black people. And then when you see White people, the White people that we were exposed to, they were not racist. But when I got to work the first day, that's the first time I actually experienced racism, of which it wasn't nice (P2A).

I was expected to be treated equally, like everyone, White, foreigners, Black. That I was expected since I knew that now I'm going to work with different culture of people (P5A).

So, at the end of the day, some they'll be treating your bad, but just because you want the job, you just end up meeting the way they want things to be done and then you learn when time goes on (P3A).

- **Re-thinking hospitality**

Some respondents were now re-thinking the hospitality industry.

My reaction. It was like, "I want to go, I don't want to be in this place. I want to study something else." And when people are saying they want to study like hospitality I say, "No, don't even do that. I'm telling you don't go for hospitality."(P10A).

I stated looking for another job whilst working there. You see to make matters worse at that restaurant any brakeage of glasses, plates, you have to pay (P5B).

- **Rules**

The rules are overly strict with no flexibility. People are required to be standing in their positions all the time. There are strict rules for everything. During field observations, the researcher noticed that employees were always standing even when there were no patrons. They talked during the absence of their supervisors, but disengaged once the supervisors walked in.

Because I expected the hotel that I thought it was an easy job working in hotel. I expected everything should be fluent. To eat as in like, I can eat anything because it's a hotel, It's going to be nice. But it's not like that. Only the people that are eating are the ones who are staying in the

hotel, not you, not the worker, no. The worker has to be there on time. You have to stand in your position. You've got the time, timing, timing all the time, even the lunch time it's timing. So, it was something that I didn't expect. It was my first time. And you don't talk to the colleagues when you are working. You just keep quiet until you get time to talk with them behind. There are things that you don't do in front of the guest, which they call front house. But you can be able to do at the back house. So, I couldn't understand that as well. I thought it was just a place to talk and do everything. But as I go on, I understand okay, it's quite different (P10A).

- **Lack of support and frustrating**

Participants (P6A) and (P4B) bemoaned the frustration in the hotel. There is a lack of support for employees, which leads to frustration in their jobs.

I was not happy with the environment because I was expecting much support, but I realized I had to stand alone during this learning period (P6A).

Here is South Africa, my first day I expected too much but ended up in frustrations (P4B).

- **For the sake of employment**

One respondent was just there for the sake of having a job and no longer felt any passion for the work.

So at the end of the day, some they'll be treating your bad, but just because you want the job, you just end up meeting the way they want things to be done and then you learn when time goes on (P3A).

- **Work Environment in the Hotel**

This primary sub-theme described the current work environment. According to Chaudhry *et al.* (2017), the working environment in organisations has an impact on organisational performance. Given the mixed responses shared by the participants on their first experience in the hotel industry, the participants were asked to describe their work environment. It emerged that while some expressed a positive view of the work environment, others held a negative view.

The working conditions, according to the majority of the participants in the study, are appalling. This observation corresponds with recent studies (Mooney, Ryan and Harris 2017; Walmsley *et al.* 2019; Ruiz-Palomo, León-Gómez and García-Lopera 2020; Falvey 2021) which indicate that working conditions in the hospitality industry are not always pleasant. The quotes and sub-themes below provide evidence.

❖ Race

Race was the largest factor that contributed to a negative work environment, and this is informed by further sub-themes below.

➤ Racial discrimination

Section 6 (1) of the South African Employment Equity Act (EEA 1998) prohibits unfair discrimination at the workplace against an employee in any employment policy or practices based on demographic factors such as race, ethnicity, gender, colour, nationality, etc.

The Human Rights Framework prescribes the human rights entitlement and standards whereby countries are obliged to sure principles of equality and non-discrimination. In this study, racial discrimination was the highest ranked factor, which is a logical argument. This is further outlined in the ‘discrimination’ theme. However, it also related to this sub-theme because racial discrimination makes it very difficult for African employees to work effectively. They are continuously ridiculed, undermined, side-lined, and abused, making them unhappy.

And on the work environment and other things, the racism is too high (P3B).

Not as much as you might think, because of racial discrimination happening underground. However, the work environment has become too stressful, and I fear being discharged. I'm always on the lookout for another job, no one wants to spend most of their time in this industry because of racism, and these Whites have never changed their attitude here in South Africa. I think this industry must change the racism, because most of the Whites here in South Africa they are racist, especially to foreigners. Most of them, they didn't change anything (P4A).

But if you're White, everything you said it always come first. It always come first. Even if you can like let's say you're sick, and then you tell your manager, "I'm not feeling well, can I please go

home?" They will tell you no, "No, it's busy, you can't do this. If you do that, you'll sign a warning." Whatever. But if like a White female comes, "I'm sick, can I leave?" They say, "It's fine. It's fine." (P5A).

This is a good working environment, not such as you might think because of the racial discrimination happening underground (P6A).

If it's a Black person, you get in trouble. If it's a White they explain, whatnot, traffic, and then they get away with it. I feel like it's not friendly when it comes to our treatments. I feel like there's a lot of discrimination going on there, and it's not even easy to talk about it, because you're scared that if you voice it out, they can just easily get rid of you since it's so easy to just replace a waitress (P7A).

However, as Blacks we face a lot of challenges at the place in the hotels, what we say we are not considered much. As you can see most of these hotels are owned by Whites and Indians, because they have money (P9A).

The environment is too stressful, and I'm always on the lookout for another job. No one wants to spend most of the time in the industry because of racism (P1B).

However, what I have experienced also is racism here in the industry although at this place they try to keep it low. When you make mistakes, you can get harassed for that. They do not want to be known but you can see with appointment of the hotel managers (P4B).

From the interviews, many participants shared negative feelings about their work environment.

➤ **Uncomfortable**

Participant (P3B) described the work environment in the hotel industry as uncomfortable. The consequence of this is the lack of desire to attend work.

You feel uncomfortable. Yeah, you feel very uncomfortable sometimes. Like even wake up tomorrow and say, I don't want to go back to that place. But because of your situation, it will force

you to go back again. But that doesn't mean that you're happy. You will be not yet especially if you're new (P3B).

The only thing is that I don't have a choice. If it was about me. Every day, you'll be thinking like I'm just going there, but I wish I can go somewhere else. I wish I can get something better to do than to work where I'm working. That's not the good environment. That's not the best thing that I want to do now, and that's not the good environment that I want to be at the moment (P3B).

Revealing further insight, Participant (P3B) attributes the ‘uncomfortableness’ of the industry to meeting different people and meeting their needs.

But according to the environment, it's not a good environment, because especially when you're meeting different people, that they're coming from different places. So at the end of the day, it makes you uncomfortable at the same time, because you feel like you have to meet everyone's needs, and of which you're meeting different people with their different opinions of seeing things (P3B).

Another reason for describing the workplace as uncomfortable is that for women, the hotel industry creates safety concerns. Apart from this, Participant (P3B) noted that the hotel environment is toxic, which makes workers feel uncomfortable.

As a lady sometimes you walk at night actually, during late hours. For me, it affects me like a lady, I don't feel safe, I don't feel comfortable about it. Okay, working in a hotel environment, it's a very toxic environment that makes us not feel comfortable (P3B).

➤ **White-owned/ managed**

The hotel is primarily ‘White-owned/managed’, which brought about more privileges for that specific race group as opposed to non-Whites. This also made it difficult for non-Whites to challenge the management. This outcome is supported by Webster and Francis (2019), who stated that the industry in South Africa is dominated by White investors who enabled the managerial and superior positions being dominated by White employees. Participants had this to say:

The hotel is a long Florida road; this is a busy area. It is White owned, and all managers are White. Management here is all Whites and Indians, Blacks at lower levels. Yes, it's a busy hotel here in Morningside (P1A).

The problem of racism in the hotel and most hotels run by Whites and Indians is there even form where I worked before, that I how they look at us. We are not called for important meetings (P6A).

You would see another race, not a Black, there's not even one Black person that is in the management (P7A).

Most supervisors are Whites or Indians because they are owners (P8A).

The industry is owned mostly by Whites and Indians so the conditions suits mostly them (P2B).

Racism is a problem in the industry, because most of these hotels are owned by Whites (P5B).

➤ Racial division

There is a racial division across the organisation: each race group tends to stick together. There is minimal interracial association, which also influences the types of duties assigned. Non-African races seem to get better duties.

I can say it's a bit divided in the sense that you get groups. You've got the White people group. You got the White people that are loved by their supervisors. And then you got the Indians and also you got the Black group, so there's already division there (P2A).

It just depends on the skin color, who does what. Because when performing our duties, you find that if however, I'm given maybe a small task, there's going to be many of them. Whereas the other race, because we also work with Whites, whereby they would... Let's say for an example, now we are being given duties, because when the restaurant closed, we divide the duties. The manager that works with us in that shift, they divide. You'll find this, maybe the White person is going to be wiping, and rolling cutlery, and I'm scrubbing the floor, maybe wiping the tables. Even though we get along, we actually do get along, but sometimes we do see that. Okay. There's actually a difference between me and these people, because for an example if however, we buy lunch, Whites eat alone and the Blacks eats alone, which is not nice (P7A).

Mostly us Black people and also the Indian community. But we Black people we are at the receiving end. Because most of these hotels are owned by Whites and Indians (P5B).

➤ **Lack of equal opportunity**

Relating to the above, there is a lack of equal opportunities for promotion for African people in the hotel. According to Sommerville (2007), equal employment and opportunity for workers in the hospitality sector is a critical concern that affects motivation and performance. The following quotes provide evidence from the hotels surveyed:

If you note and most of the hotels here, in Durban basically they're being run by Indian people. As much as the head will be Whites and then Whites and then Indians. So, they get too much privilege. And if let's say me on the floor, I'm the African and then working with the Indian, the Indian always get the privilege better than me. Maybe the guests to serve, the people that we know, that they tip well, they'd be served by those people. And then you, you get those would just be-It's good to work in hotels but from my experience work conditions are difficult, you do not have enough rest and you work odd hours sometimes (P3B).

I can add that the environed itself is stressful and a lot if exploitation here. We are not given equal opportunities for sure (P9A).

➤ **Racial shifts**

Shifts are also influenced by race, in that African employees tend to be grouped together.

Sometimes it's a bit boring, and sometimes it's not that boring because let's say, you're on a shift and there are also more of the Black people. That shift is a bit better because you've got more people to talk to (P2A).

➤ **Foreigners**

Foreigners are also treated poorly. They are labelled and exploited. There is also a lack of trust between local African people and foreigners. Meiring, Kannemeyer and Potgieter (2018) wrote that South Africans have little or no trust in people of other groups.

.....but because of the situation, you don't have choice, you end up going to work every day. But there will be like a racism of like, you're a one, you're a Black person, and after that you're not even from here, you're from another nation. That was the biggest challenge that I was facing.

Yes, that was my biggest challenge of like, sometimes you go to work, but you don't even feel like going to work just because you know. You know there's someone who doesn't like you. But at the end of the day, you don't have a choice, still you have to go to wake. Yeah, that's what I'll say. That was my experience for the first job that I was working. That was my biggest challenge, actually (P3A).

Oh! the harassment that goes on in the industry is not reported. People and even the Union is quiet about it. They know how we are suffering not me as a foreigner but even our local brothers and sisters. However, here we work as a team, but there is not much trust between the foreigners and the local staff (P4B).

Section 9 (2) of the South African Constitution (1996) states that no person may unfairly discriminate directly or indirectly against anyone on the grounds of race, sex, nationality, etc.

❖ **Positive work environment**

- **Friendly work environment**

Scholars Chen, Leung and Evans (2016) have discussed the positive role that ‘employee-friendly’ and inclusive work environments can have on innovation. With respect to the impact of a friendly work environment, Participant (P1B) offered the following during the interview:

There is plenty of work and people are always there to help with questions you have. Everyone understands if you need days off or are behind in schedule, the workplace is very overcrowded (P1B).

- **Learning curve**

Participant P1B noted that the work environment had provided an opportunity to learn and grow. This suggests a positive work environment.

The fun part of it is, all that in between all these experiences and encounters, I constantly raise the bar in accelerating my learning curve. I did not just professionally, but even personally, by learning so much through a journey, I had been crafting for myself along the way (P1B).

- **Unpleasant**

According to Participant 3, beneath the beauty and glamour that entices people, the hotel industry is not a nice place to be.

I would say it's not as sweet or as good as it looks on the outside. From the outside, you feel like I want to work for that when you see the building and everything, when you come for interviews, seeing the walls and everything, the staff smiling at you because that's the part of their job to do. But the minute you get to work there that's when you see this is not a nice place to be (P3).

Echoing similar sentiments as those above, Participant 2 noted that the impression that people have of the hotel industry is false.

When you got into the hotel industry, 99% of people that got into... they will tell you that it's a false, false, false experience that they would think before they come into the hotel industry (P2A).

Participant 2 noted that the conditions in the hotel only grow worse.

Your thinking, you think that it's going to get better, but as time goes on, it becomes worse and worse and worse (P2A).

A similar viewpoint was noted by Participant 5B, who mentioned the following:

The conditions are not good in this Industry. We work but we are not protected by the Union. I have experienced racism; conditions of work I can tell you are not good (P5A).

It's not that easy, because trust me, you meet different people, they come from different backgrounds. At the end of the day, and some they don't appreciate whatever that you're doing,

some they do appreciate. People are not the same. But at the end of the day, just because you need a job. You just have to meet their needs, whether you like it or not (P3A).

Yeah, I'm not enjoying (P3B).

- **Stressful work environment**

Another concern uncovered is the pressure of the hotel work environment. Studies from the literature by Vettori (2017) and Asimah (2018) noted that shifts in hotels create stressful conditions for employees. Four of the interviewees expressed their dissatisfaction with how stressful the hotel environment is.

The environment is too stressful, and I'm always on the lookout for another job (P1A).

Three of the participants attributed the cause of the stressful environment to working long hours and odd shifts.

The hotel environment is too stressful not because of abuse and discrimination as in our case here, but because of working hours and odd shifts (P5A).

Although our hotel is family-owned, the working environment is so stressful. We work long hours when you are on the night shift because you have to help a guest who arrive and those who check out. Night shift you start at 6 pm and finish at 7 am, but there is nothing like overtime. It's a normal shift (P4A).

We work on shifts, and you do not choose that. It's the nature of the work. Long hours sometimes no compensations. Here sometimes working without contracts like myself and I have never seen a pay slip since I started working here. You must expect all this. The industry is owned mostly by Whites and Indians, so the conditions suit mostly them (P2A).

From the above, one could gather that hotel workers face several hardships in their working conditions. It can also be gleaned from the above narrative that some of the workers work unduly long hours, without any form of compensation. This is highly unacceptable and unhealthy to the mental and emotion state of hotel workers. Furthermore, and as can be surmised from the statement of (P2B), some of the workers work without any contract – which goes against the labour law.

The only thing is that I don't have a choice. If it was about me. Every day, you'll be thinking like I'm just going there, but I wish I can go somewhere else. I wish I can get something better to do than to work where I'm working. That's not a good environment. That's not the best thing that I want to do now, and that's not the good environment that I want to be in at the moment (P3A).

- **Drama**

Participant (P1B) describes the hotel work environment as an ongoing drama.

It is an ongoing drama. Before I joined, I was expecting the unexpected. At some point it gets exhausting, and you get fed up. There's a lot of drama that goes on in the hotels (P1B).

- ❖ **Poor culture**

There is poor organisational culture in the following ways:

- **Culturally insensitive**

The environment and management seem to be insensitive to employees' beliefs and cultures. Staff are not heard or given flexibility to attend traditional events.

It gets busy in December; peak season is hit sick. It becomes hard sometimes because we are African people, and in Durban, and there's also the Indian people. Unfortunately, culturally, for our ceremonies, and things that we do. For us African people, we don't hold any ceremonies during the week. As for the other Indian races, luckily for White people, they don't have no ceremonies except for weddings, and public fun things that they do or funerals. We are not given enough time to do the things that we do. Not much consideration is really taken by Indian managers, when it comes to your racial things (P8A).

- **Informal**

There seems to be minimal structure in place, and everything happens informally.

There's no formality, so it makes our lives a lot easier, especially for me because I come from a bar background, and I feel like it was a bit easier for me. I must point out also that our managers

here are not interested to listen to what we say as workers, they are interested in us doing what they say (P1A).

➤ **Profit over people**

The culture is more profit-driven than people-driven.

Manager are concerned with profit, and they do not listen to use (P2A).

Studies by Zhang and Li (2016) maintain that organisational culture unites the required organisational behavior amongst members. Sherbin and Rashid (2017) argue that diversity can only succeed if all races are included. The work environment must be one of inclusiveness. Participants indicated a lack of inclusiveness. This creates the impression of workplace discrimination.

❖ **Disrespect and exploitation**

There also is much disrespect and exploitation of staff.

➤ **Exploitation**

Staff are exploited in being subjected to bad working conditions; are overworked; and are taken advantage of primarily through low education levels. Exploitation in the workplace has generated a significant body of literature (Allain *et al.* 2013; Waite *et al.* 2015; Malloch and Rigby 2016). From the interviews, many participants revealed disturbing accounts of exploitation in the hotel industry. It was uncovered that hotel workers, particularly foreigners, are treated like modern-day slaves. According to Participant P1B, many women and graduates are being exploited in the industry, with no intervention from the government.

And also, being a foreigner, you're told you can come and work anytime. They don't care that you might have another life, but they would want to come in anytime and you can't complain about it. The environment is that of being exploited only if you are at lower levels like us (P2A).

The working conditions in this industry are bad and we are only exploited because we are mostly women who do not complain much (P4A).

Many lost their jobs when covid-19 started and now we work extra hard to cover although business is low (P5A).

People who do this job they do not complain, and they want women mostly. So, I can say it's a female dominated environment and at the same time exploited. Because you cannot see White people or Indians doing this job that we are doing (P6A).

There are many women and graduates but are being exploited with no say from the government (P1A).

Clarifying further, Participant 1B noted that in the hotel industry, foreigners work without contracts. This is a concern as it goes against the established labour law and practices of employee and employer agreements.

Some of us here foreigners work without contracts. When you make a small mistake, you are called and given a warning (P1B).

Narrating further, P1A believed that the government could intervene in the situation as, sometimes, workers are not paid. This is a typical example of severe exploitation that is typically defined by criminal codes/legislation, including 'modern slavery', human trafficking and forced labour (Waite *et al.* 2015; Malloch and Rigby 2016).

To some extent, the government might help because at times we just work in general, but you're not getting any earnings. The tips you receive from the guests are everything you will be making. So, you just have to wake up and know that you might, even after you have a long day at work, you might make something or nothing because no one is guaranteed to say that they have to leave a tip. And the employers take advantage of the system and say, since people are leaving you some tips, we will not be giving you any salaries due to whatever hardships. So, it's like they're exploiting the system and just trying to cry that since there have been these lockdowns and everything, saying their businesses are struggling and they want to take the opportunity to make more money and have to pay less on our labour, like have free labour (P1B).

Similar exploitation can be gathered from the comments of Participant 3B. It was noted that hotel workers are often expected to do several jobs, other than the tasks they were originally hired to do.

Multitasking, yes. And when I'm not doing my proper job right, now it's now my problem, but I've got a lot of things that I'm doing that I was not hired for. I'm not doing one thing, I'm multitasking a lot of things, then I will end up not doing my proper job properly (P3B).

This was attributed to the employers' unwillingness to employ more workers.

Just because of the things that I'm supposed to do, I'm now doing... I'm now multitasking on some of the things that I'm not supposed to do. Because some of them don't want to pay, they don't want to hire a lot of people (P3B).

Participant (4B) called out the harassment going on in the industry. According to the participant, harassment in the industry is not hidden knowledge. However, no action is being taken to address it. Moreover, it was noted that the disharmony amongst foreigners and local workers is also exploited by the management in the hotel industry. This exploitation could plausibly be linked to the Apartheid policy. It has been previously stated that most of the hotels are owned by Whites. According to Webster and Francis (2019), Apartheid policies have left a lasting legacy of workplace discrimination and economic inequalities; the continuing supremacy of Whites; and the exploitation of non-White groups, which significantly affects the labour market.

Oh! the harassment that goes on in the industry is not reported. People and even the Union is quiet about it. They know how we are suffering not me as a foreigner but even our local brothers and sisters. However, here we work as a team, but there is not much trust between the foreigners and the local staff. The owners take advantage of that poor relationship and exploit all of us (P4B).

Noting the kind of exploitation faced in the workplace, Participant (P4B) revealed having to perform several tasks with no improvement in the salary paid.

I do housekeep, I sweep the floor and also do the laundry for the guests. I also do the bookings for the arrivals. I can do anything, but the salary is the same (P4B).

The above view is corroborated by another of the participants, who noted that hotel workers work hard, and the salary earned is not commensurate with the work.

You are made to work hard but salary wise little. There is not happiness at the end of the day (P5B).

The above testament suggests exploitation in the workplace. The lack of government or union intervention supports other scholars' positions that there is a relative lack of attention given to 'routine' every day, banal exploitation that does not meet these strict 'criminal' thresholds (Scott 2017). Therefore, there is cause for concern regarding fair labour practices and the protection of workers' rights as enshrined in the labour law.

Biney (2016) noted that migrant workers are vulnerable to unwarranted mistreatment and exploitation by employers due to their presence and activities violating recognised immigration and labour laws. Consistent with this, Participant 2A illuminated the following:

.....being a foreigner, you're told you can come and work anytime. They don't care that you might have another life, but they would want to come in anytime and you can't complain about it. The environment is that of being exploited only if you are at lower levels like us. Managers are concerned with profit, and they do not listen to us (P2A).

In summary, the above narrative reflects a negative view of the hotel work environment. It emerged that workers faced several work-related exploitations from a lack of contracts, as well as a lack of payment and overworking them with little reward. The consequence of this may be employee dissatisfaction. This is aptly summarised by Participant P4B, who noted the following:

I can tell you most of us here we are ready to quit and go else to work, but the problem is to get jobs. People want to leave these hotels. The conditions in the industry are very bad here in South Africa. Sometimes we work long hours, and there are times we do not sign contracts, but we keep on working (P4B).

➤ **Salaries and wages**

Employees complained about their salaries and wages, which they think is not enough to cover the amount of work they do. Sometimes, one had to rely on tips in order to make extra money at the

end of the month. Further studies (ILO 2010; Deery and Jago 2015; Dean 2021; Lashley 2021) cited low salaries and wages as the main problem in the industry. Chan and Anteby (2016) highlighted that woman are frequently over-represented in lower-level positions, and significantly underpaid.

The Equity Theory by Adams (1963) demands that a fair balance be reached between an employee's inputs (hard work, loyalty, etc.) and outputs (salary, recognition, etc.) (Furnham and Treglown 2018). An individual's satisfaction in the workplace is directly linked to the effort put in, as well as what exactly is gained from the said effort. The following are responses showing frustration of the participants:

You work long hours; you don't get paid enough. Sometimes you feel like you've made enough tips that you don't even get (P3B).

But you know salaries are low, and people are on contracts and not permanent work. Working in a hotel can be funny and boring because you do the same thing every time that does not develop your thinking. It is strenuous and wages a very low (P5A).

However, conditions in the hotels here in South Africa especially in the small Hotels are difficult. People work hard and wages are very low, but we keep on working (P9A).

You are asked to work hard every day but wages very low for us to survive. We depend on tips most of the times. When you are given a tip, you have to declare it so that we all share at the end of the day. Some of us here do not have contracts, but if you say it, you get fired (P4B).

According to Walmsley (2015), the hospitality industry is widely acknowledged as offering low wages. Furthermore, wages are sometimes below or just at the stipulated minimum (Bac 2018). Money may never be enough to satisfy the workers, but fairness by employers is very important to ensure that happiness amongst the workers is maintained, influencing company productivity.

The Basic Conditions of Employment Act 75 (RSA 1997) provides the minimum standards for working hours and leave for employees. However, the BCEA provides state-legislated sectoral determinations which regulate wages, hours and basic conditions for vulnerable or special sectors (Vettori 2015).

➤ **Lack of respect**

Management does not respect staff and talks to them in any manner. They also do not listen to staff concerns.

Managers and they just talk to you anyhow they want (P3B).

We are not respected and our concerns are not entertained (P4B).

They don't respect low level workers like us and they don't want to listen to us (P7A).

Some managers do not respect us, and they don't listen because we don't have enough knowledge they think (P8A).

➤ **Nicknames**

African staff are given nicknames, which is seen as further disrespect, racist, and insulting.

And also, the issue of them giving you names. Because they think that they can't call your name, so they are entitled to give you something that is favorable to them. Something that they would like to say to you, because to them, they feel like they are superior, so they're in a position also to do so (P2A).

Sometimes the White bosses just give you nicknames, but one cannot complain (P4A).

Whites has never changed the attitude here in South Africa. Sometimes the White bosses just give you nicknames that you don't even know, but you cannot complain because you are afraid that you may lose your job (P6A).

Sometimes the White boss is just giving you nicknames, but one cannot complain. When a colleague makes a mistake, I witnessed it because I've seen individual victimized later because of that (P1B).

➤ **Disrespect of females**

Females are also disrespected due to gender and misogynistic behaviour from male superiors.

And most employees are females who are not respected even outside (P1A).

There is too much exploitation especially on us Blacks, you know. There are take many women with low education here in South Africa and the employers like that because they know we do not know anything and cannot complain at all. Most senior managers are White or Indians to make matters worse (P3B).

The industry has more female workers as you can see, and we are not respected. In this you are required to welcome all the gusts always (P8A).

➤ **Not heard**

Negative stereotypes accompanied the experiences of these participants, who wanted to be regarded as esteemed employees with skills and knowledge and not as Black workers to fulfil a racial quota. Staff feel unheard as their concerns and issues have landed on deaf ears.

However, managers do not respect us as low workers and they don't listen to our concerns, so it's very stressful here (P3B).

Actually, relationship between the staff and the managers is not that good because they do not listen to our suggestions, just because... I don't know how I can explain this (P5A).

They don't respect low level workers like us, and they don't want to listen to us (P7A).

➤ **Victimised**

Staff are also victimised unnecessarily, which is demeaning, especially when in the presence of others. This can also be seen as harassment.

And for that can do a lot in you as a person. If it can be just shouted in front of everyone, because you have no say (P3B).

When a colleague makes a mistake, I cannot witness this because I have seen individuals victimized, senior staff is told you, you must retire because you cannot learn anything now. It's very bad to see one of the staff or even that thing happen to you, being harassed, because you are

afraid to report to the bosses because you might lose your job. We need money to survive. So, we just only talk alone as employees and not report the incident (P6A).

❖ **Pressurised**

The environment is highly pressurized, and employees are working under pressure almost continuously. This is outlined further below.

➤ **Overly strict/ intolerant**

The management was very strict. Whilst it is acceptable to have strict standards, some flexibility should be exercised. Staff were threatened with dismissal if they arrived even a few minutes late or if they made a mistake. Staff could sometimes be delayed by traffic and public transport, or they could make ‘human errors’ on duty. However, they were treated very harshly if they did and were not given a chance to explain.

Your actions are monitored strictly and also interactions are minimal. Guests entering, we have to welcome them and show s smiling face always (P3B).

When you make a small mistake while performing your duty you are given a warning. There's no chance for you to explain. When a colleague makes a mistake, I cannot witness it because I have seen individuals victimized. Old people are told they must retire because you cannot learn anything now (P4A).

And sometimes individual are harassed when you make a small mistake while performing your duty, you are called and given a warning (P6A).

Managers keep an eye on everyone and small mistake you are called and given warning (P8A).

Managers are strict (P9A).

Supervisors are very strict, and they do not want to see us idling (P1B).

➤ **Complaints**

Complaints from customers would be received in a serious light and staff were then punished, even if the customer's complaints were made up. Staff were not given a chance to defend or explain themselves. One participant commented:

Conditions that we work under are not that nice. Conditions are harsh. Customers can say anything negative, however they are others who appreciate. And most of the time, when there's complaint, I'm the first one to get the complaint. And when a guest gives me a complaint, before you even go to the manager, the manager will ask you, "What did you do about the complaint before you come to me?" So, most of the time I can say I am the worker, at the same time I am the superior as well. Myself (P10A).

➤ **Costs**

Staff were also responsible for breakage costs – the employer could deduct breakages from their salaries/wages. This was commented on by several participants:

They deduct breakage costs in case you break anything (P1A).

They deduct money for breakages at my workplace even if you don't break anything (P2A).

Also, we pay for breakages R15 per shift even if you do not break anything. So, it's tough if you understand this and very stressful environment indeed (P8A).

➤ **Detailed operations**

Operations and processes were very detailed and required meticulousness. One had to pay attention to detail at every level.

Everything goes beyond what the customer sees. The number of details that go into effectively running the difficult operations of the hotel is challenging but being part of each at a lower level to make something happen is rewarding and satisfying. Over time the hotel culture has become part of me. Lifestyle that is not a time of calm. Each day is different, which keeps my job always stimulating through repetitive creative boredom (P1B).

➤ **Similar to other hotels**

Three respondents conveyed that the environment across most hotels is the same and the pressures are no different.

And then sometimes you find that you just feel like you want to leave. You feel like you don't want to work there anymore. Maybe if you change to the other hotel, maybe if you go to the other hotel to the Beverly Hills, maybe let's say for example you go from the one hotel, you go to the other, maybe it will be much better. But when you get to that place, you find it's the same thing that's going on around the hospitality. It's just going on and going on and going on. Yeah. And especially, I think African people are the ones are getting more suppressed. Yes. Because I won't mention some of the hotel that I've worked in (P10A).

The work environment, the hotels, mostly they are similar in how they operate. My current work environment is almost the same thing with where I've worked before. There might be slight differences, but I think concerning work, it's just because I've worked in some hotels before it's almost the same thing there. There are not a lot of new things that are there, so that's what I can say (P2B).

There is not much in the way things are done. Conditions are almost the same in these hotels, it's like they are owned by the same person especially these small hotels the owners don't care of workers. Salaries very low, there is too much pressure of work and long hours sometimes. General conditions are not favorable, very poor if I can say (P4B).

➤ **Turnover intention**

There is a high degree of staff turnover as people are always looking for better jobs. This could be linked to a bad working environment. According to Lee, Huang and Zhao (2012), the effects of the work environment, salary level, and co-worker relationships are linked to turnover intention. From the previous sub-themes, many of the interviewees had a negative view of the hotel work environment, as well as of the salaries. Given the relationship of these two variables to employee turnover intention, the participants were asked whether they enjoyed coming to work. Not surprisingly, many of the interviewees expressed their reservations about coming to work.

People join and resign if they get better jobs (P2A).

There is not happiness at the end of the day. A lot of people especially at non supervisor wants to leave to other organisations, we always communicate that, but jobs are difficult to get without knowing anybody (P5B).

The only thing is that I don't have a choice. If it was about me. Every day, you'll be thinking like I'm just going there, but I wish I can go somewhere else. I wish I can get something better to do than to work where I'm working. That's not a good environment. That's not the best thing that I want to do now, and that's not the good environment that I want to be in at the moment (P3B).

Participant 2B noted feeling angry and stressed about coming to work.

Yeah. I can say I was angry and stressed about it at first. That feeling of not going to work comes when you are in that state of mind, but you just have to carry on (P2A).

The above two statements suggest work dissatisfaction and a desire to quit. This is echoed by Participant P5B, who emphasised the following:

A lot of people especially non-supervisor wants to leave to other organisations, we always communicate that, but jobs are difficult to get without knowing anybody. The conditions in the industry are very bad (P5A).

From the above statement, one could infer that the work environment is the core reason for the interviewees' work turnover intention. For example, Participant P1B described the work environment as 'horrible'.

The conditions in the industry are very horrible. Managers constantly change our shifts. Sometimes we were working morning to afternoon, afternoon to evening in the restaurant (P1B).

A similar view was shared by Participants P4B and P5B:

The conditions are not good in this Industry. We work but we are not protected by the Union (P5B).

The conditions are not good and there is too much oppression in the industry (P4B).

This could also explain the rate or desire of turnover intention noted by Participants P1 and P2:

I'm currently looking for another job (P1A).

People join and resign if they get better jobs (P2A).

From the above narrative, one could conclude that the working conditions, particularly the unsocial shifts, may be contributing to turnover intention in the hotel industry. This is corroborated by Deery and Jago (2015), who reveal that low wages, stress, overwork, and interpersonal tensions are key drivers of dissatisfaction in the workplace. The findings are supported by Tan *et al.* (2020), who demonstrate the significance of working atmosphere, working hours, and monetary compensation in the hospitality industry (Heimerl *et al.* 2020).

❖ **Monotony and stagnant**

The job was too monotonous, and progress was slow towards promotion. Participant 4B noted the monotonous work responsibility that makes the hotel a boring place, particularly if there are no customers.

The work can be boring because you are doing the same thing every day. It becomes too boring when customers are not coming (P4B).

Sharing similar sentiments to the above, Participant P2A elaborated the following:

Sometimes it's a bit boring, and sometimes it's not that boring because let's say, you're on a shift and there are also more of the Black people. That shift is a bit better because you've got more people to talk to (P2A)

From the above views, it is sufficient to assume that an absence of work activities due to limited guests visiting and or poor interactions amongst hotel workers are factors influencing boredom in the hotel. It is therefore critical that employees in the hotel industry form cohesion and team spirit, regardless of their ethnicity or race.

➤ **Lack of privacy**

There was a lack of privacy, and people believe that they are being watched all the time. This creates added pressure for employees.

There's no privacy (P3B).

At this place, there's not much privacy with what you do. You are always on the watch (P4A).

We are always observed by managers to make sure we are where we are supposed to be (P5A).

There is no privacy (P10A).

People are always busy with their schedules and when supervisors are around, it is not easy for us to just talk (P6A).

Interactions is minimum because where you work you are always observed by managers. Like here they do not respect us even some guest you know, slight mistake they start shouting. Yes, that is what I can say for now (P9A).

➤ **Long hours**

Almost all respondents reported on the long hours, which impacted on their bodies, minds, and work effectiveness.

Sometimes we work long hours like nine hours a day (P1A).

There are times when the work is too much, and I have to work under pressure especially if guests are arriving in groups(P9A).

You are asked to work hard every day. Night shift can be from 6 pm to 7 am but no overtime paid. We work nine hours and get 30 minutes' lunch only, even if it's a busy day. The conditions in the industry are very horrible. Managers constantly change our shift. Sometimes we were working morning to afternoon, afternoon to evening in the restaurant (P1B).

We work long hours when you are at night shift because you have to help guest who arrive and those who check out. Night shift you start at 6 pm and finish at 7 am, but there is nothing like overtime. It's a normal shift (P4B).

We work long hours when you are at night shift because you have to help guest who arrive and those who check out (P5B).

The Basic Conditions of Employment Act 75 (RSA 1997) provides the minimum standards for working hours and leave for employees, which must be considered in the hotel industry.

➤ **Tedious**

The work seems tedious with the same tasks on a daily basis making it repetitive and uninspiring.

The work can be tedious, because it is routine tasks that does not require you to decide (P4A).

The work can be tedious because it's as a routine task that does not require you to decide (P6A).

The work can be many hours and boring at times, which comes completing repetitive tasks very discouraging (P1B).

The work can be boring because you are doing the same thing every day (P4B).

➤ **Lack of job description**

There was no proper job description and employees found themselves performing various tasks, from serving food to cleaning floors.

I don't like the fact that there's no description on my job, on what I went there to do, because you find yourself serving food. Then you find yourself cleaning the floor. The next you're wiping windows. I'm not happy with that. It's not specific if they can just change that, because I don't even know what's my duty there. I do everything, I'm here, I'm there, it's not really nice (P7A).

➤ **Limited growth**

Employees are stuck in their positions with limited incentives for growth or progress.

Working conditions in hotel are not that good when you are inside. Room for growth is limited (P2A).

However, the working situation is stressful, you know, there is nothing much to learn and where you are, you can remain there forever (P6A).

❖ **Management and co-workers**

There were also unpleasant experiences between supervisors and co-workers.

➤ **Supervisors and co-workers not friendly**

There is lack of friendship between supervisors and co-workers. They watch everything and are unresponsive to staff needs. They also seem to lean more towards managers than employees.

Although people look friendly that is not the reality in them because they gossip a lot at this place, there is not much privacy in what you do. You are always on the watch. My supervisor is not a friendly person and does not want to see us not doing anything. Sometimes when you ask something from the supervisors, he can give you a nonverbal response by just to tell you that there is a problem (P6A).

Staff do not talk much when supervisors are near or managers, you always pay attention to your work looking of ne guest and so on (P9A).

Furthermore, studies by Elei (2016) show that relationships between the workers and management determine the level of motivation in the company. Bad relationships create negative perceptions of the work environment amongst workers.

➤ **Co-workers**

Co-workers can also be unprofessional in gossiping, and also in having disagreements with one another. There seemed to be a lack of unity.

There's plenty of work to do. We work in shifts and teams, although people look friendly, that is not reality in them because they gossip a lot (P4A).

No, as us, as colleagues, we are so good sometimes, because I don't know how I can put it. You know that Zulu word. Sometimes we do have disagreements over tables especially for areas where customers frequent most of the time. This is always resolved. With foreigners we also work well although sometimes there are tensions among ourselves Blacks (P5A).

➤ **Lack of communication**

There was a lack of proper communication between management and workers.

There was no time for managers to communicate properly (P8A).

❖ **Happy and good**

However, some respondent found the environment to be happy and good for the following reasons:

➤ **Happy and satisfied**

Two respondents were happy and satisfied with what they were doing, and they were being exposed to different people and customers which brought its own learning, despite a few negative experiences.

I've been working in the industry since 2010, let's say seven years now. It was my first attempt to go in the hotel industry. For the past 11 years I learned a lot up to now. I'm happy with what I'm doing now. Setting tables, clearing, and taking orders from the customers, the guests (P4A).

But what I like about my good experiences, meeting new people from other countries and other races, and also knowing different people. And there are also bad experiences when the guests have no respect for you. And that can make you not working good on that day, you get disappointments sometimes (P6A).

➤ **Good**

Another two believed that the hotel was a good place to work, especially if you are driven by passion for the industry.

In general, working conditions in the hotel can be good and can be nasty to individuals and it depends with your passion into the environment(P1A).

It's friendly. Yes, it's very friendly. And I feel like I know everyone in department. I got to know everyone in the department. All the department from HR down to the restaurant, it's amazing. I know everything where it is and where I could find everything in the hotel. So, I find it very easy now (P10A).

➤ **Guests are happy**

For one respondent, it was more about seeing guests happy, which was repaid in gratuities and compliments.

From my experience. It isn't an easy job. But when guests leave tips and compliment them on how clean the room is and how much they enjoyed their stay, due to the freshness of their room also, it's very rewarding (P6A).

➤ **Diversity of culture- dishes**

It was an exciting experience to learn about the different dishes. These dishes were not just about food but a representation of different cultures.

But over and all, the cultural diversity is amazing, because I've learned, when I first got into the food industry, I just knew your pizzas and your pastas. That's like... For me, at that time, it was normal takeaway. But as I grew, and I grew into the industry, I moved from restaurants into the hospitality industry. I learned that there's a variety of food. I learned that on Saturdays, we had different kinds of meals from whenever we had a conference in Durban that had different people from different tribes, and people that ate different things. The hotel tended to make those kinds of foods. If people are from France that week, and there is Angola, and Nigeria, and South Africa, we used to mix that up. So, through that, I learned a bit of cultural diversity. I'm happy about the industry (P8A).

● **Sub-theme 3: Social impact**

Bapuji and Mishra (2015), indicate that high levels of economic inequality could harm social relationships in an organisation. This occurs because individuals at both ends of the inequality spectrum engage and apply themselves differently in social situations. This is evident in the interviews, where it was uncovered that discrimination and inequality negatively impact workers' relationships with colleagues and supervisors.

- **Relationships with supervisors and colleagues**

This element described relationships between managers/supervisors and respondents.

Relationships were not seen as good or strong.

- ❖ **Bitter-sweet**

The relationships seemed bitter-sweet, in that they had good and bad moments. Some managers were better than others. However, ideas would not be taken into account from staff and staff believed that they were always looked down on.

So, it was a bittersweet situation because they were not all the same. There were times where a manager I would walk through that door and try to find out which manager was on shift, and then I find out it was a better manager and then my shift is going to be okay because it's a better manager. You can actually go to this person and talk to them and tell them your situation (PIA).

The relationship with the colleagues is good. We talk a lot at work. When you are at work, sometimes you don't get along with superiors because most superiors, when you are at work, they always see you like you are down, and you can't come up with ideas to them (P2B).

- ❖ **Altercations**

One respondent had had past altercations and bad experiences with managers.

It's not the best. It's really not the best because of past experiences or past altercations whereby I can't recall the matter that was at hand at that time, but I can actually say that there's a couple of managers, but you get like the main one, and that main one, he really did not want to get into detail with what I needed to do (PIA).

❖ Not on talking terms

In addition, one respondent reported that they were not on talking terms with their manager. This respondent was a supervisor, but the manager would by-pass them and talk directly to staff.

Wouldn't talk to me as a supervisor, but instead would just forget about me and talk to my staff instead of talking to me, and then I end up getting instructions from my staff and they're telling me the manager told them to do so. And then now I can't even go back to the manager because of the altercation we had before (P1A).

❖ Managers treat people differently

Different managers treat staff differently, which led to inconsistency and unpredictability.

However, the problems start sometimes with different managers because they treated us differently (P9A).

❖ Intimidated

Superiors seem intimidated by staff, especially when staff come up with good ideas. They see it as a threat to their positions/jobs.

Mostly in this industry it's hard, because some superiors, when you come up with ideas, something that you want to do, they think that you want to take over. And you, as the first hand with the customers, you as a waiter, you are the one who is always in contact with the customers (P2B).

The above finding can be corroborated by Bapuji and Mishra (2015), who state that interactions in the organisation are compromised because high levels of inequality reduce generalised trust. As a result of a lack of identification with others, organisational members are less likely to engage in the cooperative behaviours necessary for accomplishing tasks.

This view also suggests that discrimination and inequality affect social interactions with supervisors, which could negatively affect their performance. This is consistent with other studies (Triana, Jayasinghe and Pieper 2015; Dhanani, Beus and Joseph 2018) that highlight that

discrimination and inequality at the workplace reduced employee performance outcomes, namely: negative job attitudes; decreased positive and increased negative workplace behaviours; sickness-related absenteeism; turnover; grievances; compensation; litigation; and reduced productivity.

5.4.3 Theme 3: Discrimination at the workplace

This primary theme uncovered various types of discrimination occurring at the workplace. It was a large theme, which is logical as the study revolved around discrimination and inequality. It is further outlined in the sub-themes to follow. Four sub-themes emerged from the main theme, namely: Discrimination and inappropriate treatment; Employers' and supervisors' roles in discrimination; Implications of discrimination; and Recommendations to mitigate discrimination. Charts on (Appendix J, page 413) were used to demonstrate the outcome of the interviews held with the participants.

- **Discrimination and inappropriate treatment**

Discrimination and inappropriate treatment were evident based on participants' responses. These are serious issues in the hotel industry. From the literature (CERD 1969) and (CEDAW 1981) discourage discrimination, stipulate a right to equality for everyone without any difference, and encourage equal treatment under the law. The (ICCPR 1966), the (ICESCR 1966), and (AC 1981) comprise similar requirements against discrimination. Article (15) of the (AC 1981) states that every individual must have the right to work under non-discriminatory and satisfactory conditions. Section 9(2) of the South African Constitution (1996) states that no person may unfairly discriminate directly or indirectly against anyone on the grounds of race, gender, nationality, etc. However, it has been proven in many studies that workplace discrimination is related to poor job quality; reduced organisational productivity, commitment, trust, satisfaction and morale; as well as increases in cynicism, absenteeism, and staff turnover (Buttner, Lowe and Billings-Harris 2010; Jones *et al.* 2016). Given the concern of turnover intention shared by some of the participants, this theme explores discrimination in the hotel industry.

- **The nature of discrimination faced at the hotel**

Part of the study inquiry was to determine the types of discrimination and inequality that occur in the work environment of the South African hotel industry. Workplace discrimination occurs when an employee is made to feel intimidated, insulted, or humiliated, based on factors such as race, ethnic origin, gender, physical or mental disability (SAHRC 2016). From the interviews, it was uncovered that nearly all of the participants reported having faced discrimination in their workplace. Owing to this, the participants were asked the following question, ‘What was the nature of this discrimination?’. It emerges that the workers face several types of discrimination, amongst which were age, gender, race, and nationality. The excerpt from the interview is summarised below.

- **Discrimination against age**

The hospitality industry’s workforce is dominated by a young population. This may be connected to the discrimination faced by old staff.

Also, I feel sorry for the old staff who are constantly told they must retire because of their age (P1B).

Moreover, and agreeing with Jenkins (2018), much age discrimination in the workplace is subtle, and those affected may be unaware that they are discriminated against. For example, the constant reminding of old staff to retire can be a subtle way of discriminating against them.

- **Qualifications**

Another form of discrimination noted in the study was against qualification. Participant 1B shared an incident where she had to train another staff member who was later promoted to a higher position due to her qualification. According to the participant, she felt discriminated against for not having the job qualification since she had the experience.

I felt discriminated when a young peer of mine came through and they were like, "No, you need to teach her the ins and outs of the pool area." And then I did, and she ended up getting a higher-paying position than me after I had taught her the ins and outs of the whole hotel, because she got the job because of her qualification, but I worked from being a hostess to being a supervisor in the pool area, which I felt was not fair (P1B).

The above-mentioned discrimination against qualification may be attributed to the fact that hoteliers are seeking qualified candidates to fill certain positions due to increases in tourism in South Africa. Moreover, and given that the hotel industry involves close interactions with guests, having a candidate with the right qualifications becomes critical. This can be corroborated by Makumbirofa and Saayman (2018), who postulated that the need for qualified employees has increased significantly in the South African hotel industry, apace with an increase in annual visits from tourists.

- **Intellectual contribution**

According to Vettori (2017:3), workers in the hospitality sector in South Africa, whether local or foreign workers, occupy low-paying, informal jobs in which they make non-strategic decisions, lack autonomy and primarily serve others. Consistent with this, participants noted the lack of opportunity to talk during meetings. Additionally, it was noted that suggestions are often ignored by the hotel management.

I am not given opportunity to talk during the meetings. If I make suggestions sometimes, they are turned down without valid reason. That makes me keep quiet. Sometimes we are not invited for meetings that you are supposed to attend. I feel I am part of the team (P5B).

You can suggest something, but it is never taken, they just look at you and keep quiet (P2A).

- **Discrimination against foreigners**

A study by Aasland and Tyldum (2016) described discrimination experienced by migrant workers working in hotels in Oslo. In the study, the author noted that participants weighed their experiences of discrimination regarding the benefits of their job and the other employment opportunities available to them. Similarly, Participant 1B noted the discrimination faced by foreigners in the industry and described it as ‘bad’.

Discrimination is so bad and is a problem in the industry here. I wish the public must know our plight as foreigners. If I really knew I could not have taken this journey because the abuse is too much (P1B).

The above sentiment is echoed by Participant 3B, who reiterated the discrimination that foreigners faced in the hotel industry.

I come from Zim, then there's this local people, and you find out maybe the GM is a South African. So, you end up having like he's got his own group, like for locals. And you because you're a foreigner, and you don't have anyone who always stand by you, whatever that you do, sometimes you feel like you don't... You're unwanted (P3B).

Furthermore, Participant 3B accentuates the following:

They can take someone and put that person in front of... In a better position than me because I'm a Black person and maybe because I'm a foreigner, and that person maybe because they're White, they can always give those people the position more than us.

Besides the name calling and silly jokes about my nationality and the way I also crossed the border, of which some people they've got their own personal opinion about it. I've been called a crocodile rider, of which doesn't make sense. How can a human being just ride a crocodile for fun? (P2A).

- **Discrimination against race and gender**

Recent studies by Webster and Francis (2019) posit that the South African labour market is alienated by race and gender. A detailed examination by Whitaker, Colombo and Rand (2018) specifies that a strong prejudice against members of the out-group often results in negative results such as discrimination and biased judgment. From the interview, Participant 1B revealed that when jobs are advertised for higher positions, other races and genders are deemed unqualified.

They were advertised but it seemed they were looking for other people who have a different race or even gender (P1B).

The above statement can be related to a form of direct discrimination. Colella and King (2018) explained that formal/direct discrimination occurs in hiring, promotions, access, and illegal resource distribution and these are often organisational rules, company policies or social. For example, it was uncovered from Participant 1B's statement that the advertised position was filled by a White female.

It is socially unacceptable to discriminate against applicants or employees based on traits that are not related to the job, even those that may not be legally protected, for example, sexual orientation, gender identity, attractiveness (Perry, Murphy and Dovidio 2015; Leslie 2018). Hence, one could rightly say that offering certain positions to certain races or genders to maintain image is a form of discriminatory approach in hiring and promotion. Evidence has shown that such discrimination is intimidating and overt. It is frequently based on the conviction that members of a stigmatised group are inferior to their non-stigmatized peers (SAHRC 2016; McGregor 2017).

It was a White lady. So, it's like they wanted to maintain an image on their management like they prefer White management. The management is composed of White only (P1B).

The above is of concern and requires urgent attention. Cornelious (2002) cited in Heininen (2019) argues that managers in organisations cannot depend on their personal experience of fairness when dealing with employees. He states that their actions, which might be reasonable to protect the interest of the business, might not be acceptable to employees, who may see otherwise.

Yes. So, depending on if you're male, you know you might get some extra tasks which are not part of your job description. So, it happens a lot. Some are things which you will be made to do which maybe if getting someone to come do it will be an extra cost, but because he knows you can do it and it will save you money, you will be asked to do that task (P1B).

Furthermore, Participant 2B described another incident which he attributes to racial discrimination. In the incident, the participant narrated a misunderstanding with a customer that led to his suspension from work. According to the narration, he was slow in serving the customer due to work burnout suffered from working long hours and weekends. The customer did not take it lightly that service was not fast enough. While he tried to explain himself, the manager was not interested, instead suspending him.

This boss was White unfortunately. He came. Then he was shouting, shouting, shouting, shouting at me. That day was shouting at me, shouting at me. Then it was a Sunday. After that Sunday, just because of that complaint I got suspended for a week. Just because of that incident. So, for me, I saw it as some sort of an abuse or a discrimination. If it were someone else or someone else of a different color, they could have been heard. That is how I took it (P2B)

The respondent attributes his suspension over a slight altercation to him being a Black and the boss being White, which to Participant (2B) is discriminatory.

Personally, speaking for myself, I think the reason for this, it was more racially a discrimination because I think if it were a White person in that position, they would not have been suspended for that reason (P2B).

The above is of concern. It suggests that, despite an increase in organisational policies and practices to eliminate the problems and enhance workplace inclusivity (Tolbert and Castilla 2017), workplace inequality and discrimination have continued to rise. Such practices often torment employees (Marafuga *et al.* 2017: 716; Marchiondo, Ran and Cortina 2018). This is evident in the statement from Participant 2B who cited that the discriminatory incidence encountered at his previous workplace continues to traumatise him.

Even now with my other colleagues I always mention to them that situation. Every job that I go to right now, I always mention that situation because it traumatised me. I could not say anything because I was down there, and the boss is here. If you say anything to him, you can lose your job. So, I did talk to them but unfortunately it never got to him (P2B).

Furthermore, Participant P4B described a form of racial decimation which could be linked to interpersonal discrimination.

When White customers are paying tips, they give more to White waitress than Blacks (P4B).

Interpersonal discrimination involves the implementation of policies or working conditions in such a way that they result in unequal experiences for a particular group or an individual (SAHRC 2016; McGregor 2017). This kind of discrimination is most problematic and challenging when seeking an unbiased solution (SAHRC 2016). Jones *et al.* (2017) explain that discriminatory behaviour exists on a range of subtlety, with subtle discrimination on one end and overt discrimination on the other. For example, White patrons giving higher tips to White waitresses may be a subtle discriminatory behaviour which is difficult to address.

Apart from the above, Participant P1A narrated an incident in which a White recruit rises higher in a shorter time than does their Black counterpart. The contentious issue of qualifications for the position was debunked by P1A, who believed it is more about discrimination based on race.

I feel like it was a race card for me. They really pulled a race card for me whereby if you're White you don't have to know a lot. As long as you're White, you can get the position. But if you're Black, you need to work your butt off, even if you do have the qualification (P1A).

Providing evidence of this firm belief, P1A narrated the following to substantiate the claim of racial bias in promotion:

Let me make an example. There is a chick that we work with. She studied hospitality management at IHS. IHS is one of the most prestigious schools for hospitality in Durban. She passed with flying colors and then after that she got a job as a hostess, and then she had to work her way up, like I said, the way that they told me that I should as well. She worked from the hostess position to the pool as a supervisor, from there to the bar, like a mini-bar. Let's just say a coffee bar. She went there. She had a couple of months there. After that, she went to the pool. After the pool she got a new position, but it's not the highest, but it was a higher position (P1A).

In contrast to the steps and growth path for Blacks, P1A had this to say for the Whites:

But this White chick just went from here to there to there. It was pretty quick for her than all of us (P1A).

The above reflects different efforts one had to make based on their race in order to gain recognition in the hotel industry. For the Black, this appeared to be steep and required a great deal of hard work. This is also noted in the following statement made by P1A:

I feel like us as Black people in the hospitality industry, we always understand that we need to work the extra mile in order to get what you want (P1A).

The participant added:

I think in Durban when it comes to racism, it's a big deal but it's not that big. It's like you're not going to lose sleep over a White person being racist to you. You're not going to have an issue

with that. Racism in the food and beverage industry is very predictable, most of the time. No, I think we get equal share of workload, especially if you're supervisor (P1A).

Another area of discrimination uncovered in the study was in assigning shifts. Participant 2A points out that the best positions are given to the Whites, whilst the Blacks are given the worst possible shifts.

The work tasks, they do try to provide. They do provide work tasks that we do, but the work tasks are actually selected. You do get the work tasks that are given to the Black people, and then you do get work tasks that are given to the White people. And the one that are given to the White people are those favorable ones that, when someone sees them, it's easily someone easily to be promoted from that (P2A).

Noting further, Participant P2A believes that this is a deliberate effort to make the White workers shine from the efforts and labour put in by the Black workers.

The scrappy or the hard works, that's the one that is given to the Black people, and then let the White people shine from our labor, from our work that we have done, of which, to me it's not fair (P2A).

The above statement suggests a form of exploitation of the Black workers. This can be corroborated by Brunch (2017), who stated that exploitation implies that some individuals with power gain value from the work efforts of others. They can do this by misrepresenting information or by presenting an original idea of another person as their own. For example, the assignment of less favourable tasks to Blacks is a form of exploitation. Furthermore, the incidence of 'opportunity hoarding' can be drawn from Participant P2's statement. For instance, it is uncovered from the above statement that Whites shine from the labour of the Black workers, which Participant P2A described as unfair. This is supported by Bruch (2017), who explains that 'opportunity hoarding' implies that the advantaged group dominates valuable positions (e.g., where one race dominates decision-making positions in an organisation) or reserves resources for themselves by suppressing weaker groups.

On gender discrimination, the study by Hsieh *et al.* (2017) reveals the significant mistreatment perceived by many female housekeepers working at hotels in the United States. Rahman (2019) conducted a case study of women who felt discriminated against due to the dress code at the hotels they worked in. Consistent with this, Participant 3B emphasised the discrimination faced by a Black woman.

Some people have negative attitudes towards others. However, we are women, to make matters worse Black people and most of the time we look like we are desperate, so they take advantage of that. So, it is just a thought-provoking issue, and you have to try and smile to avoid unnecessary confrontations (P3B).

Moreover, Vettori and Nicolaides (2016) observed that many women clean bedrooms, which are commonly considered intimate places, which motivates unwelcome responses in some male guests. This may help explain the reason for some women suffering from negative attitudes.

- **Factors influencing discrimination**

In order to gauge from the participants' perspectives, the main reasons for discrimination faced in the hotel industry, the following question was asked, "What do you think was the main reason for this inappropriate treatment?". Various reasons were given which include power and racial prejudice. Participant 5B believed she is being undermined.

I think it's just being undermined (P5B).

Participant 2 believes it has to do with race and power.

.....but from my own thinking, is because I am Black. And because my supervisor is White, he wanted to exercise his power, just to show another White person what he can do. To show them that we're in power, he's got power over me, he's got power over any other Black people that is working under him. That was just an exercise just to show power (P2A).

- ❖ **Racism**

Discrimination constructed on race is one of the most shared forms of disenfranchisement in the workplace. In the study, this was the highest ranked factor that influenced discrimination. Racism was informed by further sub-themes as described below.

➤ **Racial mentality**

A 'racial mentality' exists, in which those non-Whites are seen as inferior. However, this seems to be applied mainly to 'African' (Black) people, who are labelled as useless, unreliable, and undeserving of progress/promotion. This is seen as an 'Apartheid' mentality. Despite key pieces of legislation affirming that Black people are legally entitled to substantive equality, racism remains alive and continuing in South Africa today (McKaiser 2015). Avery and Ruggs (2020) state that this problem is characterized by employers' tendency to rate White employees better than Black employees, which has had upsetting results. Furthermore, Tolla (2020) wrote that Black people in South Africa continue to suffer from subtle forms of workplace racism. Participants commented on this as follows:

That it's racist is too much. But that's where you only become unity when you get to that industry, but without outside that then if something else, but they it's only your brother, which is from another country or something else. But Indians, Whites, they classify themselves as the best grade. They only work better when they work together. So that's the problem (P3B).

I think this is only the attitude of these not Black people. They still have the Apartheid mentality. They see Blacks as useless and not knowing anything. Also, most hotels are closed because of corona and there is money (P4A).

But if you're White, everything you said it always come first. It always come first. Even if you can like let's say you're sick, and then you tell your manager, "I'm not feeling well, can I please go home?" They will tell you no, "No, it's busy, you can't do this. If you do that, you'll sign a warning." Whatever. But if like a White female comes, "I'm sick, can I leave?" They say, "It's fine. It's fine." (P5A).

We come across new things in each and every day, sometimes they can turn up to be bad, from our employers not treating us as the same, not respecting us, some they discriminate us as a Black person talking bad in front of the staff, it could be really bad (P6A).

In the areas that I have worked. I have experienced racism (P5A).

➤ **Racial favouritism**

Non-African races such as Whites and Indians are highly favoured by management, and they are given a chance to explain themselves even if they are wrong. They are also favoured by customers of the same race, as opposed to African staff. White staff seem to gain more tips than Africans.

In South Africa the law says you should tip from 10%. But for you, they can even give you less because you're just Black. And then there will be say, okay, this is too much for you. So, it's a problem even among our clients that come in, or besides them. The Whites and Indians, they get privileged on anything (P3B).

Where is if a person, same race as them, they would literally just explain everything, not give a one answer word or just node. So yeah, from time to time, it shows that we not really equal. They treat us differently. Sometimes you find that if, however you... Let's say you're on lunch, we do have a table, where sometimes guests sit there, but also on a quiet day, we are allowed to sit there. But you find that if however, you are Black, and you're eating from that table, they would just say, "No, go to the canteen or something." And we just ask ourselves, why is that all the time it has to be a Black, that has to move. Why does it ever not happen that when the White person is having their lunch, they were removed? (P7A).

It was... I don't know how can... How do you... The problem is that of racism. There began a pattern of the Indian race had to work in their terms, do things their own way, always be in line with each other, and opposed to everything that was said by the Black race (P8A).

Even on the workplace, there is nothing fair. We, at times we work in sections. The best sections are allocated to, like it's a privilege for whether you're White or Indian. As for racism from the guests, you definitely see that like when you serve them, when you're taking care of them and you're not of their same race, like they are White. If you're not White, they will give you a hard time. They will not be very friendly. Not all of them but some might not be very friendly. They will, if you try to confirm or ask anything, they tend to become aggressive and become angry as well. But if it's someone of their same race, they're always calm talk to them nicely (P1B).

When White customers are paying tips, they give more to White waitress than Blacks (P4B).

➤ **First preference given to other races**

In addition, first preference is always given to other race groups when it comes to promotions and higher positions. There is also nepotism and friends of superiors getting promoted. This is outlined in other themes as well.

As a supervisor, but it had more work obviously and there was more pay for it, but it's still a supervisor. But she was permanent. But this White chick just went from here to there to there. It was pretty quick for her than all of us. I did. I did, but I think everybody understood from the beginning. As soon as she got there everybody understood that "Girl, she's going to do what she has to do, her training there, and then she's going to be out obviously." And that's exactly what happened. Racism in the food and beverage industry is very predictable, most of the time (P1A).

The White people are the one who are in a better position. You will not find a waiter that is a White person. It always the African people and the Indians, but Indians most of them are given the opportunity to apply for the better position of which are the supervisors and with better money to the office, the reservation where they sit in the office and do better jobs and earn better. But most of the time it's always the African people who are waiters (P10A).

We were the last people to hear anything or something. Maybe if there's a position that is coming up or maybe if somebody is leaving, they would tell White people or Indian people that there's this position coming, you must apply. And then if they do not meet the requirements and then they will come to Black people and say, "You must try and apply. You must try, you must try." (P9A).

Where I am now here in Durban, it is the same culture problems. I have a lot of experience in the hotel but the supervisors who come are related to the owners, or friends of the owners (P4B).

➤ **Racial intolerance and exploitation**

There is heightened racial intolerance; and African people are treated badly based on their race. They are even referred to as 'kaffirs' and other derogatory names.

Sometimes we work like slave, South African restaurant, and hotels, routinely discriminates based on race and religion. In hotels, most cleaners and house keepers are Black people who are paid low wages. Let me look at some real cases where the hospitality industry is presently discriminating against Black people. Though, we work as a team, getting resources where I'm working is very difficult. Whites and Indian gets better treatments than Blacks in other sections. I think this is only the attitude of there's no Black people. And they still have this Apartheid mentality. They see Blacks as useless and not knowing anything. Also, most hotels in theirs. They own most of the hotels and they have my money (P6A).

I said before, the hotels here are owned by Whites and Indians, most of them. Where I worked before in Johannesburg, I was called "kaffir" all sorts of names by a White lady who was my supervisor, but she did that jokingly. When I broke a set of plates, she said, "This is your problems you Black people, you are not careful when doing things." (P4B).

➤ **African people must work harder**

African people seem to work harder than other race groups. This is outlined further in a separate theme below.

Yeah, I think in Durban when it comes to racism, it's a big deal but it's not that big. It's like you're not going to lose sleep over a White person being racist to you. You're not going to have an issue with that. It's okay. It's understandable. But I feel like us as Black people in the hospitality industry, we always understand that we need to work the extra mile in order to get what you want (PIA).

❖ **Power and abuse**

Abuse came through power dynamics, with those in power abusing employees.

➤ **Abuse and threats**

Staff are always abused by those in power. Furthermore, they are threatened with dismissal from their jobs.

Chance. We also face physical and emotional abuse, so keeping quiet for me is better (PIA).

When someone else... Let's say, I did something wrong, right? I expect maybe to get a warning, or maybe someone to give me a verbal warning. But if someone is threatening you, like you know what, I think I'm going to fire especially when you were ill. Let's say, you're actually working, then someone will just call, you did something wrong, then someone say, "You, I'm going to fire you at the end of the day." And you still on the work, you still on the shift. That's another thing that can disturb you. That was one of the difficult things especially if you're working with someone who doesn't like you, and he always promise you to, "Okay, I'm going fire you tomorrow." You end up thinking like, even when you not do... Even if you don't even do any mistake, but you'll be scared whatever that I'm going do, this person doesn't like me, I might get fired. You end up feeling uncomfortable at work (P3A).

I always share my experiences with other colleagues, but they cannot do anything also because we are in the same boat of scared of losing our jobs (P6A).

➤ Exclusion

Staff are excluded from voicing their opinions at meetings. Their ideas are not taken into account and they are not given an opportunity to talk or raise issues.

When even I want to talk, I am not given the chance (P1A).

Besides that, when having meetings, we are hardly heard. I don't get the chance to talk or make contributions (P3A).

Also, I noticed that we are not given chance to talk in meetings. You are called and told what to do and you have to do that. Even suggestions are not considered so I chose not to say anything but to work (P1B).

When we have meetings, we do not contribute much, we are not given that chance. You may say something but will not be taken into consideration so one chooses to keep quiet (P2B).

During meetings we are not given opportunity to talk, everything we have to follow what the manager say (P4B).

I am not given opportunity to talk during the meetings. If I make suggestions sometimes, they are turned down without valid reason. That makes me keep quiet (P5B).

➤ **Power dynamics**

There is a power dynamic due to the hotel being primarily White-run. Hence the power ranks mainly with White superiors and then Indian people seem to be second in command. Therefore, African people remain confined to menial roles and the abuse thereof.

But from my own thinking, is because I am Black. And because my supervisor is White, he wanted to exercise his power, just to show another White person what he can do. To show them that we're in power, he's got power over me, he's got power over any other Black people that is working under him. That was just an exercise just to show power (P2A).

And those that are younger ones, wants to influence the older ones. And if the older ones are weak at mind, then you end up having a cross exposure of people viewing each and every one to be lower than the other one always. Because our education is low, we are taken for granted as cheap labour (P8A).

That's what I mentioned earlier on. Personally, speaking for myself, I think the reason for this, it was more racially a discrimination because I think if it was a White person in that position, they wouldn't have been suspended for that reason (P2B).

From what I have experienced, this is a general problem in the hotel industry, and it affects mostly us Black people. Because most of these hotels big, medium sized and small are mostly owned by Whites and Indians. The individuals who are in management positions are Whites or Indians. Yes, Blacks have been promoted to certain levels. Those who are lucky they can move up there but with limited powers. They cannot decide for the owners but to follow what they are told to do. They also fear, I have noticed it (P4B).

➤ **Judgmental and unfair suspension**

Respondents are judged based on race, gender and marital status, amongst others. They are also judged without being allowed to explain themselves should they make a mistake or come late. This

also leads to unfair suspensions of employees because they are not given the opportunity to explain themselves.

They'll be talking a lot of things like, "You, that's why you're not married because you talk like this. That's why." People they will be just judging you like you just useless. Actually, they'll take you as useless person, they don't take you seriously, just any useless person to them, especially males. Because someone is like, "Can I give you this such kind of amount of money then maybe I can go and sleep with you." Because the way they are saying that thing is another thing to say they don't have respect because the reason I'm there to work is I'm looking for money. If I wanted to go and look for money, maybe somewhere else like to be a whore or something. I was going do the same thing, go to the street and do but if you see me at restaurant, at hotel looking for a job (P3A).

One day my colleague was accused that she was late. I was called as a witness because we came together and arrived on time. I told the manager that we arrived at the same time, but she did not tolerate this. She called me and I was also lying, I kept quiet. Although I was given a warning, I asked myself why I was called, but we have Whites who come late no action is taken to them. The only action that is taken is when you are a Black person, who is not right (P6A).

We were together on the shifts like Friday, we worked double shifts like that. Saturday, we worked double shifts like that. Then came Sunday, we're serving another table that we had, and a certain guest complained that the service was slow. And mind you, we had worked these double shifts, I think 18 hours. Two days consecutive so it was a bit hard. Obviously, we are human. We're going to be slow at some point. So that customer, she wrote a complaint to the boss, but the boss wasn't around at that time. The manager was there, and the manager saw that the customer complained about the slowness of service.

Then he understood because he knew we were working with him. He knew that we had covered long hours. So, when the boss ... Because this customer was afraid of the boss. When he heard the complaint, he came to the shop right away. This boss was White unfortunately or unfortunately. He came. Then he was shouting, shouting, shouting, shouting at me. That day was shouting at me, shouting at me. Then it was a Sunday. After that Sunday, just because of that complaint I got suspended for a week. Just because of that incident (P2B).

➤ **Resources**

Resources are also not equally distributed because of racial inequality.

As you know, we are working in an industry controlled by White people. Though we work as a team, the allocation of resources is different (PIB).

➤ **Vulnerable**

African employees feel vulnerable because they are afraid of losing their jobs and hence have to tolerate the abuse and discrimination.

Participant: I think they were taking advantage because obviously they do know that we are very afraid of losing our jobs, and they do these things, and we don't report. So, it's very easy for them to take advantage. They did it because they knew we won't do anything about it, anyway. They were just trying to... their lucky to see how far it's going to go. Also because of my colour we are always ill-treated here because once we talk, we are fired that is all. So we keeping quite save your job (P7A).

❖ **Positions**

Positions are favoured for others, especially those of other race groups (other than African) and friends. This is seen as further discrimination.

➤ **Another person with less experience**

Discrimination occurs when another person with less experience is promoted. This is mainly because such candidates are of a different race, such as 'White'.

But that didn't happen. But I felt discriminated when a young peer of mine came through and they were like, "No, you need to teach her the ins and outs of the pool area." And then I did, and she ended up getting a higher-paying position than me after I had taught her the ins and outs of the whole hotel, because she got the job because of her qualification, but I worked from being a hostess to being a supervisor in the pool area, which I felt was not fair. And after that she left me there and she went to a higher position. She was White. I feel like it was a race card for me (PIA).

So, in our industry, like opportunities they do come, but it's a racial thing. Because performance does not really count on getting promotions or anything, because you might find that someone who is of a different race to you can come, you get us to train them on the job. If you train them, they've got less experience and you've got lots of experience. Later now you have to be supervised by the person that you have been teaching. So, as for promotions, it's maybe I can say it's a racial thing (PIB).

➤ **Lack of recognition and promotion**

People are promised positions and are ultimately not given them. African people work hard to prove themselves, but they are not recognised.

Yeah. I think I told you this the last time that when I got the job, I was promised a position that I ended up not getting (PIA).

In order for you to get there you need to go through certain stages and different sections, and the different sections were the pool, train at the pool for a couple of months. After that, train at the main restaurant for a couple of months, and then you're going to get to your normal position permanently. But that didn't happen. But I felt discriminated when a young peer of mine came through and they were like, "No, you need to teach her the ins and outs of the pool area." (PIA).

Negative stereotypes complemented the experience of this participant, who wanted to be noticed as an esteemed employee with skills and knowledge and not only as a person to provide services.

The problem was the manager who does not recognise my potential. Telling me that for you, you should know that I will never promote you. Like there's no room for you to grow. You have too much attitude or big ego for yourself. If you want things to work for you, you have to be nice to me. I also want to make sure of my skills, but no chance is given (P3B).

Okay, what I've experienced... Okay, is that if you're working in a hotel, if you are Black, let's say we're working, they're White and foreigners and everything, but if you're Black, you're not always being recognised (P5A).

The study supports the view that promotion opportunities appear to be merit-based when individuals are hired but are affected significantly by personal bias once employees are established

within the organisation. The findings highlight discord between policies professed when employees are hired and the treatment employees receive once they have worked within the organisation (Mooney, Ryan and Harris 2017). This mainly affects Black employees who are disadvantaged in this work environment.

➤ **Nepotism**

Higher positions are given mainly to friends and relatives of managerial staff.

I have worked night shift, and it's worked for me. I have been at work, I've done everything, on par everything has been done according to the way that it has to be done on a daily. But then once another employee of a different race comes in, and you have to change the way that you have been working that has been working for you, your team members and your manager, just because you want to accommodate, a relative, or someone that is closer to you at work and your senior management (P8A).

➤ **Foreigner vs local promotion**

There is competition between local South Africans and foreigners. South Africans believe that the foreigners are more favoured by management, but foreigners believe that South Africans are favoured. This can lead to competition between foreigners and locals.

Local people, they've got an advantage because they are South Africans, as we are foreigners you know they always like pointing. It's better for locals, for us foreigners, it's hard. We've got nothing to do, we have to work at the end of the day (P4A).

It is because they are favored by the Whites than us local people. They are said to be hard working, but you know they get very little in wages which makes life difficult for us as well. They also make the conditions to be bad because they just accept whatever they are given. All what they want is working only (P5A).

❖ **Respect and dignity**

Discrimination had a direct impact on respect and dignity.

➤ **Lack of respect**

There was a consistent lack of respect, especially for African staff. This also included a lack of respect for women. Disrespect included being called names, insulted, discriminated against, and even being downgraded in position.

Sometimes they give you nicknames, or they can even make any joke about you. You have to laugh because this is a superior of which I don't think that's right (P3B).

No one respect you, that is one thing that I can say. Throughout I can't say to management or to everyone, it might be the management, or it might be the colleagues as well. To, yeah, that's a good way of playing. To them, they will be thinking that no, it's fine because they don't respect you. They don't respect whatever that because you're just a waitress, they can touch wherever they want to touch you. But sometimes, when you are alone, you feel like you know what, I think I'm losing my dignity where I'm working. They just have that mentality of disrespecting ladies (P3A).

I break a glass at work, like a wine glass, and my boss called me a monkey. So, I had a fight with him, I end up getting suspended for breaking a glass (P4A).

Some guests are very rude; they do not speak to you in a good manner as I'm in housekeeping I think they like downgrade my position that I'm a housekeeper. In fact, they should respect because in this industry of hospitality we are all the same. Not respecting us, no hotel or restaurant from my experience is safe. I was given nicknames many times, although I do not like this, I just keep quiet to avoid confrontations (P6A).

I have been given nicknames several times with my supervisor. I do not like it, but I cannot do anything (P1B).

➤ **Wrongful allegations and actions**

People are wrongfully accused of offences and not given a chance to explain themselves. They were even suspended without reason. The customer is always seen as right and when customers falsely accuse staff of anything, staff suffer severe consequences.

We had a long shift prior to that day. So, I came in early, I went out to get food. When I came back, I was actually 10 minutes early for my shift as well, when I came back with my food, holding my food. The fact that there were other Black people that were started working... Because as a Black person, you're not allowed to sit, even if you come in before your shift, you're not allowed to sit. And when I came in holding my food, he saw that I'm a Black person that is not working, and he was seeing other Black people that were working even before their time, I was even told to go home. I couldn't come for my shift; I was even suspended for wanting to eat before my shift. This was done to show my other... He did that in front of another White manager, just to show that he has got control over what's going on. Just trying please, the other manager that he's doing his job right (P2A).

I was verbally abused. It was very painful time. That day I cried. And it was my first time crying. It breaks me.....The White guy said, you get away from here “Kiffir” (10A).

❖ **Gender**

Gender discrimination was rife, especially in terms of female sexual harassment.

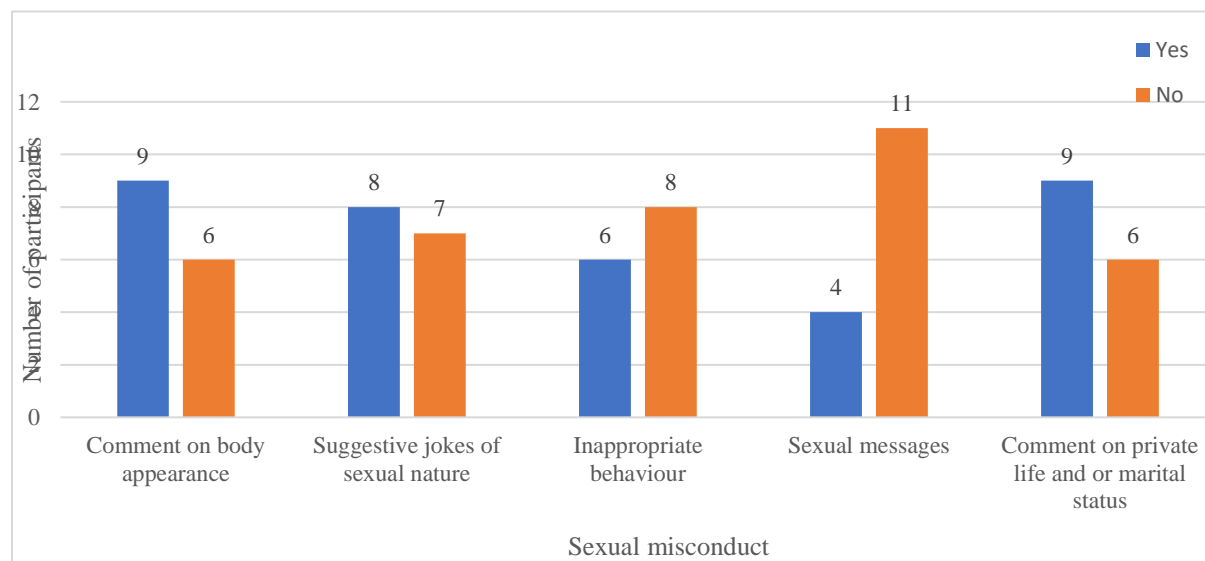
➤ **Sexual harassment**

- **Sexual misconduct and inappropriate behaviour**

The hotel industry, because of its social characteristics, is exceptionally vulnerable to incidents of sexually harassing behaviour (Vettori and Nicolaides 2016). Women in the hotel industry are always at high risk of sexual harassment owing to their work as housekeepers and their lesser power relative to that of their guests. Given this concern, this theme explores sexual misconduct and the inappropriate behaviour that is prevalent in the hotel industry in South Africa. As shown in Figure 5.3, nine of the fifteen participants interviewed revealed that colleagues and/or supervisors often comment on their bodily appearance and/or private life or marital status; eight noted being the subject of suggestive jokes of a sexual nature; six indicated having experienced inappropriate behaviour such as touching, while four had received sexual messages from colleagues and/or supervisors.

The finding can be corroborated by Columinate (2018) who reported sexual harassment in the workplace amongst 1000 participants. According to the findings, 15% reported that advances were verbal and 38% said that verbal advances turned physical with unwanted touching. Unashamed staring at body parts was reported by 42%, while 32% reported receiving messages of a sexual nature; and 57% of women and 47% of men claimed that unwanted advances came from a workplace peer.

Figure 5.8: Number of participants subjected to sexual misconduct and inappropriate behaviour at the workplace



In terms of comments on the body, Participant 3, for example, noted the following:

You find the main superior is most passing comments about your body, about you, things that I don't like, and for you to grow, you need to have a good relationship with your superiors of which it goes beyond because if I am here doing my job, I believe that a good relationship that they should look at (P3A).

Participant 1 revealed that everyone in the hotel industry talks about her butt.

My butt. My butt. Everybody talks about it (P1A).

Participant 10 accentuates the following:

Yes, the body of the men. They always, most of the men they only say about my body. Even the manager, I have a manager that talked about it. He always says something about it. But I'm always ignoring him (P10A).

In terms of suggestive jokes, colleagues (mostly men) have been accused of making suggestive jokes to females. Participant 1 revealed such jokes as the following:

I'd like to tap that ass (P1A).

Participant 5 revealed the following suggestive jokes that are of sexual nature:

... "Eh, have nice ass. Wadda, wadda." (P5A).

Participant 7 described the jokes as flirtatious, which sends a confusing signal.

Yeah, I think they do it, but they do it, so low-key that you get confused. You're not sure if maybe they are flirting or they are passing a comment (P7A).

Inappropriate behaviour such as unsolicited touching is another sexual misconduct uncovered in the study. Participant 3B was assertive that colleagues who are mainly male (the guilty party) do not have the right to touch her. However, sadly, this always happens in the industry.

He doesn't even have a right to touch me. Especially if you're a woman, and if you notice woman, but at the end of the day, though, they always do those such kinds of things. Colleagues, male colleagues, anything, management as well (P3B).

Sexual harassment may be detrimental to the well-being of the female worker. For example, a study by McLaughlin, Uggen and Blackstone (2017) showed that sexual harassment escalates financial stress, mainly by precipitating job change, and can significantly alter women's career attainment. Another consequence of this is that many may leave their jobs to escape the harassing environment. Such a negative impact was noted by Participant 3B, who stressed the mental impact it has on her health.

But sometimes, when you are alone, you feel like you know what, I think I'm losing my dignity where I'm working. You end up not feeling comfortable. But you don't have a choice. You just end up letting me just do this. Let me just deal with this situation that I have, but it will be not like you're happy with it. That's one of the things that we face in a restaurant (P3B).

In terms of sexual messages, Participant 4B revealed having received messages from colleagues requesting sex, while Participant P3A disclosed having received sexual messages from supervisors.

I would say maybe, supervisors. They do try their luck on that one, yeah (P3A).

Yes, asking for sex (P4B).

In terms of comments on private life and/or marital status, Participant 9 states the following:

Yes. I had one of the managers commenting on my private life, sending me a woman who does a blow job and saying this person looks like me (P9A).

5.4 Employer and Supervisor roles in discrimination

Employers and supervisors did play a role in discrimination. This is outlined in the following sub-themes:

❖ Employers' provision of tasks for career promotion

This sub-theme examined whether the employer provided tasks for career promotion. However, it seems that there was an overall lack of opportunities.

➤ Race

Race again became an issue and influenced tasks for career promotion.

- Lack of promotion based on race**

It was evident even in other themes that there was a lack of promotion of African people. Hence there was no career development for them in this regard. Positions would always go to other race groups.

With the work tasks, they do give you, but even if you accomplish those work tasks, to them, you're Black. No Black person can be promoted in their own eyes. The work tasks, they do try to provide (P2A).

No. There are no such programs at work. Here there is no career development for Blacks but for other races like Whites yes (P7A).

It is mostly the race card that happens mostly here in Durban, because most of the supervisors... I think most hotels in Durban, the longer you have been around, and because of cross exposures and being able to have growth in your position, people start from no positions, and they are higher up. So, if you hire up like that, as much as you are being taught from the e-learnings, the e-learning will teach you what you need to do for the particular job that you're doing at that particular time, not ethics. They won't teach you of how you're supposed to treat your junior staff, and whatsoever. You won't carry yourself accordingly because you were not told to carry yourself out accordingly, but you were taught to do the job that you are promoted for. We are not recognised as Blacks, and we are not given opportunity to develop like other races (P8A).

The findings support the view that career progression opportunities are a particularly important concern in the hotel industry. Black people do not see their employment in the hotel industry as a long-term career commitment, but as a temporary placement or a stepping stone to better employment (McLaughlin, Uggen and Blackstone 2017).

- **Being told that they are lacking in skills**

In addition, when someone of a different race is promoted, the management conveniently uses the excuse that it was because the respondent lacked certain skills, yet it is clear that the promotion was about race. One participant highlights the following:

There was a time where I felt like, like I said about when I told you about the whole discrimination thing when the White chick came through, she took over, I voiced my concerns with a different

manager. And the manager actually said to me, "Yo, the problem is, the reason why she got the promotion is because of so and so and so and so. She focuses on this and this and this and this." And then, "You lack on that and that and that and that."(P1A).

- **Separate tasks vs race**

Separate tasks are allocated based on race. As mentioned in other themes as well, African staff get menial, difficult and tedious tasks. They work harder but receive less recognition or promotion. Two participants stated:

You do get the work tasks that are given to the Black people, and then you do get work tasks that are given to the White people. And the one that are given to the White people are those favorable ones that, when someone sees them, it's easily someone easily to be promoted from that. The scrappy or the hard works, that's the one that is given to the Black people, and then let the White people shine from our labor, from our work that we have done, of which, to me it's not fair and...(P2A).

We've got equal shares of work, but when there are functions, foreigners are given more preference because they say that they work very hard, but there's nothing much happening (P4A).

- **Lack of training**

There was also a lack of training; and management complained about budgets for training.

As a foreigner, I do not expect much, locals do not like that at all. Because we fight ourselves, we do not get anything. They is nothing much new to learn., no new trainings because they talk of the budget (P4B).

Companies must develop human resources in order to achieve long-term goals and sustainability in the competitive world (Tazakori *et al.* 2019). Another scholar wrote that employees have an unconscious requirement for individual growth, self-development and actualization. This can be constrained by the absence of training and orientation (Seal 2021). Therefore, it is important that employees be given training, as this is a source of motivation in the company.

➤ **Exploitation vs multitasking**

One respondent asserted that they were conveniently told to multi-task, which created added pressure rather than learning more about how to perform duties. This was also seen as exploitation because some were hired for a specific job but found themselves performing other tasks, such as cleaning toilets and floors.

..... but as a waitress, I end up doing some other extra things that I'm not hired for. Maybe they hired me as a waitress, but you find me maybe I'm now cleaning the toilets, and maybe I'm now cleaning the floors? Yes. And when I'm not doing my proper job right, now it's now my problem, but I've got a lot of things that I'm doing that I was not hired for. I'm not doing one thing, I'm multitasking a lot of things..... (P3A).

➤ **Not taken seriously and stifled**

Training needs are not taken seriously, and people are kept stifled.

No. No, they don't. You're just kept the way you work. It ends there (P3B).

But in the other hotel that I've been, they were giving a huge task. With the computer system, they were giving a lot of task to improve and according to our career wise as well. But in the hotel where I am right now, they are not giving better task at all. They are not (P10A).

No. As a housekeeper, we are not given enough work tasks to get promotion. Because I don't think they take our work as serious as others, maybe like people on the reception. We are not getting enough tasks (P6A).

➤ **Solve problems independently**

One respondent asserted that one is left to solve problems independently, without any guidance or training.

So, I was told that I was lacking in a certain department, for example, communicating with the higher managers, whereby everything needs to be run through to them, but I decided to take my own decisions because I've been in the same position as these people. When I say, "These people," the waiters, because I've been a waiter for most of my life, so it's like, "If I report you to my superior

then I'm going to put you into trouble." So, it's better if I just try and solve the problem all by myself, which makes my position in trouble because now I'm not doing my job properly (P1A).

➤ **Given opportunities**

Some respondents did concur that opportunities were provided in the following ways:

- **Programmes and courses**

There were some programmes and courses available. One needed to approach the training manager for such, indicating the training required.

Yes. Like I've said that, with the e-learnings that are given to us with each position that you get. It's up to you to push yourself hard enough, to know everything that there is to know, about your current position, and your future positions, because you are given the know-how, you are given the course where you able to do it without our training manager. You can go in with.... we have a open relationship with our training manager, where you can go in and tell him, "No, listen, next time I want to do a cross exposure. I wanted to close exposure on a certain department. Can you assign me, courses that I can do to familiarize myself with that?"(P8A).

- **Invoicing**

Invoicing skills are also taught, which can relate to finance skills.

I've learnt how to do an invoice, (P9A).

- **Guests' skills**

Skills related to talking to and treating guests well are taught.

How to talk to a guest, how to greet a guest, recognizing names of guest (P9A).

- **Self-motivated**

Opportunities are provided, but it is also up to the individual to be self-motivated to learn.

Career-wise, they do try to give you all the things that you can require to develop yourself career-wise, but I think ultimately at the end of the day it's up to you if you want to push yourself up and try to grow in this industry. So, they do what they can (P2B).

❖ **Intervention of direct supervisors for discrimination**

There appears to be a complete lack of intervention.

➤ **Does not intervene**

Most respondents agreed that their supervisors do not intervene, and this was for the following reasons:

- **African supervisors fearful**

According to most respondents, the main reason that the supervisors do not intervene is that 'African' supervisors themselves are fearful of the White management. They do not wish to be in a confrontation with the management and hence do not intervene. In the Mail and Guardian (Tolla 2020) mentioned that Black managers fail to protect young people from workplace racism and discrimination.

It is a doable thing, but I feel like for me personally it's not that easy thing to do, especially for a person like me who has no qualification for a position, but today I have that position as a supervisor. So, it's like you don't want to ruin what you have so you shouldn't speak up about it. Black supervisors fear Whites in this industry so they don't open up (P1A).

The supervisors that I work with, they try, but the problem is sometimes... I remember this guy, he used to tell us that even if I try, but no one would take you seriously because I have to report so-and-so. So-and-so is the Indian. And then the other guy is the Indian and the other guy is the Indian and the other one is colored. And then the superior is bigger than them, it's White people. So, they will never, ever take (P3B).

Oh. As I said, he didn't do anything, just because... Okay, even the supervisors are scared of the managers. If the managers say this to the supervisor, the supervisor actually doing exactly what

the manager said. So, if I talk to the supervisor, I can talk to the supervisor and said, "Okay, I will talk to the manager." Then I'll wait until... But nothing going to happen (P5A).

My supervisor is an African, he is a South African. He was also fighting for this discrimination but could not approach the Whites. He did fight a lot. But he couldn't do anything because he was also in a different-(P10A).

No action at all because she supports her side. Anything done by Blacks is seen in a different way. I think she's not in the same position with us. However, Black supervisors are not active at all they fear for their jobs as well. They prefer to cool you down and tell you keep quiet, that is what they are here (P6A).

But if it doesn't involve a person stealing drinks, then he will not even pay attention to it. Black supervisors if you report issues, they also fear to raise it up especially if it involves White people or Indians. But they can assist you to be fired (P7A).

But there is Black supervisor, they fear to take action if it is Black versus White. They cannot approach White because of fear of their jobs (P8A).

- **No action or investigation**

Even when complaints are made, the supervisors take no action, and nothing is investigated. This can relate to the above point, that supervisors themselves are fearful for their own jobs.

They don't even intervene. You're speaking to a deaf ear in the sense that when you say something to them, it's not like any action is going to be taken or any investigation that is going to be done, nothing (P2A).

When it comes to racial discrimination, all those things, people are afraid to talk about that. So, they only talk to us but I don't think it gets to them. That's why it's hard (P2B).

You report and no action is taken to tell you. If you report it might be your notice so people fear to report unless it is very serious (P5B).

- **Selective and different**

When African employees complain, nothing is done, and it is viewed differently. Supervisors are hence selective in the type of complaints they take seriously.

No action at all because he supports his side. Anything done by Blacks is viewed differently (P4A). I don't think they really take it seriously. It can be either it's because they are basically ignorant, or they don't want people that are in the management group to be in trouble. So, they don't really take it seriously. The upper person doesn't take it seriously, up unless it's something that's going to affect the business itself (P7A).

- **See female disrespect as normal**

When female employees complain of disrespect, nothing is done by the supervisor as they see this behaviour as 'normal'.

They also have got that same mentality; they don't even see anything wrong about it. To them it's like, it's normal. Especially because most of the hotels, they always hire men, and they don't even feel... They think like, it's normal when they're talking to the women as maybe as women, we don't feel comfortable about it, but for them, as males, they think it's normal because of the environment that we are in (P3A).

- **More interested in guests**

Supervisors are more interested in guest/customer complaints rather than staff complaints.

They don't take those things seriously. The only thing they care about will be guest. They don't care about their staff. They don't care about how you feel. Because sometimes the supervisor would even come and shout at you in front of the guest (P9A).

➤ **Human Resources**

One respondent who is a supervisor conveyed that they always direct staff to HR should they have any issues.

I am in charge of my staff as well, and if they have problems with unfair treatment, I always tell them to go to HR, which is Human Resources, and then they talk to them, and then after that they ask for statements and what not (P1A).

❖ **Management promotes equality in the hotel**

This sub-theme examined whether management promoted equality at the hotel. It was mostly found that no equality was promoted. The Employment Equity Act (EEA 1998) was established specifically to prevent and to address any workplace inequality and discrimination.

➤ **No equality**

Most respondents believed that no equality was promoted for the following reasons:

- **Favouritism**

As mentioned in other themes, favouritism seems to surface continuously, even in this theme. There is no equality because management continuously adopts a favouritism approach and again, this is based on racial favouritism as well as favouring those who are friendly with them. Previous studies noted that favouritism is a pressing issue in the hospitality industry (Abubakar, Anasori and Lasisi (2019), which may be explained as an act of according employment and job-related preferences to socially related or preferred individuals (Shneikat, Abubakar and Ilkan 2016). The participants pointed out the issues of favouritism in the hotel industry. Participant (P3B) stated:

There is this thing that called favoritism, is there everywhere. Where I copied that thing where you feel like okay, maybe I'm not wanted. Maybe the manager is favoring this person, or I don't know if I'm answering it correctly. But for me-Some they can even tell you direct that, "I've got my top waiters that I want them to be treated good." Then the rest, you feel like you useless. But still, you're working as a team. Same applies like maybe we do with the shift and staff, then they will say, "I want my top waiters to be treated this way." And you're working in that same environment, how do you feel like because actually, they're telling you that you useless (P3A).

Supervisors favor their close friends whom they use as spies (P4A).

When you made a mistake and you are an African, they make sure they press you. They make sure you pay for it in the industry. In the hospitality industry, in the hotel. They make sure you pay for it. They tell you even how much you're trying to explain, "No, this is what happened." They say, "No, you pay for it." But when it's someone else who is a different race, they listen (P10A).

Supervisors favor their close friends and whom they use as spies (P6A).

Supervisors favor their close friends whom they use as spies just to get information out of like what's happening on the floor or, yes (P1B).

Even work distribution, workload, even it comes to duties, they don't do that many duties. Whites comes Indians, Indians then it comes us. So, they try to their capacity to promote equality but it's a bit hard because you remember, they are also employees, and they try to protect their jobs (P2B).

Participants added that when it comes to the application of rules, there is favouritism based on race.

But when it comes to the application of rules, there is always favouritism culture, Whites first, Indians second and Blacks least (P1A).

The above statements should be of concern to the hotel industry as this could affect the morale of their workers and breed social disharmony. This can be corroborated by Ozler and Buyukarslan (2011), who state that favouritism yields issues such as conflicts, disharmony, and demoralization in the workplace. Furthermore, and agreeing with Abubakar, Anasori and Lasisi (2019), favouritism could compromise the atmosphere of fairness in the organisation, thereby reducing the level of satisfaction derived by the employees at work.

- **Words but no action**

Equality seems to only be preached in words but is certainly not practised.

Equality, it's just a word that they use in their statement, especially when they are giving out speeches when they're having their meetings. But in terms of equality, that thing doesn't exist. I can't, per se, in the whole industry, but I can 100% say that it doesn't exist in my current working place (P2A).

We just hear them talking about equality in the hotel, but we are not equal at all (P4A).

No. They talk about it only (P5A).

You just hear them talking about equality in the hotel, but we are not equal at all. we Blacks remain inferior all the time (P6A).

They don't. They do not. Although they talk about it (P7A).

Top management always talks about equality in the hotel, but this is not really in practice (P1B).

- **Undermined and inferiority**

African people remain undermined and seen as inferior. They are regularly degraded.

On the wrong side. And at the end of the day, it's a demolition like instead of trying to pull you up, they'll put you down. Actually, that's another thing. Instead of them say, "No, instead of you to do well, I think you have to work on this." No, they undergrads you like you're useless (P3B).

We Blacks remain inferiors all the time (P4A).

- **Resource allocation**

Resources are allocated differently based on race.

We treated differently and even when it comes to resources, they are allocated differently (P4A).

Further studies, such as Di Marco *et al.* (2016) and Dhanani, Beus and Joseph (2018) state that employees' experiences of being unequally treated are a risk to their health and can harm their work capabilities.

- **Some equality**

However, some occurrences of equality were reported by two respondents.

- **Representation at functions and events**

One respondent asserted that the management tries to have representation of all races at functions and events.

They try. They do try to promote equality in the hotel. They do. For example, if there's going to be a function, they make sure that they have at least all the races there, not just only White people. They do try (P1A).

- **Exposure**

Exposure is given to all employees, according to another respondent.

Now that I think about it, they actually do. Everybody has an equal chance to actually be out there (P1A).

- ❖ **Reporting discrimination**

There was much uncertainty regarding the reporting of discrimination.

- **Uncertain and not empowered**

Most respondents did not know where and how to report discrimination, and this was due to not being empowered with the right information and channels.

I was not given a briefing on procedures to take. The hotel keeps information for itself so that they just abuse you, because you do not know anything (P4A).

There is nothing that I can do. No, I don't know. They didn't even teach us that (P5A).

I don't know as much. I don't know. Because we're not getting any meetings, any (P10A).

I was not given a briefing on the procedures to take. The hotel keeps information for itself so that they just abuse you because you do not know anything (P6A).

That's another thing, there's no platform where, they tell us that if you feel like you're going through this, and that, you can do this, and that. I think that's something I would just end up involving, maybe let's say police, if something were to happen to me, because there's no platform to report that at work (P7A).

I'm not aware of the procedures, but in case of something happens like that, I know which the right people are to go to and talk about it with them (P9A).

➤ **Human Resources**

Human Resources was an option for one respondent.

I know from Monday to Friday the HR office is open, so if something major happens I know I need to rush to the HR office, and they will listen to me and they will take action (P1A).

- **Not Effective**

However, many saw HR as ineffective for the following reasons:

- **No action**

The Human Resources department does not take any action – all they do is simply pass it on to management. They also make empty promises.

Everything that you report, there's no action that is done, not by the human resources, even by the management. Because I feel like, as your human resources, they'll pass it on to the management, but no action is done. It feels like you're saying something that is going to fall into a deaf ear, nothing's going to be done (P2A).

But what I only know is that when you have a problem, you go to report to human resource officer, the human resource officer will just tell you, we're going to resolve this. We'll try to fix this. But then that would be just the end of the story. The HR supports the management always (P6A).

I do not know what to do because we are all, and we are not told. When you have a problem when you go to HR and the HR person just tells you we shall resolve. And that will be the end of the story (P1B).

- **More trouble**

Reporting to HR sometimes leads to more problems because once they report, it can lead to serious consequences, including losing one's job. Employees believe that reporting will not lead

to any change. Even when one reports incidents, frequently nothing occurs to actually address the situation.

I'm aware of everything. It's just that there's no room to work on it. I'm very aware of what to do when you feel like discriminated or mistreated, but there's no room for you to take up to that situation. Because even if you go to report it, maybe the HR can work on it, but just make sure that you just created problems for yourself, with your supervisors and the managers (P3B).

HR does not help us much on such cases, and reporting is not easy as you find yourself in troubles most of the time with managers (P7A).

I can report to Laboure or HR but in most cases one waste time because most of us loose. Even if you win, your job you will lose it (P5B).

- **Do not listen**

The Human Resources department also does not listen, and complaints fall upon deaf ears.

With the discrimination, because of the workplace that we have, we've got the human resources... The human resources, there's an Indian lady that is working there. You try to report it, it also falls in a deaf ear (P2A).

- **CCMA**

One respondent did mention the CCMA as a route that they would take.

Yes. I will go to CCMA. That's the first thing that I will do. Because most of the time, as for me, I'm a foreigner, right? CCMA, it accommodates almost everyone, it's not like labor. Labor, you have to have like a more papers than CCMA. If they mistreat me, normally, I prefer to go to CCMA (P3A).

- **Managers ineffective**

Two respondents mentioned that, even though complaints can be taken to managers, they would choose whether to resolve it or not. On the other hand, this could make matters worse and lead to further victimization.

Like I've said, when your manager is not of the same race as you, discrimination will happen. And if the person higher than your manager is of the same race, and they have an understanding, then you can lose your job over that because they can come in and work together and get you to not be at work anymore(P8A).

However, some small problems you go to the Manager who can decide to resolve or not (P4B).

- **Implications of discrimination**

The implications of discrimination were severe.

- ❖ **Emotional**

Emotional implications were evident and serious. These are categorised below.

- **Emotions**

Staff experienced various emotions, inclusive of the following:

- **Defensive and anxious**

Staff always feel defensive and anxious due to always being blamed and attacked by superiors.

It changes the way as well you think, actually because, you no longer focus about the life and everything. Sometimes you're just being grumpy even out of the job for everyone, even when people are trying to talk to you, you're that person who is defensive. Because where you're working, you will always have to defend yourself, because they're not treating you well. So, whoever that you're talking to, I'm now defensive, because where I'm working, I have to defend myself to survive and live in that workplace. I'm not happy (P3A).

- **Self-blame**

Some staff even blamed themselves and believed that they were at fault, even if they were not.

It affects you a lot because you get to a point where you're not sure what are you doing right or wrong. Because if you get someone complimenting that to you, you feel like maybe I'm the one who's been throwing myself to this person. You start questioning you. And then only to find out that there's nothing that you're doing wrong (P3B).

- **Anger**

Staff held their anger inside and went to work feeling angry. According to Ronald and Darioly (2016), workplace anger can result from frustration, interpersonal conflicts with bosses or co-workers and unfair treatment. Anger at work can lead to irrational behaviour, such as explosive outbursts, threatening to, or actually leaving one's job. One participant said that:

I get this. And yeah, it is traumatising because you go to work, you get angry because someone is not treating you well. And for me, I think I always did as I'm very emotional, but at the end (P3B).

- **Crying**

Some staff cried a lot, both at work in the toilets and even at home.

I went to the toilet and cried almost an hour. Almost an hour. I don't even know what to tell because the manager is the one that made me feel discriminated. Very stressful (P10A).

- **Degradation**

Staff felt very degraded in various ways.

- **Demotivation**

The strongest emotion was demotivation; and staff really felt helpless, worthless, and not recognised. Staff were continuously offended, attacked, and undermined, even in front of guests.

And I have been so demotivated with waking up in the morning and trying to do my best. I feel like I only deliver mediocre service on my job because of the discrimination. It's like I work so hard but still I don't get recognised, so what's the use of me working so hard? So, I am demotivated in a way. I've said before that if I go overseas, I feel like my worth and my hard work is actually going to pay off when I get there. I can be something somewhere else, not here, because here I feel

like I don't know if it's the racism or what, because all I know is wherever I go I always get recognised, and people say that "You're actually doing a good job but it ends up there and nothing else. You sound good and you are actually good at what you're doing." You know? But where I'm working, I don't get the same approval, so it's demotivating and stressful in a way (P1A).

I just need someone to just say that you are doing great. ...In fact, it makes me unhappy as a mother I have to work for my child although it's very difficult conditions. The industry is so stressful and to make matters worse they do not appreciate what we do. Like I am tired of it. It is affecting emotionally because you end up feeling like you are not worthy (P3B).

It did affect me a lot because I feel like I do not want to come to work in... Yeah. I feel I don't want to go there. And when they were not around or going to the meeting, it was like I'm getting that happiness, one-hour happiness. It is a happy hour because I feel like there is only us around. Yes, it feels very painful. I have to wake up every morning to go to work even though I'm going to be discriminated (P10A).

Am angry about the treatment because of the stressful situation we face each and every day. Sometimes I feel not going to work, but I have no alternative. I am looking for another job because I feel hopeless and helpless at work (P6A).

- **Demoralised**

Staff felt demoralised and believed that they were working under slave conditions.

I am so demoralised, a lot of things I cannot say but is like slavery the way we work in these hotels. Also, in the society you are seen as a prostitute because you work in hotels. We do not have any respect at all as women (P4B).

I am so demoralised, a lot of things I cannot say but is like slavery the way we work in these hotels (P5B).

- **Inability to speak to anyone**

Some staff felt so hurt and embarrassed that they did not want even to speak to anyone thereafter.

Actually, sometimes it affects me a lot. It affects me a lot. Just because... Okay, it affects me a lot, but there's nothing that I can do at the end, just because whatever can happen, whatever bad experience I've gained, I can't even talk to anyone that can help me. Emotionally. It affects me emotionally, just because everything happens it stays inside your heart. Especially when you can't talk to anyone. Even if you know that you can talk to anyone, but you know that I can talk to somebody, but at the end i know, there is nothing he or she can do to save my job (P5A).

➤ **Race**

Racism also created numerous psychological effects; and the fight for equality took a toll on staff emotionally and psychologically.

Emotionally it kind of sucks because I studied for a course that did not get me a job, and then I settled for food and beverage, hospitality, and then I can't get any higher because of my race (P1A).

The experience of racism has a long-term physiological effect, but traumatising (P4A).

The fighting for equality is different. This has affected me both physically and emotionally. The experience of racism has a long-term psychological effect (P6A).

➤ **Forcefully going to work**

Staff were obliged to go to work, which meant that they were not motivated and were attending work simply to retain their job.

We meet different cultures, so you have to be happy. You have to be excited, and you have to show the smile so that you look appealing to people, because you'd want to talk to the guests so that you have a better appearance to them. The supervisors need you to smile, even if they don't look at the emotional part that there are certain things that they are not addressing that are stressing. And the issues that even (P2A).

I just tell myself that no, actually whatever I feel, I'm crying, I feel bad, whatever, but I have to wake up and go to work, just because I need money (P5A).

It is very stressing, but I cannot do anything because I have to work and get money for my children and family (P6A).

Sometimes I feel not going to work. I feel hopeless and helpless when at work (P1B).

➤ **Decision-making**

Some were stuck on the decision of whether to stay or leave.

I think it has affected me in a way whereby I still stuck by my decision of before that I would like to gain some experience and then go and work overseas because I'm going to make more money there. It's a lot of work for sure. I still work 10 times harder here obviously, but I feel like there's more rewards overseas than here (P1A).

➤ **Neglect**

People were even neglecting their personal lives due to work stress.

And during your days off, you want to comfort yourself in such a way that you end up neglecting things that you are to do with your time, because of the stress that you're experiencing at work (P8A).

❖ **Environment**

The environment brought its own implications of stress in the following ways:

➤ **Stress and abuse**

Stress and abuse came from all angles.

- **Overall stress**

Lots of harassment go on unreported and we work under stressful environment. If we talk nobody listens and they turn a blind eye. Thinking of the conditions it's like I am going to cry, we are suffering for sure (P1A).

And it's so much stressful, and because you want the money and you do have responsibilities that you can't turn away from. You cannot just say you had enough or anything because you've got responsibilities. Even if you are stressed out, you are supposed to just come in, work through the stress and, I do not know, find a way to manage everything and... I am very much stressed. I have stressed, and the stress or the unhappy thing, you can actually see on my face (P2A).

It is distressing, but I cannot do anything, because I have to work and get money for my children. I'm not happy working in the hotels. I am angry about it, I'm angry about the treatment because of the stressful situations we face every day (P4A).

I have to support my family. But there is nothing that you can do actually, and it's affecting you, each and every day it's distressing. I mean stressing. Stressing. It's stressing me just because even I wake up, I feel like I can't even be going to work, just because of the things that I've always seen what is happening, about discrimination of White and Black and all those fights that are happening inside work (P5A).

The fight for equality is difficult, this has affected me both psychologically and emotionally. The experience of racism has a long-term psychological effect. What is happening has traumatised me and I am not happy working in a hotel anymore (P6A).

I am just always stressed. The idea of going to work, it's not really nice and it did affect me psychologically as well, because I'm not racist, but I look at them differently, now. Now that I work with them on the same employment, I just understand how they can be sometimes (P7A).

There's a lot of abuse in the hospitality industry that go unreported. It's strenuous. It's strenuous the things that we have to go through (P8A).

What is happening has traumatised me and I'm not happy working in the hotel. I'm angry about it and the treatment because of stressful situation we face every day (P9A).

It did affect me emotionally. I was not happy, and I'm not excited even now. I am angry about it because of the stressful situations we face from supervisors and some White patrons(P1A).

Yeah. I can say I was angry and stressful about it at first. That feeling of not going to work, it comes when you are in that state of mind, but you just have to carry on (P2A).

I'm not excited even now. I am irritated about it because of the stressful working conditions and abuse from supervisors and some White patrons. Even Black patrons abuse us, they think we are all prostitutes. I feel disheartened and helpless when at work (P4A).

- **Staff Abuse**

As mentioned in other themes, it is reiterated here that staff are continuously abused by their superiors, making it a stressful environment.

And also, the abuses that Black people get, it's unbelievable. There is so much abuse (P2A).

There's a lot of abuse in the hotel industry that go unreported. I am always concerned about my future (P4A).

When I think about all these abuses, I get angry and ask myself what I am doing in this Industry (P8A).

When we are abused, you get too stressed, and I find my life being difficult (P4A).

There is a lot of abuse of Blacks in this industry. Our colleague last month broke some water glasses, and she was told to stop working until she gets settled in her mind. Imagine my brother. She lost her job. When we are abused, you get too stressed, and I find my life being difficult t(P5A).

- **Customer abuse**

Customers also are rude and abusive; they sexually harass the staff.

The issue that you do have customers that would say anything that they please, and you also get managers or a supervisor that will hear that, they don't come in to defend you or anything, because they feel like the customer is the king, they're entitled to say anything that they want(P2A).

Even Black patrons abuse us, they think we are all prostitutes. I feel disheartened and helpless when at work (P5A).

- **Traumatizing**

Work remains traumatizing and people have to tread carefully to avoid issues.

I've realized it's not that I'm emotional. I'm weak. I'm not, it's very traumatizing to go to work and then as I said earlier on that, you even feel like I do not want to bump to so and so, because I know when I bump into this person would pass these kinds of remarks. I know this person. It's not about sexuality. It's about discriminating as well (P3B).

- **Uncomfortable and toxic**

Overall, the environment is toxic and uncomfortable. Working late hours bring dangers and make women feel uncomfortable when going home.

As a lady sometimes you walk at night actually, during late hours. For me, it affects me as a lady, I do not feel safe, I do not feel comfortable about it. Okay, working in a hotel environment, it is a very toxic environment that makes us not to feel comfortable. Even when sometimes when I am waking up in the morning, I do not even feel like going that workplace just because it's toxic, and I'm not happy at all, but I don't have a choice. I just end up waking up, and go to work, but it is not like I am happy with what I am doing at the moment (P3A).

- **Productivity**

One could also not be productive when in a stressful environment.

I am somewhat disorganized, which often impacts my productivity. I have been learning how to better manage my time and intentionally direct my efforts. While it remains a challenge, I have seen some progress and look forward to continually improving (P5B).

- **Lack of transparency**

There is also a lack of transparency in that staff are not given enough information to carry out their jobs effectively, which adds to their stress.

And also, when you talk to the supervisors to find out certain things, you don't get enough information in the sense that they don't tell you everything, because they feel like if you know more, I don't know what you're going to do with the information. But they sometimes withdraw information, and all I can say is that it is a very, very stressful environment. And I just come into work, even though it is so abusive, and then I work (P2A).

The study shows that the work environment is uncomfortable and toxic. Many employees reported a stressful environment. Participants, many of whom are women and foreigners, experience continuous abuse from the managers. They are traumatised by the environment but continue to work as they have no option. This has implications for individual performance that affects the business. Furthermore, studies by Tounta (2015) show that small- and medium-enterprise hotels depend significantly on their workforce and HRM practices to achieve their objectives. However, SMEs are characterised by a diversity of human resources-related problems due to the absence of proper human resources practices (Tounta 2015).

During field visits, the researcher observed that the hotel studied did not have a developed HR department. The administrators, who are Whites, are in charge of HR matters. The managers refused to allow the researcher to examine HR records, citing confidentiality.

❖ Physical Implications

Physical implications included the following:

➤ Smoking and drinking

Some respondents resorted to smoking and drinking due to stress.

And I think now I am even starting to drink more, I even smoke. I was not smoking before, but it's so stressful, you just want something that's going to numb you, so that you don't really think about it (P7A).

You cannot have less time with your family and end up spending most of that time being drunk, because you try to feel what's happening at work (P8A).

➤ High blood pressure

One respondent started suffering from high blood pressure.

There is a lot of abuse in hotel industry that go unreported, I'm tired and have high blood pressure, which I did not have before. I now have blood pressure because of what I am experiencing (P6A).

➤ **Sick leave**

One respondent took sick leave many times due to being stressed.

Many times, I take off sick to avoid coming to work because I need rest (P1B).

Studies by Rospenda, Richman and Shannon (2009) showed that subjective experiences of being a target of inequality or discrimination have negative effects on an individual's health. Di Marco *et al.* (2018) also demonstrate that employees' experiences of being unequally treated is a risk to their health. Moreover, this research shows that participants resorted to drinking and smoking; some have developed high blood pressure; they cry when abused, have anger, are defensive and anxious. This affects the company's productivity, put down to a negative attitude by the staff, sick-leave related absenteeism, negative work behaviour, and reduced employee performance outcomes (Triana, Jayasinghe and Pieper 2015; Jones *et al.* 2016).

❖ **Relationships with the people that discriminated against you**

Relationships with people who discriminated against respondents were naturally strained in the following ways:

➤ **Lack of trust and closeness**

There was a lack of trust amongst staff. Without trust, there can be no good relationship. This led to a lack of closeness. It was hard to speak to people knowing that nothing was kept confidential, and that remarks could be twisted and used against one.

They are not your friends, and you do not even trust them. Because sometimes you tell them something, they go and say something, or maybe you tell them what is happening, they go and tell maybe the manager, "Okay, she's been saying this." At the end of the day, the manager uses it against you. To hurt you, or to go and tell the boss bad things about you, or go and add more, even

the more, the things that you did not even do. So, at the end of the day, I cannot say [inaudible 00:46:10], I am happy at all. I am not even happy (P3A).

I just feel bad. I just feel bad, just because at the end, we are all equal. I do not get close to these guys, no, no, no. So, I just wondering why other people they just treated in a bad way, just because at the end, we are just same (P5A).

We are not even closed because I know they only want my service that's all. I look at them as my enemies all the time and they do not appreciate what I do. I am actually not happy, and why I should put more efforts. I deserve better treatment, but no one helps us at all (P6A).

It becomes a bad relationship and you just come to work, do your work, and go home. You have a family. You are no longer close with your colleagues in such a way you feel at home, when you are at work (P8A).

We were not close because I know they only wanted my service, and I could not tell them. And I look at them as my enemies all the time, because I was not able to appreciate what I do (P9A).

➤ **Isolated**

Staff, in turn, felt isolated as they could not trust one another and communicate openly with one another. Being isolated in a busy work environment is difficult because teamwork was needed.

So, at work, sometimes you actually going to feel isolated because you don't have anyone to talk to. You have got some certain issues that need to raise with your colleagues or your supervisor, but you won't be in a position to actually get that information (P2A).

I am very isolated. And I feel like sometimes it's even feeling better to be isolated than to be trying to be friends with people that I know that they don't see me as like, normal as them or good enough as them(P3B).

You are here to work, do your business and go home. I sometimes feel isolated and with those who discriminated me, I stay away from them (P8A).

After a situation we encounter like that, I do not think you can have a relationship with that person as long as that situation is not resolved (P2B).

I feel isolated sometimes at work because going to the supervisor you do not get enough information (P4B).

➤ **Competition and enmity**

There seems to be competition and enmity amongst staff. Staff spy on one another, and in-fighting occurs.

Sometimes I have good friends sometimes bad, because they are others who spy on whatever you do to the supervisors. So, I must be careful most of the time. You know our industry has different races, the most dominant Whites, then Indians. We also have a lot of foreigners. So, they are always fighting for one to be seen (P6A).

We are not close, because I know they only want my service. That is all. I look at them as my enemies all the time, and they do not appreciate what I do (P4A).

➤ **Gossip and jokes**

Staff do gossip amongst themselves and speak behind others' backs. They also make jokes about other people. Hence, respondents try to keep their distance.

And then also you try to communicate with some of your close colleagues that may be Black, or you raise some issues that are affecting you, but you find out that the White people, the Indians, they are also spying for the bosses. They talk behind your back; they go take it to the bosses. And you find out that even other Black people, they also do that. They supply also for the bosses. There is no close relationship because of that because you cannot be in a position that you have a relationship with someone that mocks you, that jokes about you every now and then (P2A).

➤ **Insulting and racist**

Staff continuously experienced racist insults.

Though we were not really close, but it made things even worse, because they might be joking, they might be literally just joking by saying, "Here your cousins are." But if they just keep on

saying that, because remember back in years when I was born, there was so much discrimination during that time to such a point that it still affects us now (P7A).

➤ **Keeping it professional**

Some respondents just focused on keeping it professional in doing their work and going home.

It did a lot because the only thing we do now is good morning and goodbye (P10A).

Let us try to keep it professional and make sure the day goes and you finish your work (P1A).

➤ **Rising over envy**

There was much envy amongst staff, but one respondent chose to rise above it and not react to it, thereby taking back personal power.

It is like you are jealous of someone and now you are going to be all grumpy because you are jealous because this person got a higher position. No, honestly, I was never like that. I was happy for that chick, but I was like, "Yeah, you don't know that much," so it is going to take her some time to actually learn some more about a higher position. But I was happy for her. I was not feeling some type of way for her. I was a little bit jealous, but I feel like the higher the position the more challenges that you face, and if you do not know how to solve them because you did not learn from the beginning, it becomes a challenge for you (P1A).

❖ **Work development and learning**

Discrimination had the following implications for work development and learning. There was an overall lack of learning due to the following reasons:

➤ **More stress than learning**

Stress was the highest ranked factor, supported by almost all respondents. The levels of stress killed any motivation to learn. Stress impacted on respondents' mindset, abilities, motivation, and direction for future studies.

Learning here will not help me. You are just being stressed day. The environment is too stressful, and because of discrimination you find it not necessary to learn new things with the industry. How can I develop myself in such an environment? I have no choice(P6A).

And you are stressed, the environment is too stressful. And because of discrimination, you find it's not necessary to learn anything to do with the industry. How can I develop myself in such an environment? I have no choice sometimes, but to misinform guests to avoid the place. The next thing is to think of leaving (P9A).

There is no need to learning anything because of the abuse because I am always stressed at work and even when I go home. The environment is too stressful and because of discrimination you find it not necessary to learn anything to do with this industry. The next thing is just to think of living (P1B).

As of development, I am so stressed and have no time to go to school (P2B).

There is no need to learn anything because of the abuse because I am always stressed at work and even when I go home (P4B).

The hotel environment is too stressful not because of abuse and discrimination as our case here, but because working hours and odd shifts (P5B).

➤ **No confidence or interest to learn**

Compounding this, respondents did not have the confidence to learn. Confidence is affected when one's efforts are not recognised or rewarded. Such breaks one's incentive to study and learn more.

Like you lose your self-confidence while trying to-. Information you get sometimes is not the same as the other races to the extent that sometimes you look stupid. The working conditions made me loose interest and lost confidence with the industry and development is the last thing I will think about (P3B).

Development is the last thing I will thing about. I have no choice, sometimes, but to [to avoid the place. I have even lost confidence in myself to do my work properly (P4A).

Every day when I go to work, I feel isolated because of the toxic environment I'm working in. I always think of what happened before and I fear that it could happen again. This has affected my thinking the ways I want to do things. I am no longer interested in putting more efforts, I cannot easily approach my supervisor on any situation of learning (P6A).

Yeah. There is the element of toxic in the environment. I've given up, on trying to prove myself, daily. I lost confidence it's really affect, you know, to always get bad treatment yet you are required to work hard (P7A).

Every day when I go to work, I feel isolated because of the bad working environment. I work under stressful environment as I said before. I'm always thinking of happening before and fear of that could happen again. I am not interested in development (P9A).

➤ **Hard to learn due to working conditions**

Similarly, many respondents asserted that due to working conditions being so stressful, demanding and busy, one did not have the time nor the energy to learn or study.

Even though the place is stressful and there's discrimination, and with the abuse that you have to go through... And even if you think of leaving the industry, it's a bit hard because you want to try to learn to earn a living, and the learning part is a bit difficult. The thing is that, because of the issues that are not resolved and also the fact that they talk about you, and there're certain things that are not addressed, especially at work, you can't move past it. But everyone else can move past it, but yourself, you can't. And because of that it starts eating you up, and sometimes you have to let it out, but you don't have anyone to let it out from, and then from that you start to become isolated from everyone (P2A).

It is so hard to learn things. It is so hard to learn things, especially if your mind is on those things what you saw, even they can give you opportunity to learn something like now, hey, we have to focus on this. This is a new menu, we develop a new menu, and you have to read this and know this, this, this, this, this. Yes, you can see it, but only to find it if you have to do those things, it's so hard. You are getting stressful, and you have a lot of things in your mind (P5A).

After that when you go out there and you know that you have been discriminated, you feel like everything that you touch, you do it wrong. You fear to lose your job. Every time when you work you do it wrong. Because now you are scared that the manager that is discriminating you is going to see something wrong even if you are not doing anything wrong. Even if you are a bit late, you are even scared to tell that person that I am running a bit late because you are discriminated (P10A).

The environment is too stressful and because of discrimination you find it not necessary to learn anything to do with this industry. The next thing is just to think of living (P4B).

➤ **No information**

In addition, minimal information was given to staff on the industry and learning/studying opportunities.

And then sometimes you do not even have the information about the industry that you're working on. Even if you have their information, but as I said, you can say whatever you want to say, no one will listen (P3B).

You do not get information about training in the industry, and I cannot do anything to advance myself, because it does not make sense when the working environment does not change, and you are so stressed (P4A).

You do not get information about training in the industry. I cannot do anything to advance myself because it does not make sense when the working environment does not change (P6A).

Okay. I'm no longer interested in putting more effort. I cannot easily approach my supervisor on any issue of learning. You do not get information about training in the industry. And I cannot do anything to advise myself because it does not make sense when the working environment does not change (P9A).

I feel isolated sometimes at work because going to the supervisor you do not get enough information (P1B).

➤ **Lack of opportunity – education irrelevant**

Six respondents asserted that there was a lack of opportunity, even if one has studied. Promotion was also based on race, and hence there was no motivation to study.

No, I am not prepared to learn because even if I can learn, it is not going to do any justice. I feel like that (P3B).

It all gets to a point whereby they realize that I can do something else. I can be able to do something else other than just being a waiter. Not being given that opportunity, when you try to prove yourself, and show them that you are able to go above, and beyond what you currently doing, and you do not get a chance, you do give up(P7A).

I cannot actually learn anything in this industry now, because they is no future at all. You work for survival (P2B)

Bad treatment from others and supervisors can really hate. Instead of learning sometimes I preoccupy my mind, thinking where to go from here (P5B).

Promotion is limited to the other races you know. Your education is irrelevant but your colour is very important (P1A).

➤ **Change career trajectory**

Many believed that they did not need to learn as they were considering leaving the industry and changing careers.

I decided to go to a hotel instead of the next bar to actually accumulate more knowledge when it comes to the food and beverage industry (P1A).

No, I am not concerned to learn anything just because I do not like it anymore. It is something that I do not want to build. If I get out of that place, it is something that I do not want to go back again just because of the way that I have been treated (P3A).

Yes. I am no longer having any interest within the industry. I seriously do not want to lie about it. I love hospitality. I love the challenging that is there in the hospitality industry. But according to

what is going on right now, according to discrimination and everything that I have seen and experienced, I do not want to go back to that industry anymore (P10A).

And I think the only thing right now is that I can do, is to resign and then start something else. Because if I went to get another opportunity, I would jump for it because no one wants to be stuck in one position for ever. Developing myself is the last thing as I feel that there is no hope here in this industry. I think I do not have future (P7A).

➤ **More work for less money**

Getting more highly qualified may just mean more work but no increase in pay.

I've learned a lot. I researched a point when now I see no relevancy in this Industry because the oppression is too much, you work like a slave and gets little money in return(P1A).

❖ **Work implications**

There were work implications of discrimination as well. This related to the promotion of others over respondents. Respondents also found themselves working harder than others.

➤ **Promotion of Co-workers**

There seemed to be unfair promotion of co-workers, which was informed by the following:

- **Non-African races promoted**

This was the highest ranked factor. This is logical as discrimination resulted in other race groups (other than Africans) being promoted. Whites and Indians seemed to be promoted easily, even if they lacked experience. This relates to the hotel being primarily White-managed. The employers preferred to have non-African races in managerial positions. Such discrimination was demotivating and very undermining to respondents. Some respondents ultimately had to report to people they had trained.

But nobody else after that. It was just the White chick, but it was because she was White. But besides that, I have never felt that type of way (P1A).

They can take someone and put that person in front of... In a better position than me because I'm a Black person and maybe because I'm a foreigner, and that person maybe because they're White, they can always give those people the position more than us(P3A).

It happens many times, especially if they are Indians or Whites. You are teaching him or her what to do. The person now is new, after a few months, you start reporting to him or her (P4A).

Oh, it has always been Indian and White. If you are Black, you will get employed, but you are going there to be a waitress or whatever, being a porter, and everything (P5A).

But not with, most of the time not with African people. They never get promoted more than Whites... And it is always a different race. They always come in with the less experience, they do not even know what is going on. Most of them they do not even have qualification. They came for the same position that I am in, but you find that they get promoted faster than you (P10A).

This has happened many times, especially with White or Indian. You teach him all the work on what to do and what not to do. Then that person after a few months, you started reporting to him or her. Whites supports each other always (P6A).

It happened twice with me, because there was this lady who had a grade 10 that applied for... There was a position for being a door lady outside in front office, and then they hired her. And then there was another one where I wanted to be a coordinator, which somebody that had no experience or did not have a Matric got it. And I did not get it is just because she was Indian (P9A).

- **Trainees and less knowledgeable people get the positions**

Relating to the above, people who are new and seen as trainees are suddenly promoted. Hence, even with much less knowledge, they were being promoted; and again, this ties up with race and nepotism. This was undermining to the respondents who knew more and had actually trained their so-called superiors.

A lot of time it has happened, because I remember I trained a White and an Indian coworker that I'm actually reporting to. I taught them everything. They didn't know anything, I taught them the basics. But I know more, I teach them, at the end of the day, they use that information to get a

better position because they're the only people that I think they intended to get a better job or...(P2A).

It's so bad. It's so hurtful. It makes you feel incompetent. Like you don't know what you're doing, and we've been training people. They come here, you teach them the work because of their skin color. The next thing you're being told that no, when he came in, he came in, he was just here for a management position. But how I was training him or her if he came for a management position (P3B).

I think the reason was, they had their own people to give opportunity for those positions, even though you had a huge experience and you can take ownership to your job, but they always have their own people to bring which you help them with the work and show them how to do work because you've got a huge experience than them, and then they put them on that position instead of you all the time (P10A).

- **Foreigner vs local**

Foreigners always seemed to be least promoted; and the local South Africans were given preference.

That one, it always happened a lot. If you find like your unwanted and they've put their own people, like especially when you're a foreigner. They say I'm a foreigner, and they will... Maybe a South African person come or maybe a White person come, and maybe the general manager is White (P3A).

For myself, I thought it's just because they are coming into... I don't know if you're staying overseas or wherever, but in that far places than us. Yeah. Sometimes they say they are hardworking than us here in South Africa (P5A).

- **Female stereotyping**

Some staff stereotype women when they are promoted, believing that they were promoted on their physical appearance.

I think with me, I was a prime example. I think everybody just looked at me saying, "Hey, she's a pretty chick. She'll do okay." And then the next thing I get promoted. They're like, "Ah, maybe she did something. That's why she..." I think I was that example (P1A).

- **Favourites**

The superior's favourites seemed to be promoted more than others.

Management chose whom they want. They come you teach them, and they move up. It has happened many times especially with other races because they are the owners. They get favors unlike me (P5B).

- **Working harder than others**

Respondents do feel that they work harder than some of their counterparts for the following reasons:

- **Due to race**

The most common reason seemed to be their race. Other race groups (non-African) seemed to work less than African staff. This again points to exploitation and discrimination. Other race groups also were given more credit, even if they did not work as hard.

You have to work twice... You have to work harder, not just twice, if possible, thrice the work, because you have to... I'm a foreigner, so I have to work that part, so that I'll be equivalent to a human being. And then I have to look at the part that I'm equivalent to a local, then work the other part that I might be considered I might be equivalent to a White person. So, I do work a lot (P2A).

I always hard, but others get the credit, especially the Whites we're working with. To tell you, you are being ill-treated in hotel industry, but no action taken (P4A).

Yes, because for you to be recognised, you will have to try and prove yourself, break your back trying to bent over and pleasing these managements. So, you have to work very hard, whereas the other race doesn't even have to do much, they just have to exist, and they're treated better (P7A).

No, we don't work-. But as Blacks we are always under scrutiny; we are expected to work harder than other races. I have to put extra effort to be recognised (P9A).

- **Overworking for sake of keeping a job**

Many respondents maintained that they had to overwork for the sake of keeping their jobs. Stricter work ethics would contribute to them maintaining a reputation of being a hard worker and hence provide job security.

Whether you're working hard, or you're not working hard, sometimes you end up just saying, whatever that I do is fine because I don't care anymore whether I'm doing good, or I'm not doing good. Still, they're not going to appreciate me. Let me just do what I can (P3A).

Yes. Yes, I feel I have to worker harder to be seen. Otherwise, they can chase you as being lazy and getting money for nothing (P5A).

I always work hard because if I do not, they will let me go. As a foreigner, I am always available. And when they call for me, though for local staff end of the month when they get salary, especially some of them do not come to work. So, they know that when they call someone who is foreign, they're readily available (P1B).

Yes, I have to work hard every day to keep my job. That is the only support I have to get better treatment (P2B).

- **Recognition**

Whilst others worked ordinary hours and normal workloads, some had to work harder just to be recognised.

It's make sure the guest is fine. Make sure the guest is happy. But I'm not going to be the front person. I'm just going to be the middle person. And then you find that there're other managers or supervisors, they actually go to their guests and talk to them and tell them, "Listen, my name is so-and-so-and-so. If you need something, talk to me." And then you find at meetings and whatnot they bring it up that, "You, we never see your name on Tripadvisor or whatnot. We only see this person."

So now I need to work extra hard in order for me to actually be recognised for my job, when I'm still doing my job properly (P1A).

I always work hard but others get the credit, especially the Whites or Indians when you're working with them (P6A).

- **Equal**

However, two respondents believed that there was an equal workload.

Yes. If it's a work environment, why do you need to get special treatments? Why are you going to be special, when everyone's working? According to whatever regulations you've got to work, and if everyone's working fairly, I think it's okay for everybody to be treated the same (P8A).

No, I don't. Everybody must work equally (P9A).

Further studies by Smith and Hunt (2020) showed that, in the workplace, Whites in authority exercise control over human resources and human resources policy, including policies designed to curtail workplace bias and alleviate inequality. The exercise of such control generates opportunity hoarding (Tilly (1998) in the diversity space, allowing leaders to ignore race and gender in their definitions of diversity. The practical consequences of such domination may mean that the primary recipients of diversity policies and group-based preferences are those who share a universal racial identity with decision-makers (Smith and Hunt 2020).

- ❖ **Avoidance**

Some respondents simply resorted to avoidance and keeping a low profile.

- **Afraid to talk**

Some respondents were afraid even to talk to other staff, for the most part remaining silent and continuing with their work.

Which is the right way to act in things that happen to you. And you're too scared to voice your opinion, because you're not sure if everyone else would agree to the way that you feel (P8A).

Communication among the team I only communicate with my close friends, but with other races like Whites or Indians, I try to avoid them because they also lie to the bosses (P4B).

➤ **Keeping a low profile**

Some respondents decided that it was best to keep a low profile to avoid confrontation, especially with managers.

What I can say, not now recently, but it happened before. It was quite a trauma. Because every time when I know that particular person, because it was a particular person, who was a manager, when they were around, I had to hide myself. When I know they're on shift, I had to hide myself all the time because I couldn't go out and be me, because I'm scared of that person that's going to speak. It's so stressful and painful (P10A).

➤ **Resignation**

Some staff were even resigning, rather than putting up with bad treatment.

It is traumatic, but I cannot do anything since I have to work and earn a living. There is a lot of abuse of Blacks in the industry. Like my close friend last month made an unexpected resignation. He said, enough is enough. It's better to be out of employment than always bad treatment (P1B).

• **Recommendations to mitigate discrimination**

Recommendations from respondents were generic, with a heavy reliance on government interventions.

❖ **Government intervention**

There seems to be high hopes for government intervention in the following ways:

➤ **External pressure**

External pressure from the government can improve working conditions. The Department of Labour can get involved and mandate some sort of positive change.

I feel like the government should actually intervene because this needs to be the government... It's actually a need for government to intervene because no one is in their position to help us. Because even if we're saying that internally, they stop these issues, because we have tried to do so (P2A).

And then maybe the government can take it further (P3A).

I think if the government interfere in this discrimination and [inaudible 00:20:56] then we will get what we want (P4A).

When it comes to problems like this, the government of South Africa, they do, because they always send their labor representatives to our workplace to talk to our bosses and they try to solve these problems (P2B).

Government officials and trade unionist visit but they are given money and they keep quiet, that is the end of the story. They just write good reports that will be the end and we continue to suffer.

I think the government must take a serious look into what is happening. If things are exposed as you are doing now my brother, surely changes will start in this Industry (P4B).

➤ **Improve the industry**

Government can look at ways to improve the industry. This can include regulating the industry, even in terms of salary/wages.

Government I think they tried before when they came up with this thing of, saying that in hospitality people this how much they should earn. I think that government implemented that even though I'm not sure of that. So, we need government and I'm not sure if NGOs or the private sector companies, they need to come in and then try to find a way of how to make this hospitality or hotel industry be better off (P3B).

In my opinion, the government intervention can help, but there are officials who move around the industry are very corrupt. The situation must be addressed so that we all are happy workers at the end of the day (P6A).

Government must help to improve the problems in the industry because the worker's union are all powerless. The officials are given money by employers, and they do not do their job, leaving us in difficult conditions (P7A).

➤ **Gazette and guidelines**

Government needs to create necessary guidelines that the industry must abide by and this must be gazetted.

And I just want the government to intervene because they think they have got the power to do anything that they want. Government can come in and give them guidelines that, "This you can do, that we can't do. Because I feel like, with the less guidelines that are put in place, they will use those breakthroughs to act against us because they will be like, "No, nothing was stated." So, which means even if a customer comes in and doesn't tip me, to them, they might say, "We're only paying you by tips."

Even if it's not a law that the customer should come in and tip me, but because nothing was gazetted or nothing was said, to them, they're just going to use it as a loophole to continue to abuse us or to make us work for peanuts. Because even if you try to report an issue, you might even get fired immediately. So, I know that him the situation is so bad, and to foreigners it's actually worse because they would want you to work for peanuts or for nothing. They just would just want you to work for next to nothing (P2A).

➤ **Platforms for voices**

Government should set up platforms where concerns and queries can be reported directly to government officials for them to investigate.

So, I would really be glad if however, there would be a platform, maybe let's say there's a program that is created, by... Not even the company itself, because I feel like if there was a platform to report, when bad things happened at work, they would be able to sweep everything under the floor. I wish there could be, maybe if however, they will be a platform maybe, organized by the government or whoever at different parts not them at work. Where we report, if anything happens, you name the company, you name the person and then just deal with it (P7A).

Because I think most companies fear having the government come in to see what is actually going on in the companies. So, if the government were to make it a norm to constantly find out of these things, and voice them for the people that are voiceless, so that we treated in a different manner or racism and gender equality is taken more seriously (P8A).

➤ **Corruption**

Some respondents believed that government officials were corrupt and would take bribes and payments just to keep silent on matters.

Government intervention can help, but the officials who move around the industry are so corrupt (P4A).

I want this problem to be addressed where they will treat us fairly and the government intervene can help but the officials who moved around the industry are so corrupt (P9A).

I think government intervention can help, but with the way things are in the industry, I do not think it has power to do so. Government officials come but they are powerless as they given money to keep quiet and go away (P1B).

It might be salary-wise, it might be abuse at work, it might be everything. For them to follow labor laws. But at the end of the day, you see it's a bit hard, because the employers, they are powerful. They can just put out money from their pockets and pay these guys. So, when they come, they just, I can say, pretend as if they want to solve. At first, many situations like this, when labor guys came to work, talked to you like how we are doing now asking you how the situation is, how are you working here, and whatsoever(P2B).

➤ **Empty promises**

Government officials also make empty promises and leave without resolving the problems.

The unfortunate thing is that officers form governments when they come, they money and leave they go leaving empty promises (P8A).

❖ **Unions**

There was also reliance on trade unions. However, some respondents felt that even the unions have become corrupt and do not stand for the rights of the workers.

But maybe the government can try and intervene because where I work there's a union, and with that union it is the voice of the workers. But you find that you get strong, opinionated people that actually are really passionate about other people's wellbeing. So, when they are strong about it, they feel strongly and passionate about it, they become a threat in the working environment, and then the higher bosses feel like they are a threat and they're going to try by all means to get rid of you. So, you tell me, what can you do about it (P1A).

Our labor union must always intervene to find practical solutions that are fair to us as workers while achieving equality for all. Labour Unions do not help at all, they also corrupt. It is not about displacing our White, Asian, and foreign Blacks, it is about ensuring that all have access to career opportunities (P4A).

Our trade union they only talk but they are powerless (P10A).

Discrimination is a very serious matter especially in the hotel industry, our labor union must also intervene and do a proper job to find practical solutions that are fair to us Blacks as workers to achieve equality for all. It is not about displacing our Whites, Asian or foreign Black, it is about ensuring that we all have access to our career opportunities. The worker's Unions is not all that strong as they are not able to resolve the issues in Industry because I think the officials get some kickbacks from employers (P6A).

Unions are not strong it is the same thing (P8A).

The situation must be addressed so that all the workers are happy, discrimination is serious in the hotel industry. Our labor union must also intervene to find practical solutions that are fair to us as workers (P8A).

❖ Feedback surveys from staff

There should be feedback mechanisms in place, such as surveys which can be anonymous, allowing staff to voice their concerns. These concerns must then be examined and acted on.

I do not know what to call those hospitality organisations, or those who are dealing with those problems that are happening in our hotel. I wish maybe they can even visit the hotels, maybe doing the one-on-one, or interviews, asking what is actually happening here. Maybe they just doing a questionnaire paper giving all the employees that maybe having question that can you say something that you like, something that you don't like. Something that you see what is happening. Maybe you're not fill in your name, just because other people in the working place they said, "Write this, what you like, what you don't like. Then just put in your signature and your names." (P5A).

❖ **Media and Public**

The public should become aware of how the hospitality industry works; and this can be done via the media.

I think the only way to address this is to tell the public what is happening. So, the only thing that I want is to tell the public and maybe the public will take it further (P3A).

I don't know if it can even go through television or SABC News. It may be if it can go to SABC News, things will be better (P10A).

The public must understand how we are suffering as women. Discrimination and inequality is so bad and really a problem in the industry (P4B).

• **Tackling discrimination**

A study by Webster, Francis and Valodia (2017) concluded that South Africa had made no progress in tackling inequality in the post-Apartheid era. This argument may hold, given the overt discrimination, inequality, and racism uncovered in this study. This theme therefore explores whether there is a procedure available in the workplace for tackling discrimination; the supervisor's role in addressing discrimination; and factors hindering the fight against discrimination in the workplace. "How well do you know what to do in case you experience discrimination, inappropriate treatment, or observe it in your workplace?" was the question raised with participants.

➤ **Lack of workers' protection**

- **Lack of action to complaints**

I do not know what to do because we are all, and we are not told. When you have a problem when you go to HR and the HR person just tells you we shall resolve. And that will be the end of the story. So, I find it difficult, and I do not bother to report but to keep quiet and continue with the day. It has happened many times, but I do not complain because if I do the supervisor will terminate my work. But however, this affects me (P1B).

You report and no action is taken to tell you. If you report it might be your notice so people fear to report unless it is very serious (P5B).

White people do not want to hear that, go to HR. You can go there no action taken (P2).

Because you might even have salary issues, you might even have discrimination issues... Everything that you report, there's no action that is done, not by the human resources, even by the management. Because I feel like, as your human resources, they'll pass it on to the management, but no action is done. It feels like you're saying something that is going to fall into a deaf ear, nothing's going to be done (P2A).

- **Supervisors' intervention**

"In your opinion, how actively does your direct supervisor intervene in case of possible discrimination or inappropriate treatment?" They also have got that same mentality; they don't even see anything wrong about it. To them it's like, it's normal. Especially because most of the hotels, they always hire men, and they don't even feel... They think like, it's normal when they're talking to the women as maybe as women, we don't feel comfortable about it, but for them, as males, they think it's normal because of the environment that we are in (P3B).

The participant added that:

The problem. Because sometimes the manager doesn't like you so the manager can't fix your problem, he can even create more problem. So, at the end of the day, I can't say the manager. I prefer the public or maybe the government to do something. Because the manager I can't trust the manager because the manager is there to make the boss happy and sometimes, they want to make the boss put your names (P3B).

There is no intervention here because we don't report anything. By reporting you must expect to be fired. They will create an opportunity to let you go. It's difficult, although the situations are not the same in hotels. However, where I was before, my immediate supervisor was Black but not all that active. He feared to make a direct approach, especially against White people. He always said, keep quiet if an Indian or White harasses you. But when it is Black, he would try to solve the case (P4B).

You report and no action is taken to tell you. If you report it might be your notice, so people fear to report unless it is very serious (P5A).

- **Black Supervisors' fear factor**

Mostly as supervisors, they just try to talk to us because most supervisors that we have, they are Black also like me. So, they try to talk to us, just call the names to make us understand at the end of the day they are scared to go to the owner or the boss of the shop, because they are protecting their job too. So, they don't know the right way to talk to them. When it comes to racial discrimination, all those things, people are afraid to talk about that. So, they only talk to us but I don't think it gets to them. That's why it's hard (P2A).

It is a doable thing, but I feel like for me personally it's not that easy thing to do, especially for a person like me who has no qualification for a position, but today I have that position as a supervisor. So, it's like you don't want to ruin what you have so you shouldn't speak up about it. Black supervisors fear Whites in this industry so they don't open up(P1A).

If you tell our Black supervisors, it is worse because they fear to approach the Whites with problems if discrimination or most of our concern (P2A).

- **Procedure against discrimination**

Given that many of the workers interviewed had faced incidents of racial discrimination, inequality, and sexual harassment, it becomes necessary to know whether the participants are aware of the steps to follow in seeking redress. The following question was asked to initiate a conversation with the interviewees: "How well do you know what to do in case you experience discrimination, inappropriate treatment, or observe it in your workplace?" It was uncovered that

many of the participants know the procedure to follow in reporting discrimination in the workplace. It was noted that the CCMA and labour court, which are external, and the human resources department, which is internal, are available avenues for addressing or reporting any incidence of discrimination, inequality, and/or sexual harassment faced by the workers.

Yes. I will go to CCMA. That's the first thing that I will do. Because most of the time, as for me, I'm a foreigner, right? CCMA, it accommodates almost everyone, it's not like labor. Labor, you have to have like a more papers than CCMA. If they mistreat me, normally, I prefer to go to CCMA (P3A).

I need training and the Workers Union here does not help us. However, some small problems you go to the Manager who can decide to resolve or not (P4A).

I can report to Laboure or HR but in most cases one waste time because most of us loose. Even if you win, your job you will lose it (P5A).

I am in charge of my staff as well, and if they have problems with unfair treatment, I always tell them to go to HR, which is Human Resources, and then they talk to them, and then after that they ask for statements and whatnot (P1A).

I know, I know. I know from Monday to Friday the HR office is open, so if something major happens I know I need to rush to the HR office, and they will listen to me and they will take action.

With the discrimination, because of the workplace that we have, we've got the human resources... The human resources, there's an Indian lady that is working there. You try to report it, it also falls in a deaf ear (P2A).

Previous studies have established that workplace inequality and discrimination have negative consequences for individuals and society at large, causing significant social and economic losses. Recent evidence suggests that discrimination causes mental health problems such as anxiety and depression (Triana, Jayasinghe and Pieper 2015; Cheung *et al.* 2016; Castleassociates 2019). The performance of the employee exposed to discrimination will certainly suffer; employees can lose concentration and thus work in a counterproductive manner, which can be disruptive

(Castleassociates 2019).The hospitality and tourism industry is a prime example of an industry in which inequality and discrimination are rife (Hennekam, Syed and Tahssain 2017).

5.4.4 Theme 4: Inequality at work

This primary theme examined the concept of inequality, which is related to the preceding theme of discrimination. It is further unpacked in the sub-themes below. Three sub-themes were generated: Harassment, Inequality versus salary; and Work tasks and schedules. Refer to diagrams on (Appendix J, page 420) for illustration.

- **Work Tasks and Schedules**

Equity Theory demands a fair balance between an employee's inputs (hard work, skill level, acceptance, enthusiasm, loyalty, flexibility, etc.) and an employee's outputs (Furnham and Treglown 2018: 127). In line with this theory, the participants in the interviews were asked whether their employer promotes equality at the workplace.

- ❖ **Employer vs work-related tasks**

It was mostly found that work tasks were not distributed equally.

- **Race**

The inequality of work tasks pertaining to race was highly ranked.

- **Different for other races**

It was evident that other races, specifically non-African races, were given equal loads whilst non-Whites were being exploited with unequal loads. Tasks were also different, indicating the racial segregation of tasks.

Yes. Our work is equally divided among the Blacks, but not the Whites or the Indians (P4A).

So, we do get different tasks with different race. But lucky enough in my department it's only Africans because we're working outside. Like enough. So, we are giving a census. But when I was working inside when it was last year, I was actually given a different task (P10A).

Yes. Our work is equally divided among the Black, but not the Whites or Indians (P6A).

They do that. If you are their favorite, you are their race. They give you a light task, and then the others can just like that (P7A).

No. sometimes I get more duties, but this happens when you are of different races doing same duties. I have experienced this many times, but there is nothing I can do (P4B).

- **Hard and dirty work**

African employees are given the ‘hard’ jobs, such as opening and closing duties, whereas others can just arrive at work and leave at the end of their shift. African employees are also given jobs that involve dealing with dirt and unclean items.

Yes, they have. Because, going back to my incident that I had, if there was a White person, that means the whole situation was going to be different. Mostly when it comes to opening duties, it's mostly done to the Black people, and closing duties mostly done to the Black people. Which means, White people have got the privilege to just come in, make money and then leave. Black people have to put all the dirty stuff, all the hard work so (P2A).

- **Overnight duties**

Some are given overnight duties, which impacts on their body and health. In addition, they are not given time to rest and if they falter in their jobs, then warnings are given.

- **Sick leave**

Sick leave is also conveniently given to other race groups but denied to African employees.

Even if you can like let's say you're sick, and then you tell your manager, "I'm not feeling well, can I please go home?" They will tell you no, "No, it's busy, you can't do this. If you do that, you'll sign a warning." Whatever. But if like a White female comes, "I'm sick, can I leave?" They say, "It's fine. It's fine." They will do anything, anything, to make her feel better (P5A).

➤ **Males**

One respondent asserted that males do get extra jobs, which could be related to masculinity and gender.

This happens all the time. So, there is definitely no way I can say it has never happened. Yes. So, depending on if you are male, you know you might get some extra tasks which are not part of your job description (PIB).

➤ **To save money**

Sometimes, the employer wishes to save money by overloading existing employees rather than hiring more employees.

So, it happens a lot. Some are things which you will be made to do which maybe if getting someone to come do it will be an extra cost, but because he knows you can do it and it will save you money, you will be asked to do that task (PIB).

➤ **Own decision**

Sometimes, employees must decide whether they wish to take on more responsibilities given by the manager.

If you feel like they are going above and beyond, I feel like the manager will come to you and tell you, "I know this is not your job, but this is what I would like you to do for me," and then it's up to me to decide (PIA).

➤ **Equal loads**

However, 3 respondents believed that everyone carried equal loads in terms of work.

I do not think so. I think we all get the same task. I think we get the equal amount of work compared to your salary or your job description. You don't go above and beyond over that (PIA).

Because we are given this... In the hospitality... in the hotels, you have breakfast tasks, and dinner tasks. So, everyone gets the turn to do it so long as you're at work. So, the tasks are divided amongst yourselves. You know, when you get to your workstation, this is what I have to do in order for me

to finish my job, at a certain time, and for me to do everything, and give my kids the attention that they need. So...(P8A).

Not at the moment. As I said, my current employer is not always on the premises. He just comes and goes, comes and goes and when it comes to tasks, where I am right now, the tasks, they're just divided among us equally (P2B).

➤ **Equality promotion**

It was uncovered from many of the participants that there is inequality in the workplace. While some noted that the management tries to promote equality, it was revealed that the supervisors had their agenda, which compromises equality promotion.

The owner encourages equality but individuals who are employed have their agenda. So, I mean in practice it is difficult to see that happening. Supervisors favour their friends whom they use to get information about what is happening in the hotel (P5B).

Top management always talks about equality in the hotel, but this is not really in practice. There is no equality at all. Supervisors favour their close friends whom they use as spies just to get information out of like what is happening on the floor (P1B).

Participant 3B shared a similar sentiment as above by stating the following:

No, they do not do that. Some they can even tell you directly that, "I've got the top waiters that I want them to be treated well." Then the rest, you feel like you are useless. But still, you're working as a team. The same applies like maybe we do with the shift and staff, then they will say, "I want my top waiters to be treated this way." And you're working in that same environment, how do you feel like because actually, they're telling you that you are useless (P3B).

Eisenberg (2016) states that workplace inequities can arise from a multifaceted range of factors, comprising explicit and implicit biases; unconscious assumptions or mental models; and differing perceptions of the same event. Noting from the dialogue above, one could infer that supervisor(s)' perceived biases are hindering equality promotion in the workplace. Moreover, Participant P2 believed that equality is just a word that is never implemented in the workplace.

Equality, it's just a word that they use in their statement, especially when they are giving out speeches when they're having their meetings. But in terms of equality, that thing doesn't exist. I can't, per se, in the whole industry, but I can 100% say that it doesn't exist in my current working place (P2A).

On the contrary, participant 2B had a different view on equality promotion. From Participant 2B's statement, one could conclude that where there are no racial issues, equality is promoted. This also re-affirmed the supervision biases in undermining the equality mandate.

If you have a superior who is Black and a lot of employees or all the employees thereof the Black colour also, you know that there's going to be uniformity and equality among us. But if the superior is White, it's a different situation. If the superior is Indian, then different situation. So, it just depends on who is on top of you. That's all I can say on that point (P2B).

Nevertheless, Participant 1A believed that the hotel management tries to promote equality. The participant gave instances in which everyone, regardless of race, is given an opportunity if there is a function.

They try. They do try to promote equality in the hotel. They do. For example, if there's going to be a function, they make sure that they have at least all the races there, not just only White people. They do try. They give everybody a chance (P1A).

From the above, the mixed views support Eisenberg (2016)'s concept of explicit and implicit biases contributing to the extent of equality promotion. While many of the participants disagreed that there is equality promotion in the workplace, some place this on the supervisor's biases. It was noted that where the supervisor is of the same racial group as the worker, equality is promoted, which suggests the unwholesome role of racism in equality promotion. This is also reflected in the statement below.

So, they try to their capacity to promote equality but it's a bit hard because you remember, they are also employees, and they try to protect their jobs. So, when it's multi-cultural like that and a lot of different races at the workplace, it's hard (P2B).

❖ **Employer vs compiling work schedules**

This sub-theme examined the compiling of work schedules.

➤ **Equal schedules**

Five respondents believed that work schedules were compiled equally, and they were satisfied with the schedules.

I think we all get equal days. It's five days a week and two days off, so we all get the similar number of shifts (P1A).

Our shifts they are the same, we rotate. There are the same (P7A).

There is the fairness of work schedules, however, some shifts along and others usually as per the government policy, we work eight hours a day, but the shift can have more hours (P1B).

The schedules, mostly you just come to your superiors. Then you tell them if you have something coming up. You let them know, and they always try to find a way to accommodate you with what you come with them with. If you have something coming up in the following days, you just let them know beforehand. So, when they do shifts or when they give tasks it will be suiting your schedule that you're going to face for that week. So that's how I view on that (P2B).

No. There is fairness of work schedules, however, some shifts along, we work eight hours a day, but the shift can have more hours (P4B).

➤ **Difficult shifts and beyond shift hours**

However, some maintained that their shifts were difficult, and they were purposely given longer hours. They were also given night shifts unevenly.

That's okay. You know the shift that in the industry, you can never work exactly eight hours. They're strict to that exactly eight hours. But there are strict that you have to put extra hours of which 10 hours is doable, so (P3B).

Off days, some of them are getting better off days, better working shift. There were horrible shifts they were giving to us. They shift from night; you're coming back in the morning. You can even find a shift, the graveyard shift. Work graveyard shift, the next morning you're working again. Just

go take a bath and work again. Graveyard shift it's a night shift from 10:00 to the morning. And then you work morning till 2:00 before you even go home. Yes (P10A).

➤ **No shift allowances**

Relating to shifts, no shift allowances were given despite workers being told that they would be given allowances.

Like you see the night shift, they always giving the Black the night shift. The night shift we have those small allowances of night shift, but they always giving us that night shift. But we don't get that money that you were working a night shift. But like morning shift, evening, or morning shift, like afternoon shift, it's always for those people, those eight, 10 people that they know, maybe those White ones, or whatever (P5A).

➤ **Foreigners get worst schedule**

There was a high level of agreement that foreigners were most exploited when it came to shifts. This is because the employers were of the opinion that foreigners were desperate for their jobs and would not complain.

I do feel like that, because the workload that I sometimes get compared, not only to the White people or the Indians, also compared to the Black people, because I'm a foreigner. A foreigner, it feels like you just came in to just work. You don't have a social life; you don't have anything else. So even when they're compiling their tasks, I'm actually given more as compared to even the locals(P2A).

Long shifts are mainly given to foreigners as we do not complain, and we have to be loyal through locals. Although locals can be asked to work these long shifts (P1B).

Long shifts are mainly given to foreigners as we do not complain, and we have to be loyal through locals. Local staff can work if they so wish (P4B).

➤ **Giving more hours to favourites**

Some respondents asserted that employers were giving more/better hours to their favourites so that they could earn more money.

Let's say I'm working hourly rate, right? So you find out okay, there's someone have got more hours than the other person, just because maybe they want that person to make more money than you. Because the more you get more shifts, that's the more you get more money. So on schedule, if I'm getting less shift, let's say some other people they've got like 10 shifts, and maybe you've got nine shifts, no like they've got like 10 shifts, and you've got five shifts. You're off three days, and someone else is not even off (P3A).

➤ **More hours = more money**

One respondent did not mind working more hours because more hours meant more money.

It's like five days a week and 06:00 to 18:00 sometimes. Sometimes 06:00 to 15:00. Sometimes 10:00 to 19:00. And sometimes it might get a bit higher. I might get higher hours due to the weather, because of the pool area, but besides that I think it's all fair because after my normal shift, when it ends, and then they're going to start giving me more money for my hours there (P1A).

• **Inequality vs salary**

From the literature, the South African Employment Equity Act 1998 section 6 states that claims of pay discrimination may require action if someone is not afforded (Ebrahim 2018). The Universal Declaration of Human Rights, Article 23 (2), and the International Covenant on Economic, Social and Cultural Rights (ICESCR 1966) guarantees the right to 'fair wages and equal remuneration for work of equal value without distinction of any kind...' From the study there seems to be inequality in salaries, as agreed upon by most respondents. These are outlined below.

❖ **Underpaid**

There was considerable agreement that respondents felt underpaid. This is because they worked long hours and conducted difficult duties, yet the rate of pay seemed minimal. The rate of pay was not equal to the job description and duties performed. This demotivated the staff.

There was a time I was in debts a lot, and then I re decided to write down my hours that I worked for the whole month. So, from the first until the last day of the month, I did write the hours that I worked, and the time that I came in at work and the time that I left at work. Initially, we were told that we are getting paid by the hour, and then went with that information to the human resources, but no action was done (P2A).

Even though it's not enough, but it's something, at least you're working towards it. If me as a waitress, I know that I have this basic and then I'm topping with my tips. But even on the tips, as I think I have mentioned before that there's a time where you feel like I have made so much in this month, but I'm not getting them. I'm not getting enough (P3B).

If you're working long hours, and you don't get paid for those long hours, that's we're working for according to like hourly rate that you're supposed to work for. I don't know if it makes sense because normally, let's say the hourly rate, maybe it's 20 rand but we're now getting 19 rand (P3A).

We are not allowed to disclose this, although we do, but if it is known, you get fired for that. Though I feel my salary is not enough as compared to the work I do (P4A).

Yes, because we work hard and also, we get extra duties like cleaning the floors but we get so little as compared to our colleagues. So, I can say that I have been treated unrightfully (P6A).

What should I call it? Basic salary, and then they tell you about overtimes and all of that. But when you work, you count all your overtime, your whatever hours. And then when it comes to month end, they don't give you what you expected (P9A).

However, I feel my salary is not enough as compared to the work I do. I know other local Blacks, Whites, or Indians, get more than me, but doing the same job. I must manage what I get although I am always promised something that does not come (P1B).

❖ Salary slips

Salary slips are not given every time, which makes it difficult to calculate exactly whether employees are being paid correctly.

Yes, I do. Because most of the time like we get paid hourly rate. So, when you get paid hourly rate, sometimes they don't give you your pay slips, sometimes they do. It's up to them. Is it that they want to give you, or they don't want to give you (P3A).

No. They are not, but they're always telling us that you don't have to show somebody your payslip (P5A).

No pay slips also (P4B).

❖ Differing pay amongst race groups

Some respondents believed that other race groups were being paid more than the African employees.

I know Whites or Indians get more than us doing the same job (P4A).

We know that our colleagues, whites they get extra benefits than us, but you cannot complain. Its racism here (P4B).

❖ Tips vs salary

Tips earned are not distributed equally to staff. Equity Theory demands that a fair balance is reached between an employee's inputs (e.g. hard work, skill level, acceptance, enthusiasm, loyalty and flexibility) and outputs (e.g. salary, benefits and intangibles such as recognition) (Falope 2017; Furnham and Treglown 2018). Despite the long hours put in by the workers, it was uncovered that the salary earned is not commensurate with the time and effort. It was revealed by the participants that, in many of the hotels, tips received from guests are considered the worker's salary.

Actually, you're working hard. You make yourself like... Okay, you're working hard to produce... Like to give a customer a good service. At the end the customer they want to thank you. Why they just refuse the customer to give you the money? They just took that money, and they said you're going to get that money at the end of the month. At the end of the month, you won't even get a cent of that tips. If you calculate yourself, you will find out that maybe you got R700 of tips, but at the

end you will not get anything. There are tips, but we are not allowed to take that money away. They take that money and later divide it (P5A).

So, you just have to wake up and know that you might, even after you have a long day at work, you might make something or nothing because no one is guaranteed to say that they have to leave a tip. And the employers take advantage of the system and say, since people are leaving you some tips, we will not be giving you any salaries due to whatever hardships. So, it's like they're exploiting the system and just trying to cry that since there have been these lockdowns and everything, saying their businesses are struggling and they want to take the opportunity to make more money and have to pay less on our labor, like have free labor (P1B).

Although in some restaurants there are tips and salaries based on hourly work, Participant P1B believed that there is no fairness in calculating the paid amount.

In some restaurants, but in some cases whereby there is tips and salary where like you get your salary paid hourly, there is no fairness in calculating our salaries (P1B).

The above statement is further corroborated by another of the participants, who is of the same view that there is no fairness in how hourly salaries are calculated.

Yes, I do. Because most of the time like we get paid hourly rate. So, when you get paid hourly rate, sometimes they don't give you your pay slips, sometimes they do. It's up to them. Is it that they want to give you, or they don't want to give you. What they do they count hours (P3B).

The above statement reinforced the exploitation of hotel workers in the industry. According to Participant 4B, the hotel management pays workers what they decide to pay, given the lack of job opportunities in the country, which is a typical example of exploitation.

You are asked to work hard every day but wages very low for us to survive. They just pay you what they decide because they know we are desperate for jobs (P4B).

From the above narrative, one could infer that hotel workers are rarely paid a salary; while for those who are paid, the wages are low for the time and hours put into work. This finding is in

agreement with Lee, Huang and Zhao (2012), who postulated that the salary levels of the hotel and F and B industry is the lowest amongst all industries.

❖ **Inconsistent**

Salaries also seemed inconsistent: one month the worker would receive a certain amount another month the wage would be a different amount.

We did because our salaries would change. Sometimes they would give us R2,000. Sometimes they would give us R2,300, but we were paid an hourly (P9A).

The above statement is further corroborated by another of the participants, who is of the same view that there is no fairness in how hourly salaries are calculated.

Yes, my salary is not enough, and things are very expensive in town. I leave by borrowing every month which is dangerous indeed. By other races are pretty and they do not complain meaning that their salary is enough. They are getting what they need (P5B).

❖ **Deductions**

Employees must also pay for deductions, even if this is the customer's fault.

And then there's this thing of deductions where you get this law that says the customer is always right. There are consumers that they take advantage of that. And then if you come back with the problem like that to your manager and then reports, but I didn't do this. They don't care. I didn't order this for instance, that would be taken out of your salary. You'll pay for it. And you're so sure that the customer did ask for this. It's just that when it comes to the customer, the customer didn't like it, or it was not what the customer was expecting. So, we get a lot of deductions like that (P3B).

❖ **Extra hours**

Sometimes staff work extra hours and are not compensated.

What they do they count hours. Like let's say I'm working from 10:00 to 10:00, that I'm opening from 10:00 the shop, and closing at 10:00. And to me up working extra mile because sometimes I

even work until eleven o'clock to twelve o'clock. So I'll be expecting to get paid for the hours that I was waiting for but they'll be telling you that the shop closed at 10:00. But still, you're waiting for another one and a half hour but they don't pay you for that amount of money (P3A).

❖ **Years vs increase**

Salaries do not seem to be increasing, despite years of experience.

And some people will tell you that no, I'm earning R23 an hour because I was hired in 2007, or eight. So, you came before me, and your salary is obviously going to be less than mine. I never got to understand that, but because I had been hired to be permanent, and I was getting most of the, there wasn't much I could complain about (P8A).

We do not get enough here, and they do not talk of any increment. It's always no money, no money (P4B).

❖ **Satisfied with salary**

However, two respondents seemed happy with their salary as it was governed by their contracts.

No, I think my salary has been fine. It is about the money for me, definitely. I don't want to lie. It's about the money. I want the money as well, but passion comes first and then the money second. It's not money first and then passion. Whenever I get my salary I'm always like, "Oh, so how much did everybody else get?" And then if it's higher than me, then I start questioning it. But besides that, I'm always like, "I got my salary and I'm happy with that (P1A).

No, I don't think so, hey, because you sign the contracts of a certain hour that's given to you then. Okay, fine. In the first quarter of 2021, we are going to increase your salaries by R1.50. You sign onto that because to you, it's an annual increase to money that you've been earning all of the years (P8A).

• **Harassment**

This sub-theme expanded on inequality by examining the concept of harassment, which seems rife based on the results.

❖ **Bodily contact**

There was an almost 50/50 agreement/disagreement that respondents were inappropriately touched by their employers. This is still a high number as there should be zero such occurrences.

❖ **Commented on body**

A majority of the female respondents received comments about their body, and this included comments on any body part, with emphasis on buttocks.

My butt. My butt. Everybody talks about it. Everybody talks about it (P1A).

To guide me and protect me. So, if now you're going to talk about how, I shake my bums. That's out of the line (P3B).

"Eh, have nice ass. Wadda, wadda,." (P5A).

Yes, the body the men obviously. They always, most of the men they only say about my body. They like my... Even the managers as well. Even the manager, I have a manager that talked about it. He always says something about it. But I'm always ignoring him (P10A).

❖ **Mail or text messages of a sexual nature**

Whilst the majority (81%) agreed that they did not receive text messages, this is perhaps because one would not wish to be implicated with something in writing. However, there were a few who had received texts of a sexual nature, thus implying sexual harassment.

Yes. I had one of the managers commenting on my private life, sending me a woman who's doing blow job and saying this person looks like me (P9A).

Yes, asking for sex (P4B).

❖ **Private life or your marital status**

Similarly, there was almost an equal distribution – (40%) agreed and (33%) did not – that respondents' private life and marital status were commented on.

❖ **Suggestive jokes of a sexual nature**

Jokes of a suggestive and sexual nature were evident.

➤ **Disrespectful towards body**

Words are said regarding the body and in relation to sex.

I'd like to tap that ass (P1A).

I like you, I like your ass (P9A).

➤ **Ambiguous**

Superiors do use 'ambiguity' as a strategy to be sexually suggestive as it will confuse the employee. This could be a strategy to prevent superiors from getting implicated.

Yeah, I think they do it, but they do it, so low-key that you get confused. You're not sure if maybe they are flirting or they are passing a comment. They do it a lot (P7A).

➤ **Intimacy and wanting to go out**

Hints of intimacy do come across from superiors to employees.

Like, come kiss me. Can we go out later? (P9A).

➤ **Racial**

It also becomes racially motivated in jokes and insults.

What they do, they do jokes behind your back so that you can't hear it. You know when they talk their thing, their racial thing (P4A).

❖ **Superior's use of racial or ethnic insults or jokes**

Superiors did use racial and ethnic insults on employees.

➤ **Racial Labelling**

The most common form of insult was 'labelling' someone based on their race. This included words such as 'you Blacks are lazy, incompetent' and other derogatory words. Superiors also labelled African staff as cousins of African customers.

Sometimes he will say, "You Blacks, you always want to be supervised, you're lazy." (P4A)

Yeah, they do as if it's a joke and say, maybe when you're talking to them, they say, for example they say when they were eating with the colleague with the same race, and then say, "Yeah, I was called." And they say, "Because you are Black." They make a joke and then you laugh ha, ha. And then you're also like ha, ha, ha and laugh because you don't know what to say. Because you're asking them, "Oh, you didn't call me when you were eating." Do you see a Black person here?" They make it as a joke and then they make it a joke and they laugh. Everyone laughs and then they hug you and make you feel like, "No, we're just joking. We're just joking. Come and eat. Come and eat." You eat the remainders. Yeah. That's how they do it. Very smart (P10A).

Yes, he does so many times, and later will just tell you that it was just a joke. Sometimes they say Blacks you always want to be supervised and we are lazy, which is not okay (P6A).

It does happen from time to time, because if, however, let's say new guests are coming, he would jokingly say, "Your cousins are here." I don't even know these people. Why are you calling them my cousin? It's a joke, but it has that racism going on, because they're supposed to say, "New guests have arrived." But no, your cousins. Maybe something fell, or they spilled water, or something, they just be like, "Your cousins did this." And I think that is racist in a way, low-key racist (P7A).

➤ **Pretend it's a joke**

Some superiors are insulting but make it seem as if it is a joke so that they do not get accused or implicated.

Sometimes he does and later just tell you, it's a joke. He will ask you to do something you are Black, later he will say it's a joke and starts comforting you, but afterwards he would have chosen you to do maybe the dirty work. So, know that he might say it's a joke, but you will be targeted to do that. Yes (P1B).

When I started, the way some bosses that were using racial jokes, not those intense one, but the light one, but you can feel that there is some racial discrimination in the joke or somewhere (P2B).

She does most of the time. She will say something and later just say it's a joke and starts comforting you. But this is done mostly by young managers and supervisors. but afterwards he would have chosen you to do maybe the dirty work. So, know that he might say it's a joke, but you will be targeted to do that. Yes (P4B).

However, most often customers they use unnecessary jokes, but you cannot do anything because if you upset them, you can be fired from your job. You just smile and keep on working (P5B).

➤ **Vulgar**

Superiors resort to vulgarity as well as vulgar racial terms.

No, some they'll say even when let's say I'm running and say you're sleeping, though such kind of things, "Why are you sleeping." Or those word like fuck, you know all those kind of word. Maybe they will say, "Fuck you." All those such kind of words especially those such kind of words (P3A).

They use that many times, even like they are calling you, like they said, "Hey, you have to do this first. Hey, fuck you, I told you to do this." Obvious, that fuck you think, it's not...There was even a White lady called other ladys who was working with name Kaffir. Eish (P5A).

➤ **Political**

Jokes and insult were also of a political nature; whereby political parties were insulted as a way of insulting the employee.

More often. I remember this other time. First time I came for interview, the big boss was making the jokes about the ANC and the president and everything. But I felt there was not a joke (P3B).

➤ **Freely**

A foreign employee was very accustomed to superiors insulting them at any time.

Insult and jokes, anytime that he feels like, there is no limitation. I can't say that I'd go in at my workplace and experience one day that I will be free of them getting any insults because I'm a foreigner and I'm Black (P2A).

❖ **Refuse to give you a responsibility or work-related task because you are a woman**

However, it did appear that men and women were given equal responsibility, hence there was not much discrimination in this aspect. The following are the responses from the participants:

No, I think we get equal share of workload, especially if you're supervisor. I feel like you're the middleman for the whole situation and the whole operation happening. So, it's like, for example, there's going to be a couple of boxes coming through. The manager's going to tell me, "You, the boxes are there. Go and get them." I should take it upon myself to take my male staff, say, "You, we've got some boxes that we need to go and pick up," and then we do that (P1A).

No. They don't do that. They just give P10A).

Yes. I have faced that situation. They say this requires men not women and I have to keep quiet (P6A).

➤ **Types of inequality at the workplace**

Given the perceived concern of inequality noted by some of the participants above, it was essential to know the types of inequality that the interviewees experienced in the hotel industry.

- **Inequality in shifts**

It emerged that there is inequality in assigning shifts based on race and nationality. Participant 1B revealed that foreign nationals are given longer shifts.

...we work eight hours a day, but the shift can have more hours. Long shifts are mainly given to foreigners as we do not complain, and we have to be loyal to locals. Although locals can be asked to work these long shifts (P1B).

While participant 1B believes that the long working shifts given to foreigners and some locals are unequal, Participant 3B, however, saw this from a different perspective. From P3B's statement, one could infer those workers be given more shifts to make more money.

... it is not fair. Sometimes let us say I am working hourly rate, right? So, you find out okay, there is someone who has got more hours than the other person, just because maybe they want that person to make more money than you. Because the more you get more shifts, that's the more you get more money (P3B).

Participants, however, believe that there is no inequality in a shift. In the participants' own words:

I think we all get equal days. It's five days a week and two days off, so we all get a similar number of shifts (P1A).

From the above narrative, it is inconclusive that there is inequality in shifts. While some see longer hours as inequality, others saw shorter hours as inequality. The plausible explanation for this may be attributed to what the worker hoped to gain from these shifts.

- **Inequality in salary**

When asked whether the participants believed that their current employer has ever treated them wrongly salary-wise, mixed views are noted in the answers. For example, while P1B was not sure whether there is unjust treatment in salary, they believe that South African citizens including Blacks, Indians and Whites earn more doing the same job.

I am not sure because our salaries are confidential. If you tell your colleague and you are heard by the manager, you get fired for that. However, I feel my salary is not enough as compared to the work I do. I know other local Blacks, Whites, or Indians, get more than me, but doing the same job (P1B).

Also on the salary, P4B noted that there is inequality in salary. According to the participant's view, Whites are earning higher salaries than other races.

We know that our colleagues, whites they get extra benefits than us, but you cannot complain. It's racism here. However, they always say your salary is confidential. So the confidentiality of my salary is that of being underpaid and I don't have to talk about it (P4B).

A similar sentiment was echoed by Participant 5B, who noted that there is inequality in salary by race.

I leave by borrowing every month which is dangerous indeed. By other races are pretty and they do not complain meaning that their salary is enough. They are getting what they need (P5B).

The above narrative does not support nor refute the participants' suspicion that there is inequality in salary. This fact is also not verifiable as the participants have no means of verifying others' salaries; this being prohibited.

- **Inequality in work sections**

Inequality was also noted in the work sections. Participant1B believed that the best sections are assigned to Whites and/or Indians.

Even in the workplace, there is nothing fair. We, at times we work in sections. The best sections are allocated to like it's a privilege for whether you're White or Indian. And then based on your performance or like if you have started or maybe someone new, you get a bad section. Also, it affects your money-wise (P1B).

- **Inequality in duties**

In terms of duties, it emerged that there is inequality between the duties assigned to Whites or Indians and Blacks.

Even work distribution, workload, even it comes to duties, they don't do that many duties. Whites come Indians, Indians then it comes us (P2B).

A similar view was stated by Participant 5B, that there is inequality in duties based on race.

I get more duties, but this happens when you are of different races doing the same duties. I have experienced this many times, but there is nothing I can do (P5B).

Added to the above, Participant P2A shared that Black people have the duties of opening and closing the facilities, whilst the Whites or Indians only come in to make money without having the duties other races are assigned.

Mostly when it comes to opening duties, it's done to the Black people, and closing duties are mostly done to the Black people. This means White people have got the privilege to just come in, make money and then leave. Black people have to put all the dirty stuff, all the hard work so that the White people can come in, or Indians can come in and do as they please because I am Black (P2A)

Moreover, P2A believes that there is inequality in duties based on nationality.

I do feel like that, because the workload that I sometimes get compared, not only to the White people or the Indians, also compared to the Black people, because I'm a foreigner. A foreigner, it feels like you just came into work. You don't have a social life; you don't have anything else. So even when they're compiling their tasks, I'm given more as compared to even the locals (P2A).

However, Participant 1 did not believe that there is any form of inequality.

I do not think so. I think we all get the same task. I think we get an equal amount of work compared to your salary or your job description. You do not go above and beyond over that (P1A).

From the above narrative, many of the participants believed that there is inequality in assigning duties. It was uncovered that there are different duties for Blacks and other races on one hand, from those for locals and foreigners on the other hand.

- **Inequality in rank**

Inequality in rank within the hotel management is also noted.

Management here is all Whites and Indians, Blacks at lower levels (P1A).

- **Inequality in promotion**

Another inequality or unfairness uncovered in the hotel industry is in promotions. This was uncovered by asking the participants the following question: “How often has a co-worker with less experience and fewer qualifications gotten promoted before you?” Many of the hotel workers interviewed recounted incidences in which a co-worker with less experience was promoted.

It happened twice. The first, first job that I worked at. I think I had been there for almost three months; another White lady came. Most bosses in this industry, are White. Because she was White, we're on the same level when she came. And unfortunately, we didn't spend two weeks together, working together, then she was promoted, and she didn't know anything. Experience-wise, workwise we had to teach her everything and she was even promoted. So, it happens (P2B).

This happens every time here, what can you do. Management chose whom they want. They come you teach them, and they move up. It has happened many times, especially with other races because they are the owners. They get favours unlike me (P5B).

A lot of time it has happened, because I remember I trained a White and an Indian coworker that I'm reporting to. I taught them everything. They didn't know anything, I taught them the basics (P2A).

Drawing on this, one can surmise that unfair promotions has a racial undertone. Furthermore, and from Participant 4B's statement, one could infer that the incidence of unfair promotion based on race is ongoing. While it affects other employees who perceived the injustice in promotion, they cannot complain owing to fear of losing their jobs.

It has happened many times, especially with other races. You teach them when they come, and they are promoted. You are left where you are, but I do not complain because if I do the job will be terminated. However, this affects us (P4B).

Despite the above evidence that there is unfair promotion which is largely based on race, Participant 1 shared her personal experience where she was promoted. According to her testimony, other workers believed that she might have done something to gain promotion.

I think with me; I was a prime example. I think everybody just looked at me saying, "Hey, she's a pretty chick. She'll do okay." And then the next thing I get promoted. They're like, "Ah, maybe she did something (PIA).

However, she acknowledged that her case was exceptional. The other promotion was given to a White worker, based only on her being White.

I think I was that example, but nobody else after that. It was just the White chick, but it was because she was White (PIA).

➤ **Measures taken to guarantee the quality of this research**

Dependability in qualitative research accomplishes the role of assuring that the procedure followed in data collection, interpretation of the results, and reporting the outcome is stated clearly throughout the research study (Thomas and Magilvy 2011; Creswell and Creswell 2018). According to Thomas and Magilvy (2011), achieving credibility, transferability, and dependability serves to achieve confirmability in the study. The researcher was aware of personal bias by reflecting on his preoccupations (Thomas and Magilvy 2011). The researcher considered the following factors to ensure the quality of the data, as suggested by Shenton 2004, cited in (Smith 2018):

- The researcher followed traditional research approaches in science, such as the sampling approach, data collection, data analysis and ethical considerations. These approaches have been successfully applied in several previous research studies.
- The researcher used his experience and knowledge of human resource management to increase the data validation.
- The researcher was careful to use purposive sampling; he noted that certain external variables might not be evenly distributed amongst the participants.
- The researcher took responsibility for building a relationship of trust with the participants during his stay at the hotels from 2018 to 2021, thus ensuring that truthful responses were collected.
- The researcher used probing questioning techniques to ensure that the data gathered was confirmed and consistent.
- The researcher used peer assessment opportunities, involving two statisticians in data analysis. This resulted in comparison and in the amalgamating of the outcomes, thus producing the final results.
- The researcher assessed and compared the findings with similar studies in order to determine congruence with previous studies.

- The context of the study was researched comprehensively for credibility.
- An in-depth methodological discussion was utilised to ensure that the study was dependable and could be repeated (Smith 2018).

According to Joseph and Murphy (2013) cited in Smith (2018) comprehensive theoretical foundations were recycled to conceptualise the theoretical concepts and transmit them to the transcribed data verbatim. The researcher developed a basic framework to depict the themes and sub-themes identified in the data and to signify the more profound understanding gained through the data analysis (Albien and Naidoo 2016). Verbatim quotes from the transcribed data were used to portray the unique and subjective nature of the responses (Creswell and Creswell 2018). The researcher wished to explore workplace inequality and discrimination literature that significantly affects individual development and organisational performance.

5.4.5 Discussion of the findings

Introduction

The main objective of this research study was to examine the impact of workplace inequality and Discrimination on individual development and organizational performance. This section provides an interpretation of the findings obtained; it will illustrate why they are relevant to the research and relate the findings to other research carried out. The findings of this study are based on the interpretation and analysis of data obtained through observation at workplaces and semi-structured interviews of 15 participants employed in the hotel industry. In this discussion, I will also present my opinion and prospects on the potential research debates that can arise from the findings.

Findings concerning the research questions

The first theme that emerged was recruitment and work experience. It should be noted that most respondents handed in their CVs and were later called for potential job openings. Additionally, many respondents were referred via friends who already worked at the hotel. Many of the participants interviewed voiced the absence of opportunities to apply for a higher position. This might be attributed to the low level of education these employees have.

Although Participants acknowledged that Blacks were qualified and had the potential to be promoted to certain levels, I observed that many limiting factors affect the human resources ethics in the tourism industry in South Africa. The first observation is the colonial legacy of apartheid, which includes land ownership. Most of the hotels are white, family-owned, and likely to be affected by nepotism bias that depends on a family trust bias that affects the human resources ethics of most tourist resources. In my view, this is the main reason why there is a lot of racial bias in the tourism industry in South Africa. For example, one of the participants highlighted that most of the managerial positions in their hotel are not advertised. In most cases, they only see a new manager or supervisor arriving. This discourages most biracial, and black employees in this hotel feel discouraged to further their studies and skills because they know that promotion is based on race.

This suggests that despite the promotion, Blacks in the Hotel industry in South Africa have limited authority in the industry's affairs and operational influence. Many participants believe jobs are more frequently given based on contacts than merits. This problem could be attributed to networking being used to fill the positions, so the hotels do not advertise. Family members or relatives fill the posts. Other workers viewed this as Discrimination, affecting the staff and business performance in non-cooperation. There is also limited room for growth in the hotel industry. Ebrahim (2015) observed in his studies that hotel employees were resigning due to a lack of personal development and opportunities to learn professionally. Therefore, in my opinion, until the racial bias in economic inequality is addressed, black people will have limited access to professional growth and ownership in the tourism industry, especially hotels. Future study can explore in-depth how land ownership and nature reserve ownership has affected who owns most tourist and hotel resorts in South Africa and how it has affected human resources ethics and legislation.

The next theme examined respondents' emotions in terms of their work experience. According to Zheng *et al.* (2021), emotions in the workplace depend on freedom (essential versus immutable), relativeness (aggressive versus egoism), and skill (quality versus enjoyment-oriented). This theme explores the participants' emotions on their first day at work and the work environment. Respondents had high expectations, especially seeing that it was their first job. However, their expectations were not met. Participants noted that monotonous work

responsibilities make the hotel a boring place. Most participants believed that the work situation did not meet their expectations, and this was a negative connotation. Racism, frustration, undermining, lack of equal opportunities, lack of respect, and poor treatment from other race groups are regular occurrences in the hotel industry, which respondents did not expect. The rules are overly strict with no flexibility. Employees are required to be standing in their positions all the time. However, another emotional view shared by black South African employees in most hotels was that foreign employees are the ones most preferred in the workplace. This discouraged many from wanting to join or stay in the industry. As a Zimbabwean myself, through observation, 6 of the foreign employees I interviewed were predominantly Zimbabwean. This presents a new challenge that can be researched on how native South Africans have been emotionally affected by the lack of employment and the discriminatory perceptions that South Africans do not work harder than foreign nationals. It will also be curious to examine the rise in modern slavery due to the exploitation of illegal immigrants.

According to Chaudhry *et al.* (2017), the working environment in organisations impacts organisational performance. Given the mixed responses shared by the participants on their first experience in the hotel industry, the participants were asked to describe their work environment. While some expressed a positive view of the work environment, others held a negative view. The working conditions, according to many of the participants in the study, are appalling and toxic. This observation corresponds with recent studies (Mooney, Ryan and Harris 2017; Walmsley *et al.* 2019; Ruiz-Palomo, León-Gómez and García-Lopera 2020; Falvey 2021), which indicate that working conditions in the hospitality industry are not always pleasant. Despite the race issues mentioned above, no observed legislative instruments are set in the hotel industry that monitor and uphold constitutional and legislative laws. Most participants were on contract employment, making it difficult for organizations like SACCAWU to monitor and evaluate adherence to human resources legislation. It was also interesting and shocking to observe that no hotel I interviewed had a supportive worker's union committee. From this observation, I also ascertain the emotional abuse that discourages any growth in professional skills and engagement in these tourist establishments.

Section 6 (1) of the South African Employment Equity Act (EEA 1998) prohibits unfair Discrimination at the workplace against an employee in any employment policy or practice based

on demographic factors such as race, ethnicity, gender, colour, nationality, etc. The Human Rights Framework prescribes the human rights entitlement and standards whereby countries are obliged to certain principles of equality and non-discrimination. All these legal statutes should have been monitored for implementation in this industry.

The third theme that emerged was Discrimination in the workplace. This theme uncovered various types of Discrimination occurring in the workplace in the hotel industry in South Africa. It was a large theme, which is logical as the study revolved around Discrimination and inequality. As anticipated, the psychological impact of Discrimination in the workplace emerged as the main theme across all 15 interviews. All participants reported that inequality and Discrimination harm their development and psychological health; however, the findings showed that the impact was more significant for the foreign workers as they are forced to work hard and paid less, as reflected in the narrations. As the results of this study underline, the emotional effects of workplace inequality and Discrimination on the participants resulted in feelings of irrelevance, loss of identity, humiliation, hopelessness, and a sense of inability and consequently having no purpose. Promotion is limited to the Black people, and Whites and Indians join and are easily given high positions with more money. Participants believe that apartheid is still being practiced in the workplace in the hotel industry.

For some participants, their health weakened because of high stress. However, according to the Decent work Principles, psychological well-being is one of the crucial components of a joyful life. We should not miscalculate the impact of workplace inequality and Discrimination on an individual's psychological health and the resultant adverse effects on them in the hotel environment. According to Hayes and Nutman (1981), individual fulfillment comes from being involved in the labor force, where one can enjoy the significance of being an employee. Each participant held different jobs in the past, but still, they all value their work, irrespective of the inhuman treatment they are subjected to. However, from my interviews, I have a strong opinion and recommendation that SACCAWU should start awareness of teaching and training tourism employees about their rights as workers to reduce the psychological burdens that they face in their day-to-day work.

It is clear from the findings and literature review that workplace inequality and Discrimination's impact on an individual's sense of identity can be quite significant. It would

appear from analysing the data collected and contrary to the literature review that the effect seems to be greater on those who are foreign workers in the hotels. This lowers morale and affects the performance of the company. It was surprising to analyse the data obtained through this study. Some participants acknowledged that they wanted to resign from their current jobs but were having difficulties getting one. This highlights the different degrees of personal impact experienced by some individuals because of losing their job. While all felt the effect, its consequences manifested differently among participants – for example, some participants questioned why they worked hard. As a result, they were not paid well, had no promotion, and had limited time to study to improve themselves.

The interviews also highlighted the importance of maintaining good relations at the workplace, as this provides invaluable moral support and encouragement. However, it was noted that Black supervisors fear whites. A consistent theme throughout the interviews relates to Discrimination in the workplace. The findings show that because of Discrimination, the participants could not help better focus on creativity as they spent more time looking for survival. They expressed concern because of poor working conditions and the non-protection of Black employees from harassment and exploitation. It is worth noting that a poor working environment and its high stress encourage boredom, fatigue, and psychological, emotional, and physical distress.

As highlighted by the findings, inequality and Discrimination allow one to take time out and reflect upon life to refocus one's priorities and goals. This study's participants found themselves emotional and highly stressed with the current hotel environment. The environment does not allow individuals the opportunity to further themselves academically, retrain for a new career, and as a result, gain additional and better job prospects and opportunities in the future. As a result, they miss the chance to gain confidence in themselves.

CHAPTER 6

6 SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Major findings: Summary of themes and subthemes

Literature confirms that most of the hotels in South Africa are owned by Whites and Indian people. According to BBC (2021) report, Whites occupied 76% of top positions in the private sector. The major themes identified should not be considered as disconnected but as overlapping and correlated. They also embody a variety of sub-themes that represent topics for future research and policy interventions. The level of consistency of responses among the participating hotel employees suggests that the issues identified may be occurring in other hotels in the industry in South Africa. The analysis of the data gathered from the semi-structured interviews resulted in the identification of the themes and subthemes highlighted in Table 6.1. on appendix K, page 415.

6.1.1 Recruitment and workplace experience

The study results show that the recruitment process varies rather than following a structured format in small and medium enterprise hotels, which implies that these hotels do not have a structured application process for employment. Participants stated that qualifications are not recognised in the industry. This fact might pertain to lower-level employees, evidenced by the rate at which employees are undertrained and the lack of certification. These factors may be used to exploit and underpay these employees. Participants reported bias in promotion regardless of their experience meeting a higher position's requirements. They voiced that sometimes higher positions are not publicly advertised, and that selection is based on race. Whites and Indians are given first preference regarding promotions in the industry, and Blacks feel neglected. This is against the government policy. Participants feel that the Apartheid mentality still exists despite the government's reconciliatory stance. Studies by Kimberlee (2019b) revealed that a reliable recruitment and selection policy in an organisation helps accomplish the necessities of a job. It

further ensures that an organisation will fulfil its obligations to provide equal opportunity to employees.

6.1.2 Emotions

General findings from this study revealed that negative emotions are high amongst non-White hotel employees. Negative emotions affect performance. The hotels are primarily “White-owned/managed,” which brought about more White privileges than for non-Whites. This has also made it difficult for non-Whites to challenge management. This outcome is supported by Webster and Francis (2019), who stated that the hotel industry in South Africa is dominated by White investors who have enabled managerial and superior positions to be dominated by White employees.

6.1.3 Discrimination at the workplace

This primary theme concerns the various forms of discrimination practices occurring in the workplace. It was a significant theme, which is logical as the study revolved around discrimination and inequality. According to the results, 95% of the participants complained of racial discrimination and inequality. Racism was the highest-ranked factor that influenced discrimination. Much of the inequality and discrimination in South Africa today remains deeply entrenched in decades of colonialism and Apartheid. The White South African population owns most businesses, and most Whites still believe in racial discrimination in society and workplaces (Aviles 2019).

The primary forms of workplace discrimination experienced by Black employees revealed in the study are unequal opportunities, lower salaries, poorer working conditions, lower-paid jobs, harassment, and exploitation. By contrast, foreigners are more widely represented in temporary positions. Furthermore, foreigners seem to be more vulnerable to abusive dismissal. They are forced to work longer shifts under the threat of dismissal in cases where they do not comply with the abusive exigencies of their employer. However, local employees face the challenges of being labelled lazy and unreliable. Legal protection against workplace inequality and racial discrimination at work is considered in South Africa. Yet, the realities of Black people and foreign

workers remain calamitous, as revealed by this study. Most of the participants perceive that skin colour can lead to discrimination concerning promotions.

6.1.4 Inequality at the workplace

Despite crucial legislation affirming that Black people are legally entitled to substantive equality, racism remains alive in South Africa (McKaiser 2015). Ample evidence of this theme was found regarding the hotel industry, including unequal pay, the disparity in promotions, sexual harassment, and racism. All these occurrences point to the need for urgent intervention by the government. Empirical evidence indicates that a high degree of workplace inequality hurts individual and organisational performance. The UN and ILO policymakers have for decades been helping governments address the problems of inequality and discrimination. The ILO monitors the development of labour laws in its member states, and this effort is reflected in the Decent Work Principles (Pereira, Dos Santos, and Pais 2019). Following the ILO conventions, the South African government enacted labour laws that define the rights and responsibilities of workers, employers, and other representative groups.

According to Tomuschat (2008), Article 2(2) of the ILO convention obligates states to take measures to safeguard people's rights, including enacting laws to foster protection against violations. ICCPR Article 4(1) criminalises discrimination based on race, colour, and sex. This forms the basis against the discrimination and inequalities that are manifested, entrenched, and perpetuated based on (e.g., colour, race, nationality, inter alia). The mandate of the ILO is to protect the rights of workers, encouraging worthwhile employment opportunities, enhancing social protection, and strengthening dialogue on work-related issues (Koliev and Lebovic 2018). The social justice initiative was declared in 2008 due to increasing globalization (Tafirenyika 2016). Thematic issues in these declarations aim to eliminate discrimination in employment and occupations. The African Union Article 15; the European Social Charter of 1961-266/54/EC, 200/43/EC, and 2000/78/EC; the Arab Charter Article (2); and the American Convention Article 1 denounces inequality and discrimination in all forms.

South Africa has progressive legislation relative to the general African context. Since attaining majority rule in 1994, the problem of oppression has continued to affect workers in the

private industry. However, the South African Constitution of 1996 provides rights and freedom to all people in South Africa, even if they are foreign nationals. The country has a wide range of legislations to fight workplace inequality and discrimination. The laws involved are the National Economic Development and Labour Council Act of 1994; the Labour Relations Act (LRA) of 1995; the Basic Condition of Employment Act (BCEA) of 1997; the Employment Equity Act (EEA) of 1997; the Skills Development Act (SDA) of 1998; the Black Economic Empowerment Act (BEE) of 2003; and the Broad-Based Black Economic Empowerment Act (BBBEE) of 2007. These laws aim to reduce discrimination in the workplace, provide equal opportunities, improve workplace relations, and increase conducive workplace conditions and skills development opportunities (Kornegay, 2000).

Yet, as evidenced in this research, actions against workplace inequality and discrimination offenders in the hospitality industry are infrequently brought to justice. The intended consequences of the legislations were to work towards behavioural change and equity in the workplace (Hills, 2015). This study also underscored the complexities of accessing redress for discrimination for various reasons, such as the lack of trust in the CCMA, a lack of understanding of the legal protections against inequality and discrimination, and a lack of support from the trade unions and the government. This research revealed the limitations of the legislative approach to prevent, combat, and redress racial discrimination in the workplace, particularly when employers are benefiting from the decreasing strength of trade unions. South Africa's systematic strategy to tackle racial discrimination and related forms of discrimination in employment seem to be failing. The researcher argue that these legislations are not serving their objective of protecting previously disadvantaged people. Employers are benefitting economically from this ineffectiveness. This has given employers an open license to discriminate, as they know that penalties are unlikely and reasonably inconsequential.

This research also uncovered factors influencing discriminatory decisions in the hotel industry. Although this was a small-scale exploratory study, confidence in the generalizability of the headline findings is enhanced by the high level of consistency in the results obtained from multiple methods, as well as the notable consensus amongst participants in both hotels.

6.2 Conclusion

6.2.1 Summary

This conclusion relates the research findings to the objectives of the research study. Recruitment in the hotel industry is not formal as expected. This finding could provide several reasons, including the lack of well-structured human resources departments and the fact that family members run some small-scale and medium-sized hotels. Inequality and discrimination affect interpersonal relationships and decrease morale in organisations. Many factors are responsible for workplace discrimination in organisations. The negative stereotypes about people of a particular origin promote workplace inequality and discrimination. If employees are not trained well in the workplace, they also fail to understand discrimination and employment laws. Consequently, they become prone to exploitation. Additionally, the failure by supervisors and managers to attend to matters submitted by employees in the hotels provides incentive for workplace discrimination.

Regardless of workplace inequality and discrimination, the results entail that individual development and organisational performance are hindered. Employees view learning as useless, thereby inhibiting their potential to improve their organisation's performance. The South African hotel environment is viewed as hostile to its employees due to high levels of racism, which is still a significant problem and counterproductive. Workers from both hotels studied stated that discrimination reduces their levels of motivation. Motivated employees are creative and better problems solvers. However, organisations with high levels of discrimination have low motivated employees, who harbour high anxiety levels, and thus who afford less productivity.

6.2.2 Study objectives

This study aimed to achieve five objectives. The **first objective** was to determine the types of discrimination and inequality that occur in the work environment of the South African hotel industry. The results revealed some hidden inequalities and malpractices in the hospitality industry. The participants noted the following inequalities: racial inequality, inequality in shifts, inequality in salaries, inequality in duties, inequality in promotions, and inequality in positions. The research found that discrimination occurs according to age, qualification, intellectual contribution, whether one is a foreigner, race, and gender.

The **second objective** was to identify the challenges regarding individual development, business operations, and the performance of the South African hotel industry. Most participants saw no need to learn about or develop in the industry. The participants are frustrated because of the high rate of racism featured in all the major themes. Qualifications are not recognised, and they saw no career future in the industry. Regarding promotions, first preference is given to non-Blacks. The participants were very emotional because of bad working conditions and what they were experiencing. Participants mentioned that learning is irrelevant because White people will be promoted over Black people. The hotel industry is dominated by Whites (Webster and Francis 2019), which occurred during the Apartheid period. The lack of training and development reduces individuals' creativity at work, which affects a hotel's performance. The hotel loses significant revenue due to the lack of staff training and development. A good working environment that promotes learning and is free from racial discrimination enables all staff to cooperate and produce ideas for the business.

The **third objective** was to investigate the measures organisations utilise to resolve workplace inequality and discrimination cases. The results showed that cases are referred to human resources management or the CCMA for resolution. The results showed that most of the employees do not know where to report, and even when they know, often no one will listen to them or take care to find a solution. There is no training which teaches employees what to do when facing such problems. Employees believe that the trade union has failed them, as it cannot assist them. Despite the progressive legal instruments in South Africa, employees have seen no changes and are oppressed at work. The government they count on is not doing enough, and the trade unions are not fighting for the hotel workers' rights. Lack of support creates more frustration for hard-working women and youth, as the system does not recognise them. Simultaneously, according to many participants, corrupt officials from the government and trade unions are adding to employees' challenges, as these officials are not doing their work correctly. Hotels employees, particularly those in small and medium enterprises, are being abused, and there is no help from the managers or the government.

The **fourth objective** was to identify organisations' challenges when resolving workplace inequality and discrimination cases. According to Eisenberg (2016), the main objective of anti-discrimination laws is to achieve equal employment opportunities and remove discriminatory

barriers in the workplace. However, inequality and discrimination are politically sensitive, and most managers try to avoid becoming involved or pretend to be working on these issues. The study results corresponding to the third theme showed that White and even Black managers avoid dealing with such cases. Employing untrained or inexperienced managers can result in inefficient, disgruntled employees (Kimberlee 2019a). Managers who do not know what their job encompasses can become counterproductive, creating a negative trickle-down effect on their employees (Kimberlee 2019b). Managers need to be trained to address discrimination cases. Considerable effort is required to investigate such allegations, and thus, a significant amount of productive time may be lost.

The **fifth objective** was to identify new methods to detect and eliminate discrimination and inequality to increase employee productivity. The current practice seems ineffective, as employees are disgruntled. Direct government intervention is required to help employees and ensure that organisations failing to comply with the legislation pay a heavy fine. Research in the industry must be conducted regularly. The hotel industry must implement regular training on sexual harassment, inequality, and discrimination. This training must be mandatory and periodically monitored by the labour and trade unions. Training sessions must be conducted twice every year.

6.2.3 Conceptual framework

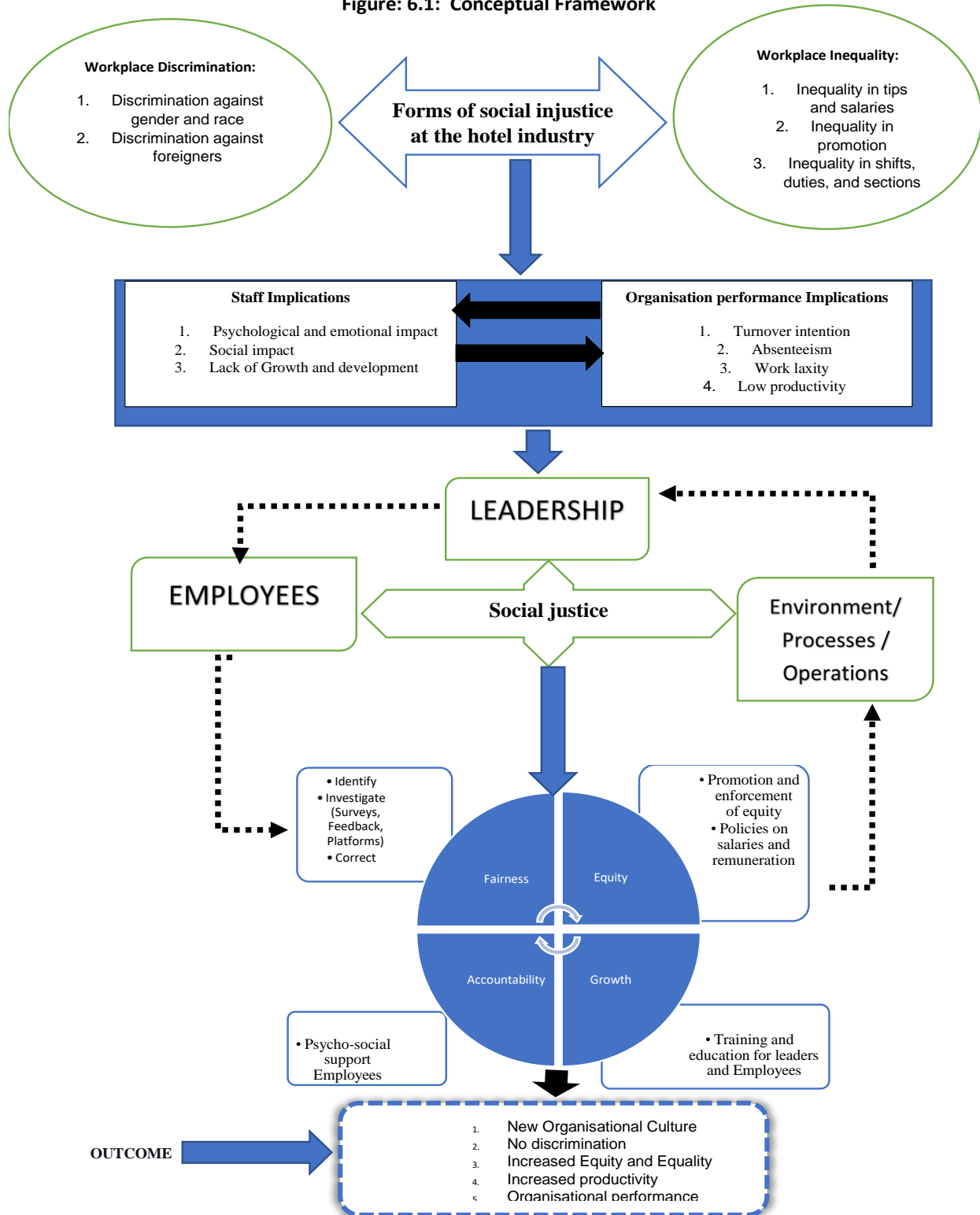
My guiding philosophical thinking stems from the equity theory. However, other theories were used to help with the data-collection process for this study. The table below summarises the implications of the findings.

Table:6.1 Summary of the implications of the findings

Psychological	Emotional	Social Impact	Career Growth
Defensive behaviour	Anger and Crying	Stress and abuse	No interest in learning and development.
Trauma	Degradation	Gossip and Jokes	Lack of training.
Drinking and smoking	Demotivation	Insults and Racism	No promotion
Isolation	Demoralisation	Customer abuse	
Low esteem	Inability to speak	Lack of transparency	
Self-blame	Race	Poor productivity	
	Neglect and anxiety	Poor relationships	

The diagram on page 340 shows the challenges identified in the study. The figure 6.1, page 340, is a conceptual frameowrk illustrates the implications and the process to follow to try to redress the identified challenges. The changes to be implemented starting with leadership will create a balance between employees and organisational processes and operations. I have sketched a framework to help managers in organisations. First, I argue that it is important for managers to extremely deal with workplace inequality and discrimination at work these are serious problems. Managers sometimes repudiate that they are doing anything indefinable; they assert that they are simply applying normal scientific principles. This is not correct practice.

Figure: 6.1: Conceptual Framework



6.2.4 Challenges

This research identified the challenges and constraints caused by workplace inequality and discrimination in the hotel industry in South Africa. Employees are looking for social justice at work in return for their service, and since this is elusive, their motivation and morale are low. They are being segregated, and there is inequality in policy implementation (for example promotion, resource allocation, inter alia), and discriminatory tendencies that favour the White and Indian races over Black employees, thus undermining Employee Equity Act principles and other previously explained legislation.

6.2.5 Staff implications

This study revealed four implications of the workplace inequality and discrimination experienced by employees. These are psychological and emotional impacts, social impacts, and career growth and development. It was found that workers who are discriminated against suffer from low self-esteem, are defensive, are traumatised, inter alia. Emotional impact results in anger, lack of motivation, demoralisation, depression, sadness, etc. The social impact of inequality and discrimination results in stress and abuse, poor relationships, insults and racism, poor productivity, among others. The lack of transparency reduces employee participation. Sherbin and Rashid (2017) argue that diversity can only succeed if all races are included. The work environment must be one of inclusiveness. Finally, the participants mentioned that they found no relevance in learning or developing themselves. The table below summarises the implication as voiced by participants.

6.2.6 Organisation Performance Implications

From the results, one can conclude that demotivated, demoralised, depressed, and unhappy employees lead to resignations, lower productivity, less motivation, and morale. This affects company performance. Moreover, the results revealed that a high level of economic inequality could harm social relationships at work. This harm happens because individuals at both of the economic spectrum engage and apply themselves differently in different social situations. Inequality strains interpersonal relationships and thus affects an organisation's performance.

The circle in blues indicates the four segments of equity, growth, accountability, and fairness, which the employees are fighting for. The Equity Theory (Adams 1964) is 'concerned with people's motivation to escape the negative feeling that results from being, or feeling that they are, mistreated' (Furnham and Treglown 2018). An individual's satisfaction in the workplace is directly linked to the effort that they put in and what exactly they get out of said efforts.

6.2.7 Leadership

Leadership is crucial to any organisation. According to Laeeque and Babar (2016), leadership significantly influences business performance and organisational culture. The impacts of workplace inequality and discrimination on employees and their performance may imply that leadership should change. The participants repeatedly mentioned poor work culture and a poor working environment. A power dynamic exists due to the hotels being primarily run by Whites. Power is mainly held by White superiors, thereafter by Indian people. Employees want social justice because of the oppressive work environment. This can be achieved by involving them in identifying problems and collecting their opinions through surveys (fairness) to help management improve or develop new policies that bind all workers irrespective of race (equity) to improve operations and processes in the work environment.

Equity theory demands that a fair balance is attained between an employee's inputs (e.g., hard work, skill level, acceptance, enthusiasm, loyalty, and flexibility) and outputs (e.g., salary, benefits, and intangibles such as recognition; Falope 2017; Furnham and Treglown 2018). According to this theory, achieving a fair balance helps managers produce a solid and productive relationship with employees, resulting in satisfied, motivated, and inspired employees. Equity theory helps explain why employees' motivation levels can fluctuate at work.

6.2.8 Training and Learning

The findings of this study highlight the challenges of training staff and ensuring that their skills are utilised where they are most needed, given organisational resource constraints and operational demands. There is a need to train top leadership, managers, and employees in the hotel industry. Because of high staff turnover, employers may be reluctant to provide training to hotel employees to increase their skills, so they continue to exploit them without allowing them mobility.

Human resource managers must see the problem with senior management positions being held by Whites only. Having more Whites in senior positions cannot be based on the argument of good performance and could be racially motivated. Therefore, training on 'unconscious biases' in human resource management processes is necessary. This research discovered that inequality and discrimination make employees lose interest in learning. The majority of participants (85%) mentioned that there is no opportunity for career development, and little training is provided. This is a source of concern because most of the employees in the hotel industry are women, foreigners, and school leavers, and in most cases, these individuals are treated poorly.

6.2.9 Accountability

Psychosocial support addresses individuals' emotional, social, and mental needs – all these are indispensable aspects of positive human development. Workers without psychosocial help are more likely to withdraw from work and take unnecessary sick leave to avoid being at work. The rate of absenteeism in an organisation will be higher without psychosocial support. Conflict and employees wanting to leave the organisation are more likely. The study's results showed that several participants were looking for better employment because the current environment they are working in is toxic. The work environment is too stressful, and abuse is common. Work stress may result in workers developing physical symptoms (such as fatigue), emotional symptoms (such as anxiety or anger), or social issues (such as poor relationships at work). According to previous studies, all these factors lead to increased costs and adverse effects on productivity. If these issues are not resolved, they can be a source of danger and cause accidents and incidents at work.

6.2.10 Outcomes

The Hotel industry is under pressure to focus on reducing employee turnover rates and improve the working conditions. This arguably intensifies the need to ensure that employees are appropriately skilled to live a meaningful life. This study's findings highlight the challenges of developing staff and ensure that skills are utilized where they are most needed within the context of organisational resources constraints and operational demands. The outcome of training is a new organisational culture that motivates all workers. Workplace inequality and discrimination will be eliminated. This will make people motivated and thereby improve organisations'

productivity. It was apparent that the poor working conditions in the hotel industry represent a significant source of tension for individuals and organisations.

6.2.11 Interventions

There is a need for direct government intervention, as the current practice of contacting the CCMA or management to resolve discriminatory practices seems unhelpful to the Hotel workers. Workers in the Hotel industry need social justice, and those who are still perpetuating workplace inequality and discrimination practices must be seriously punished. Additionally, the government must establish a policy stipulating that all workers, even foreigners, should have standard starting hourly wage. According to Labour Relations Act, there are workers in the Hospitality industry who are not considered employees, yet they contribute to GDP growth. Most workers working in the Hotel industry are women, and there is a need for the government and trade unions to protect them because they are voiceless. More research is required to identify problem areas and effectively improve working conditions and service delivery. Research should address structural and attitudinal barriers and how these might be overcome.

Recruitment in the Hotel industry is fragmented and inconsistent. The lack of standardisation in recruitment practice guidelines makes it particularly challenging for staff to remain updated in the area. There was concern over the lack of support from management, which has resulted in employees being abused at work. A lack of developed HRM is another source of challenge in small and medium size hotels. There was concern over the lack of support from management, which results in the employees being abused at work.

6.2.12 Recommendations

The following are recommendations for future planning and implementation:

- The government and trade unions must introduce mandatory training of employees in all hotels. Furthermore, the training could also be expanded to sensitize employers of their obligations and responsibilities in fighting against exploitation.
- There is need to generate open dialogue between employees and employers' matters related to inequalities and discrimination in the workplace.

- The education of senior managers should be undertaken by a designated and independent source and ensure that there is minimal self-regulation and control of the subject. A regulatory mechanism might need to be explored and established in this regard.
- Working conditions and salaries to be improved and avoid exploitation rather than abuse which might have sexual gender abuse connotations
- Senior managers must be held accountable for failing to act against the perpetrators of discrimination.
- The government must conduct regular surveys to check the progress in eliminating inequality and discrimination and must instead promote social equality among all classes.
- Senior women in trade unions, NGOs, and government must take concrete action by mobilising employees in hotels and training them regularly regarding their rights at work.

6.2.13 Significance of the study

This research offers insights into the impact of workplace inequality and discrimination concerning how they affect individuals' development at work. The paper identified and established the relevance of equity theory in understanding the relationship between inequality and discrimination as independent variables and individual development and organizational performance as the dependent variable. More so, the study established a link between the independent variables and dependent variables. The study provides new information about the South African hotel work environment, particularly the COVID-19 pandemic and its effects on hotel employees. Furthermore, the study provides valuable information that can be applied in training programmes for companies in most sectors of the South African economy and regionally and internationally. This research provides this information for a broad audience of management practitioners and investors.

Evidence has shown that organisations with a positive and healthy atmosphere perform well, are more productive, and are more likely to flourish in an increasingly competitive market (Stoermer, Hitotsuyanagi-Hansel and Froese 2019: 1). The research examines workplace inequality and discrimination in the 21st century, as previously studied characteristics may have changed. New strategies to fight the problem are emerging, and these strategies must be prioritised. This study has implications for the further analysis of workplace inequality and discrimination

within organisations such as the hotel industry. Many foreign workers and women are employed and exploited in the industry.

A better understanding of the implications of these phenomena will encourage institutions of higher learning to conduct more research. A better understanding will also help the hotel industry review management styles, improve control systems, and improve workers' welfare. The research outcome will enlighten the government and trade unions, prompting them to seriously review employment situations in hotels and other organisations while concurrently improving the conditions of service for all workers.

6.2.14 Further research

More research and study can explore the effects of land ownership that starts from colonization and apartheid and how it affected and still affects labour laws and human resources ethics in the Hotel Industry. It will be important to explore how white land ownership has led to a white dominated hotel industry and the continuous exploitations that affect new and future entrepreneurs of the tourism industry.

It will also be interesting to use quantitative techniques to explore the same objectives of the research topic to examine the observed themes and sub-themes as mediators to show the relationship between the independent variables (inequality and discrimination) and the dependent variables (individual development and organizational performance).

With the rise in the call for the deportation of illegal immigrants in South Africa, a topic of interest can be the emotional struggles that black South Africans and immigrants face in the reduction of employment opportunities and how that has affected the work relations and discrimination at the workplace.

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Appendix 1: Interview Guide-Questions

Introduction

General demographic information

- (i) Are you a male or a female?
- (ii) What is your race?
- (iii) What is your nationality?
- (iv) What is your current age?

Qualifications and Recruitment

2.What is the highest level of education that you attained? Does the qualification recognised at work?

3.How were you recruited in this hotel?

4. Have you had opportunities to apply for a higher position offered by your employer during the last 24 months?

Work experience

5. How long have you worked in this hotel?

6.What skills would have made you feel more confident and competent in your work?

Emotions

7.Describe your first day when you started working in this hotel.

- (i) Did your first day at the hotel meet what you expected?
- (ii) What was your reaction to that?

8. Describe your work environment.

Discrimination at workplace

9.1Have you experienced discrimination or inappropriate treatment in your work during the last year?

- (i) What was the nature of this discrimination?
- (ii) Did you talk to your colleagues about it?
- (iii) What do you think was the main reason for this inappropriate treatment?

9.2 In your opinion, how actively does your direct supervisor intervene in case of possible discrimination or inappropriate treatment?

9.3In your opinion, how actively does the top management promote equality in the hotel?

- 9.4 Have you enjoyed coming to work in the last week or weeks?
- 9.5 Do you feel that your employer has provided you enough work tasks which would help you to prove yourself to the employer and help to get promoted career wise?
- 9.6 How well do you know what to do in case you experience discrimination, inappropriate treatment, or observe it in your workplace?
- 9.7 How often has a co-worker with less experience and fewer qualifications gotten promoted before you?
- 9.8 How does your supervisor or boss use racial or ethnic insults or jokes?
- 9.9 In your opinion, do you feel that you must work twice as hard as others to get the same treatment or evaluation?

Inequality at work

10. Do you feel that your current employer has ever treated you un-rightfully in dividing work-related tasks?
11. Do you feel that your current employer has ever treated you un-rightfully in salary wise?
12. Do you feel that your current employer ever treated you un-rightfully in compiling work schedule?
13. In the last 12 months is someone in your workplace, colleague, manager, client or who you deal with when working, comment on your appearance or body? Here there are two answers, yes or no.
 - (i) Commented on your appearance or body?
 - (ii) Told you, suggestive jokes of a sexual nature?
 - (iii) Commented on your private life or your marital status?
 - (iv) Touched you on purpose in a situation where touching was unnecessary?
 - (v) Refused to give you your responsibility or work-related tasks because you are a man?
 - (vi) Touched you on purpose that is one on hand, shoulder, back, in a situation where touching was unnecessary?
 - (vii) Send you mail or text messages of sexual nature?

Implications

- 14.1 How did the experience you encountered in the hotel affect you?
- 14.2 Did this affect you psychologically or emotionally?
- 14.3 How has this impacted on your work development and learning?
- 14.4 How did this affect your relationship with the people that discriminate against you?
- 14.5 How do you want this problem to be addressed?

Appendix 2. My Reflection

My background

I was born in Kadoma a small town in Zimbabwe and later moved to a farm near Chegutu where my father eventually relocated after he retired as a civil servant. I began my elementary education at this farm where my childhood experience was punctuated by observing how black people were discriminated against. I subsequently moved to Chegutu where I completed my primary and high school. However, owing to the limited financial capacity of my family, I was forced to assume a temporary teaching post at a local school in 1986. It was during this period that my passion to read was awakened. I realised that I had the potential to do more, and my desire for equality among people based on a socialist orientation also motivated and inspired me to continue reading.

After three years of teaching, I quit my first formal job and joined the transport industry as a clerk in the capital city Harare. I immediately commenced studying Human Resources Management (HRM). In 1992, I enrolled for Diploma in Personnel Management with Institute of Personnel Management of Zimbabwe and completed it two years later after which I proceeded to do the Higher Diploma in Human Resources Management. In 1998 I joined a multilateral organisation and enrolled for a Bachelor of Commerce degree specializing in Human Resources Management at the University of South Africa (UNISA). Upon graduating in 2005 I enrolled in for Master of Science (MSc) in HRM with Birkbeck, University in London which I completed in 2007. My academic journey continued when I enrolled for a Master of Science in Human Resources Development in 2011 and later completing another MSc in Industrial Relations and Workplace Learning in 2014 with Leicester University.

Working for an international organisation beyond national boundaries exposed me to difficult and complex experiences in terms of how people are treated at workplaces in different countries. In my many travels on the continent and elsewhere, I observed quite often how hotel employees are treated by their employers in an environment with inadequate protection of rights and privileges from the host governments. It is such observations that motivated me to conceive of researching and publishing this thesis focusing on South Africa, where blacks are still being treated as second-class long after the country attained democracy.

Embarking on the research journey

When I started this research, gaining access to hotels was not easy. I handed 101 requests to different hotels without acceptance. I discussed this challenge with my research supervisor, and he encouraged me to keep on searching. As a result, it took me one year to get two hotels that accepted my request. I later gathered that “workplace inequality and discrimination” was such a sensitive research topic in a sector infested by this problem. I appreciated that there would be at least some resistance to an approach for the kind of access required to conduct qualitative research, simply because very few organizations would be willing to be completely open as hotels did not want to be exposed. Despite being warned by my colleagues, I ignored that no one would accept such a topic because I was going to expose them. This was my first experience as a novice qualitative researcher.

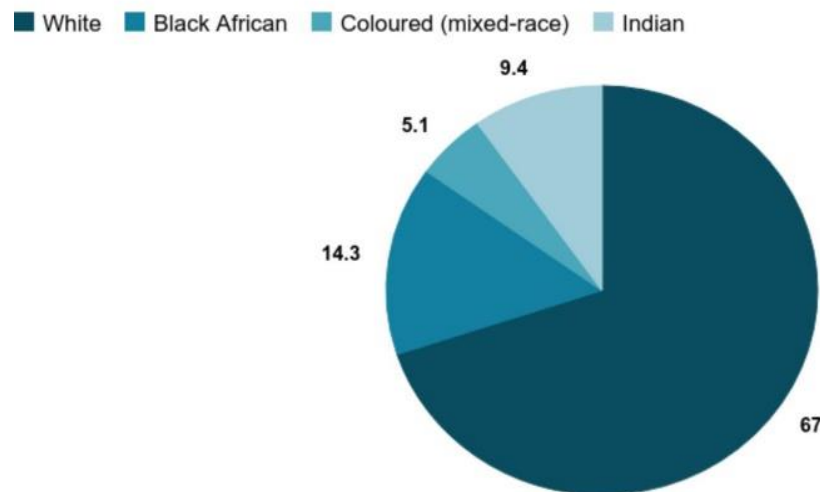
I positioned myself to gain an insider’s perspective through supplementary information in a sensitive area. I collected the meanings of participants to focus on a phenomenon and at the same time, study the context or setting of participants (Creswell & Creswell, 2018:18) in the hotels. To ensure reflexivity I took notes during the research process in the field, reflecting upon my individual experiences encountered in the hotels and respondents. Raheim *et al.* (2016) explained reflexivity as a thoughtful, analytic self-awareness of researchers’ experiences, reasoning, and overall impact throughout the research process.

My involvement in working with an international organisation in conflict zones in Africa shaped my individual experiences. Also, my experience in Zimbabwe and South Africa. This background might influence my perception of certain things. I made efforts to ensure the achievement of objectivity, right from the commencement of the study through data collection and interpretation of the results. My perception and understanding of data may, however, be influenced by my entrenched biases based on my experience. However, two statisticians examined fifteen transcripts that I have coded, as an independent check on the assignment of codes to data. Conducting qualitative research is not an easy task but required patience and consistency. It requires more resources in terms of time and writing to communicate the findings.

Appendix 3: Top Management Positions in South Africa

Top management positions in South Africa

% in 2017



Source: Commission for Employment Equity

BBC

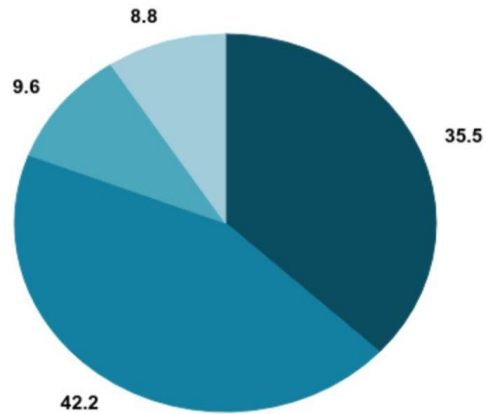
Source: BBC News, 2021

Appendix 4: Mid-level positions in South Africa

Mid-level positions in South Africa

2017

White Black African Coloured (mixed-race) Indian



Source: Commission for Employment Equity

BBC

Source: BBC News, 2021

Appendix 5: Employment by Industry

Table B: Employment by industry

Industry	Jan-Mar 2018	Oct-Dec 2018	Jan-Mar 2019	Qtr-to- qtr change	Year-on- year change	Qtr-to- qtr change	Year-on- year change
	Thousand					Per cent	
Total*	16 378	16 529	16 291	-237	-86	-1,4	-0,5
Agriculture	847	849	837	-12	-9	-1,4	-1,1
Mining	397	438	417	-20	20	-4,6	5,2
Manufacturing	1 849	1 766	1 780	14	-69	0,8	-3,7
Utilities	143	134	150	16	7	12,1	4,7
Construction	1 431	1 481	1 339	-142	-92	-9,6	-6,4
Trade	3 276	3 320	3 345	25	69	0,8	2,1
Transport	960	965	1 025	59	64	6,1	6,7
Finance	2 402	2 611	2 516	-94	114	-3,6	4,7
Community and social services	3 785	3 624	3 574	-50	-211	-1,4	-5,6
Private households	1 275	1 332	1 301	-31	26	-2,3	2,0

*Note: Total includes 'Other' industries.

Due to rounding, numbers do not necessarily add up to totals.

Note: Utilities refers to Electricity, gas and water supply.

Trade refers to Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants.

Finance refers to Financial intermediation, insurance, real estate and business services.

Table B shows that between Q4: 2018 and Q1: 2019, the number of employed persons decreased in six of the ten industries; with the largest decreases recorded in Construction (142 000), Finance and other business services (94 000), Community and social services (50 000) and Private households (31 000). However, employment gains were recorded in Transport (59 000), Trade (25 000), Utilities (16 000) and Manufacturing (14 000).

Source: (Quarter 1 Quarterly Labour Force Survey, 2019)

Appendix 6: Labour Force Survey Characteristics by race

Indian/Asian									
Population 15–64 yrs	1 000	1 003	1 005	1 007	1 009	2	9	0,2	0,9
Labour force	602	610	594	598	591	-7	-10	-1,1	-1,7
Employed	530	547	534	524	524	0	-6	0,0	-1,2
Unemployed	71	63	60	74	67	-7	-4	-9,0	-5,2
Not economically active	399	392	411	409	418	9	19	2,2	4,7
Rates (%)									
Unemployment rate	11,8	10,4	10,1	12,4	11,4	-1,0	-0,4		
Employed/population ratio (absorption)	53,0	54,6	53,1	52,0	51,9	-0,1	-1,1		
Labour force participation rate	60,1	60,9	59,1	59,4	58,6	-0,8	-1,5		
White									
Population 15–64 yrs	2 995	2 987	2 979	2 970	2 961	-9	-34	-0,3	-1,1
Labour force	2 035	2 015	2 025	2 000	1 986	-14	-49	-0,7	-2,4
Employed	1 894	1 853	1 881	1 847	1 855	8	-39	0,4	-2,0
Unemployed	141	162	144	153	131	-22	-10	-14,5	-7,2
Not economically active	960	972	953	970	976	6	15	0,6	1,6
Rates (%)									
Unemployment rate	6,9	8,0	7,1	7,6	6,6	-1,0	-0,3		
Employed/population ratio (absorption)	63,2	62,0	63,2	62,2	62,6	0,4	-0,6		
Labour force participation rate	67,9	67,5	68,0	67,3	67,1	-0,2	-0,8		

Due to rounding, numbers do not necessarily add up to totals.
Note: 'Employment' refers to market production activities.

Table 2.1: Labour force characteristics by population group									
	Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Qtr-to-qtr change	Year-on-year change	Qtr-to-qtr change	Year-on-year change
	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Per cent	Per cent
South Africa									
Population 15–64 yrs	37 678	37 832	37 985	38 134	38 283	149	605	0,4	1,6
Labour force	22 358	22 370	22 589	22 668	22 492	-176	134	-0,8	0,6
Employed	16 378	16 288	16 380	16 529	16 291	-237	-86	-1,4	-0,5
Unemployed	5 980	6 083	6 209	6 139	6 201	62	220	1,0	3,7
Not economically active	15 320	15 462	15 395	15 466	15 791	325	470	2,1	3,1
Rates (%)									
Unemployment rate	26,7	27,2	27,5	27,1	27,6	0,5	0,9		
Employed/population ratio (absorption)	43,5	43,1	43,1	43,3	42,6	-0,7	-0,9		
Labour force participation rate	59,3	59,1	59,5	59,4	58,8	-0,6	-0,5		
Black/African									
Population 15–64 yrs	30 249	30 399	30 550	30 697	30 844	147	595	0,5	2,0
Labour force	17 481	17 509	17 798	17 908	17 714	-193	233	-1,1	1,3
Employed	12 223	12 172	12 265	12 481	12 201	-281	-22	-2,1	-0,2
Unemployed	5 259	5 337	5 533	5 446	5 513	67	255	1,2	4,8
Not economically active	12 768	12 891	12 752	12 789	13 130	341	362	2,7	2,8
Rates (%)									
Unemployment rate	30,1	30,5	31,1	30,4	31,1	0,7	1,0		
Employed/population ratio (absorption)	40,4	40,0	40,1	40,6	39,6	-1,0	-0,8		
Labour force participation rate	57,8	57,6	58,3	58,3	57,4	-0,9	-0,4		
Coloured									
Population 15–64 yrs	3 434	3 443	3 452	3 460	3 468	8	35	0,2	1,0
Labour force	2 240	2 236	2 172	2 162	2 201	39	-40	1,8	-1,8
Employed	1 731	1 716	1 700	1 696	1 711	15	-19	0,9	-1,1
Unemployed	510	520	473	466	489	23	-20	5,0	-4,0
Not economically active	1 193	1 207	1 279	1 298	1 268	-30	74	-2,3	6,2
Rates (%)									
Unemployment rate	22,7	23,3	21,8	21,6	22,2	0,6	-0,5		
Employed/population ratio (absorption)	50,4	49,8	49,2	49,0	49,3	0,3	-1,1		
Labour force participation rate	65,2	65,0	62,9	62,5	63,4	0,9	-1,8		

Source: (Survey 2019) (Quarter 1 Quarterly Labour Force Survey)

Appendix 7: Labour Force Characteristics by Sex

Table 2: Labour force characteristics by sex – All population groups									
	Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Qtr-to-qtr change	Year-on-year change	Qtr-to-qtr change	Year-on-year change
	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Per cent	Per cent
Both sexes									
Population 15–64 yrs	37 678	37 832	37 985	38 134	38 283	149	605	0,4	1,6
Labour force	22 358	22 370	22 589	22 668	22 492	-176	134	-0,8	0,6
Employed	16 378	16 288	16 380	16 529	16 291	-237	-86	-1,4	-0,5
Formal sector (non-agricultural)	11 355	11 320	11 255	11 348	11 220	-128	-135	-1,1	-1,2
Informal sector (non-agricultural)	2 901	2 828	3 017	3 001	2 933	-68	32	-2,3	1,1
Agriculture	847	843	842	849	837	-12	-9	-1,4	-1,1
Private households	1 275	1 296	1 267	1 332	1 301	-31	26	-2,3	2,0
Unemployed	5 980	6 083	6 209	6 139	6 201	62	220	1,0	3,7
Not economically active	15 320	15 462	15 395	15 466	15 791	325	470	2,1	3,1
Discouraged work-seekers	2 787	2 864	2 733	2 841	2 997	156	210	5,5	7,5
Other (not economically active)	12 533	12 598	12 662	12 625	12 793	169	260	1,3	2,1
Rates (%)									
Unemployment rate	26,7	27,2	27,5	27,1	27,8	0,5	0,9		
Employed/population ratio (absorption)	43,5	43,1	43,1	43,3	42,6	-0,7	-0,9		
Labour force participation rate	59,3	59,1	59,5	59,4	58,8	-0,6	-0,5		
Women									
Population 15–64 yrs	19 048	19 122	19 195	19 267	19 339	72	290	0,4	1,5
Labour force	10 138	10 119	10 240	10 276	10 174	-103	36	-1,0	0,4
Employed	7 222	7 134	7 225	7 250	7 192	-58	-30	-0,8	-0,4
Formal sector (non-agricultural)	4 842	4 817	4 827	4 820	4 783	-57	-80	-1,2	-1,6
Informal sector (non-agricultural)	1 113	1 042	1 125	1 113	1 147	34	35	3,0	3,1
Agriculture	285	278	277	285	278	-7	-7	-2,4	-2,6
Private households	982	996	995	1 032	1 004	-27	22	-2,6	2,3
Unemployed	2 915	2 986	3 016	3 027	2 982	-45	66	-1,5	2,3
Not economically active	8 911	9 002	8 955	8 991	9 165	175	254	1,9	2,9
Discouraged work-seekers	1 564	1 594	1 520	1 577	1 627	49	62	3,1	4,0
Other (not economically active)	7 346	7 409	7 435	7 413	7 539	126	192	1,7	2,6
Rates (%)									
Unemployment rate	28,8	29,5	29,4	29,5	29,3	-0,2	0,5		
Employed/population ratio (absorption)	37,9	37,3	37,6	37,6	37,2	-0,4	-0,7		
Labour force participation rate	53,2	52,9	53,3	53,3	52,6	-0,7	-0,6		
Men									
Population 15–64 yrs	18 630	18 710	18 790	18 867	18 944	77	314	0,4	1,7
Labour force	12 220	12 251	12 349	12 392	12 319	-73	98	-0,6	0,8
Employed	9 155	9 154	9 156	9 279	9 100	-180	-56	-1,9	-0,6
Formal sector (non-agricultural)	6 513	6 503	6 427	6 526	6 458	-69	-55	-1,1	-0,8
Informal sector (non-agricultural)	1 789	1 786	1 892	1 888	1 786	-102	-3	-5,4	-0,1
Agriculture	561	565	565	564	559	-5	-2	-0,9	-0,4
Private households	293	300	271	300	296	-4	4	-1,3	1,3
Unemployed	3 065	3 097	3 194	3 113	3 219	107	154	3,4	5,0
Not economically active	6 410	6 459	6 440	6 475	6 625	150	216	2,3	3,4
Discouraged work-seekers	1 223	1 270	1 213	1 263	1 371	107	148	8,5	12,1
Other (not economically active)	5 187	5 189	5 228	5 212	5 255	43	68	0,8	1,3
Rates (%)									
Unemployment rate	25,1	25,3	25,9	25,1	26,1	1,0	1,0		
Employed/population ratio (absorption)	49,1	48,9	48,7	49,2	48,0	-1,2	-1,1		
Labour force participation rate	65,6	65,5	65,7	65,7	65,0	-0,7	-0,6		

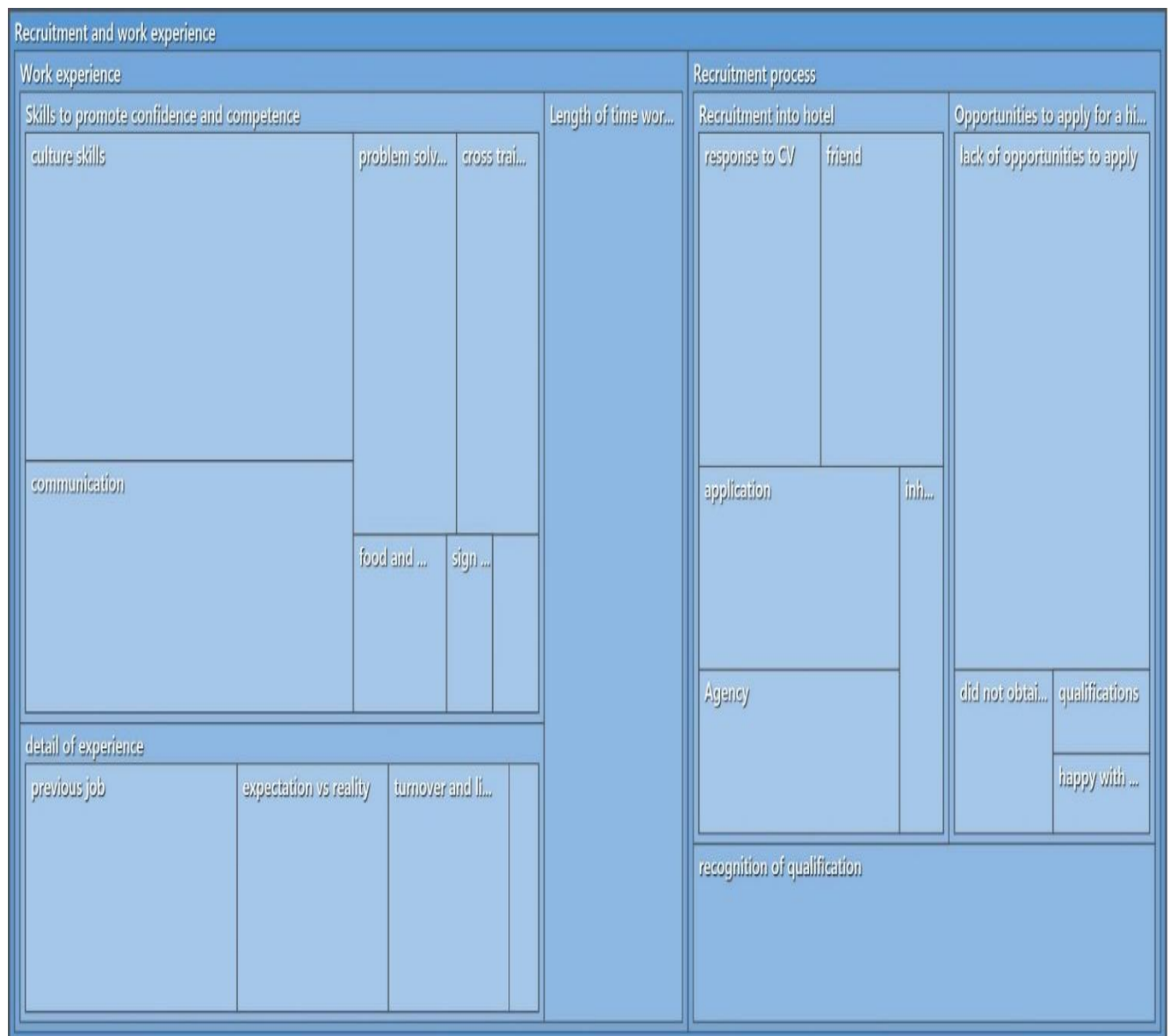
Due to rounding, numbers do not necessarily add up to totals.
Note: 'Employment' refers to market production activities.

Source: (Survey 2019) (Quarter 1 Quarterly Labour Force Survey)

Appendix 8: Theme 1- Recruitment and work experience

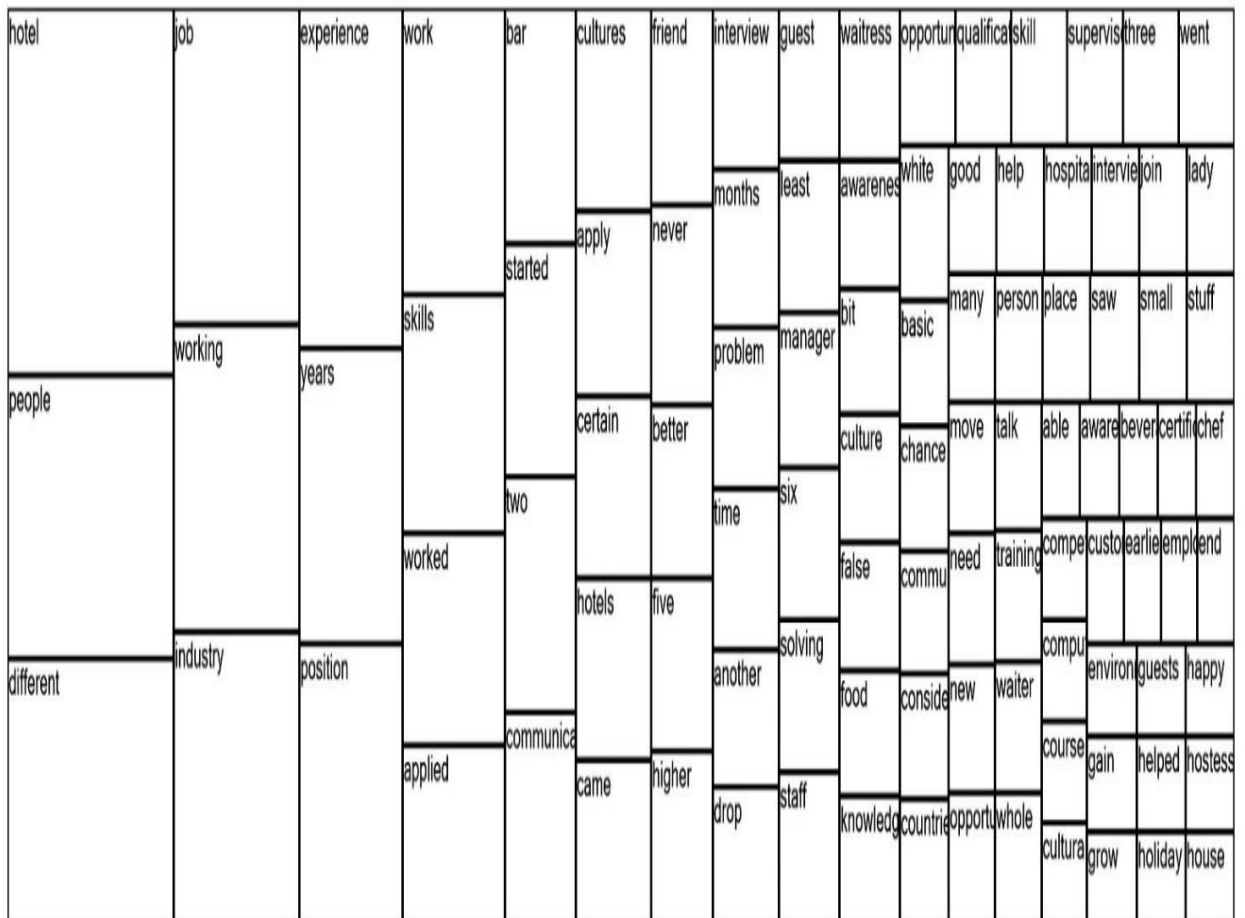
Hierarchy chart:

The chart below reflects the size of the nodes. The larger the size, the more volume/concentration of responses in that area. This shows the relationship between objects and value, their interconnectedness and hierarchy.



Tree Map: Tree Map: Recruitment and workplace experience

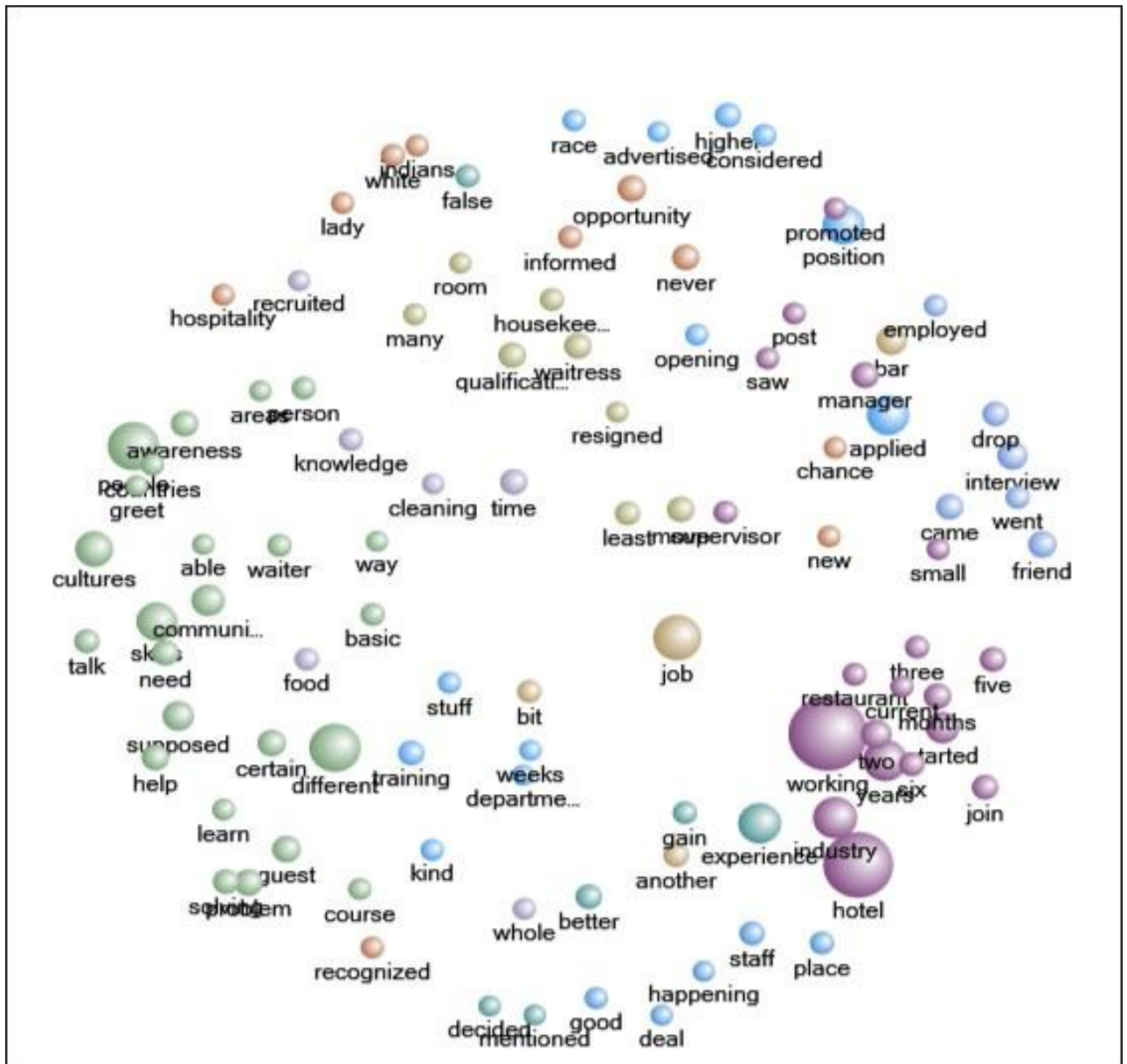
The diagram below shows the data (frequently used words) in terms of the size of the blocks. Hence the larger blocks reflect those words mainly used. The entire map gives a holistic view of how data is placed in terms of the size of the reference.



Word cloud: Recruitment and workplace experience

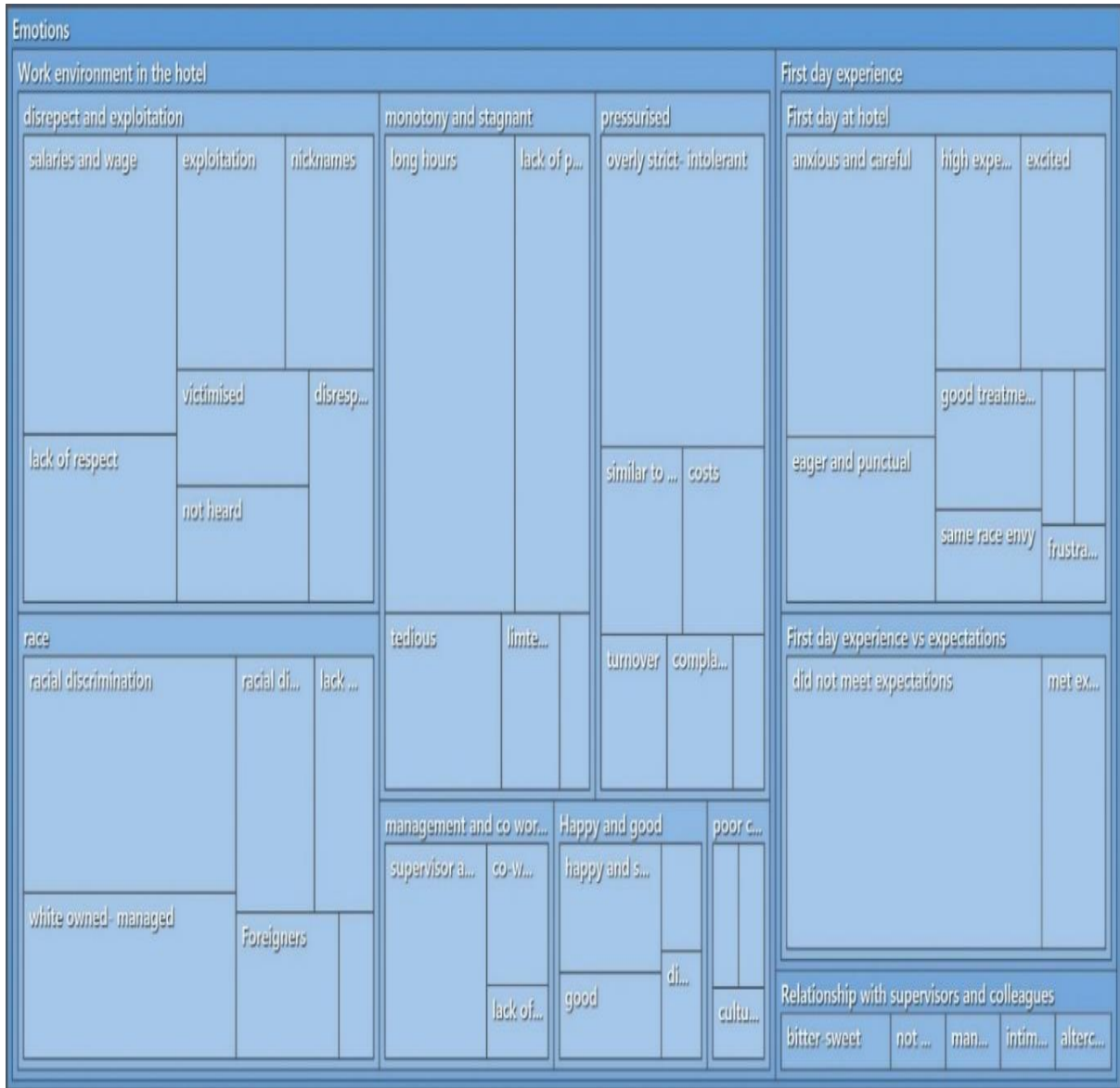


Cluster analysis: Recruitment and workplace experience



Appendix 9: Theme 2- Emotions

Hierarchy Chart: Emotions

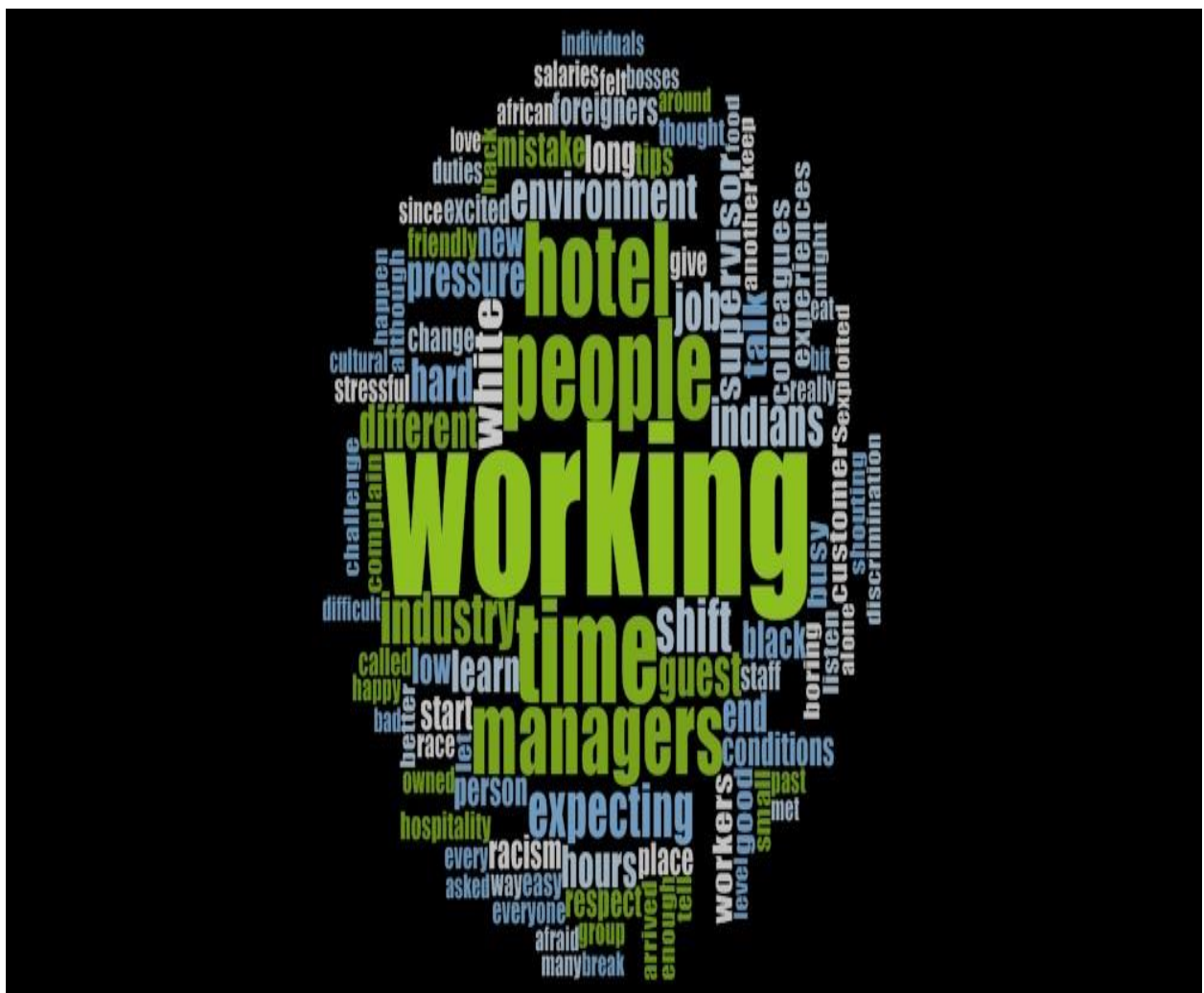


Tree Map: Emotions

work	time	managers	environment	hours	black	conditions	busy	colleagu	tips	respect	small	start	supervis	thought	although
							expected	custome	boring	another	experie	felt	hospital	learn	learned
				different	long	guest									downed
		industry	hard				good	friendly	complain	back	past	worked	workers	afraid	african
															alone
	hotel			hotels	end	indians			easy	better	really	around	change	difficult	foreign
							place	guests							happy
people		white	job									bad	many	privacy	situatio
				manager	low	person			expecting	enough	since				unders
							indian	mistake				bit	met	warning	challen
	working								let	every	stressfu				compl
		shift	pressure									break	might	worker	discrim
				talk	new	racism									enjoye
							supervisor	staff							
									listen	everyon	way				
												called	pay	bosses	early
															excited

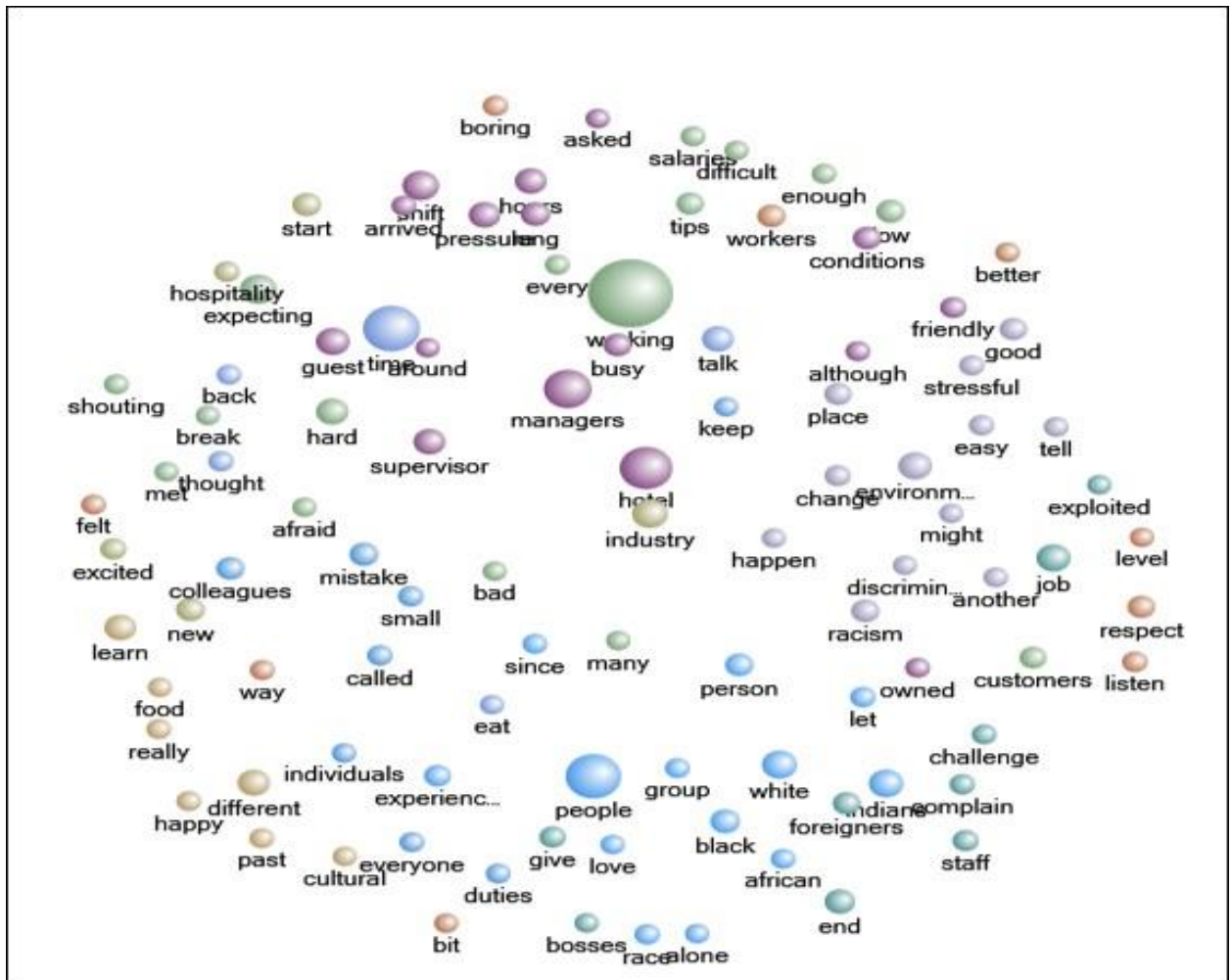
World Cloud: Emotions

The Word Cloud demonstrates the most frequently used words. A larger font implies that the word was used more frequently. This word cloud was prepared using the interview transcripts. Words relevant to the study are presented, such as working, environment, time, shift, managers, people, hotel, job, etc. perfectly relating to the study. Looking closely, racism, pressure, learn, different, conditions, stressful, etc. are words similarly representing significance to the study.



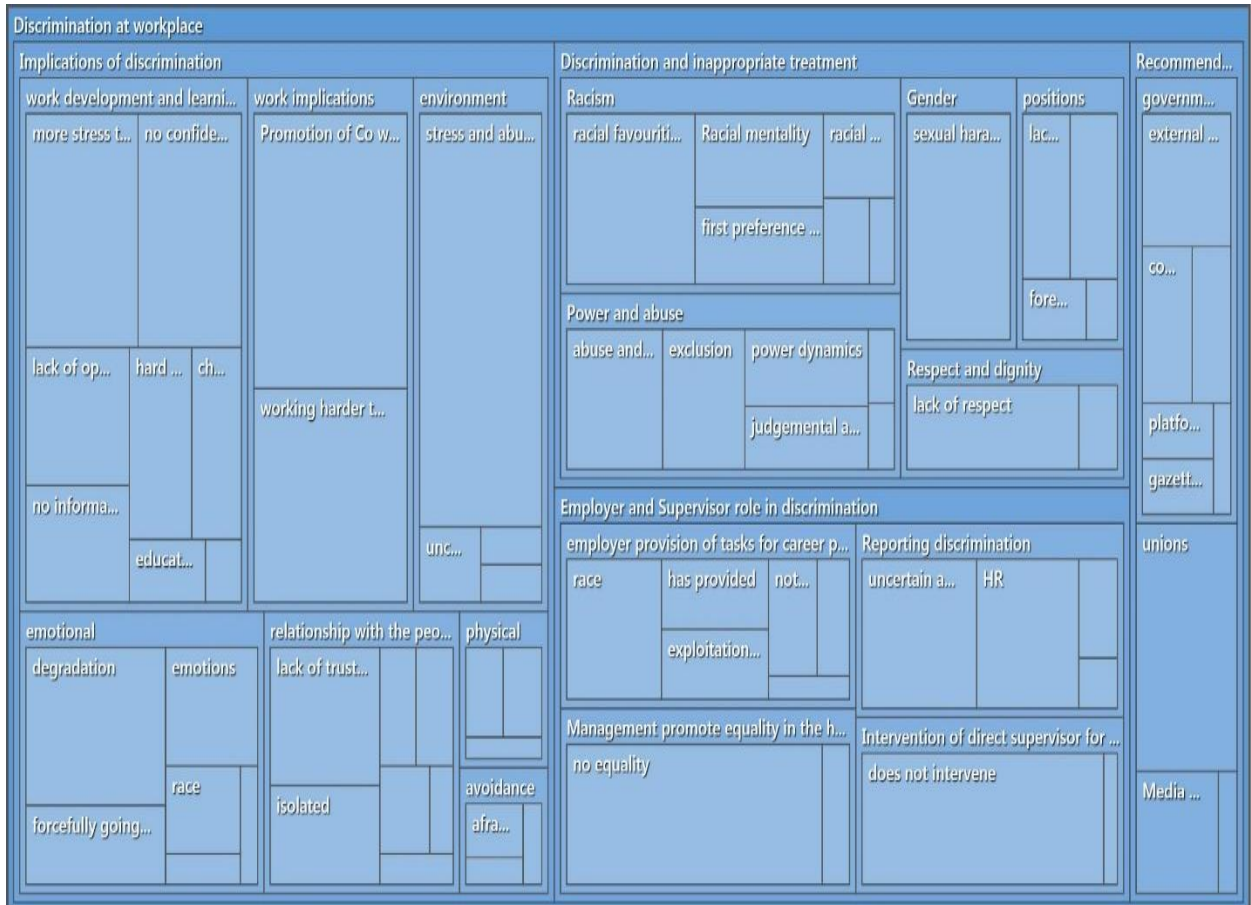
Cloud Analysis: Emotions

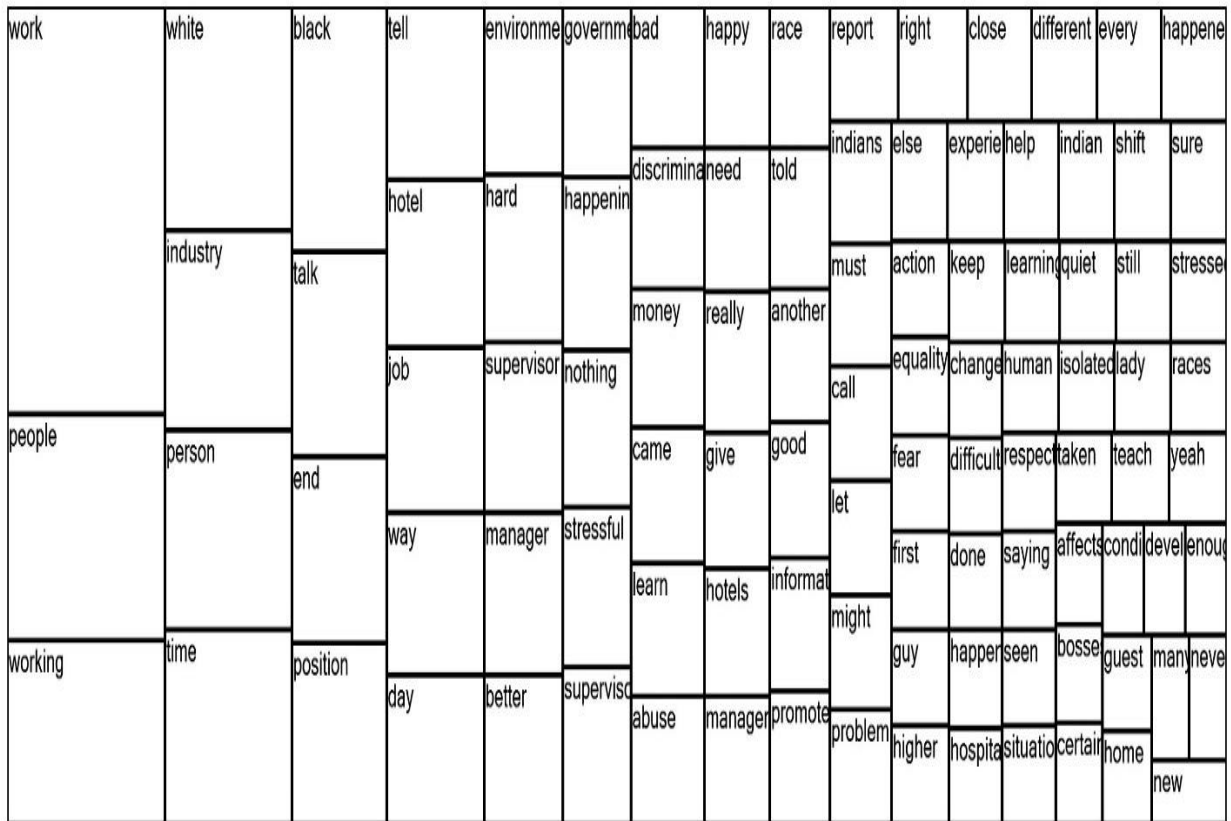
Bubble diagrams were used in this section. These diagrams illustrate the data (key words) in the form of ‘bubbles’. The larger the bubble, the higher the frequency of words/references. Furthermore, the closeness of the bubbles shows that there was a relationship between those words.



Appendix 10: Theme 3- Discrimination at workplace

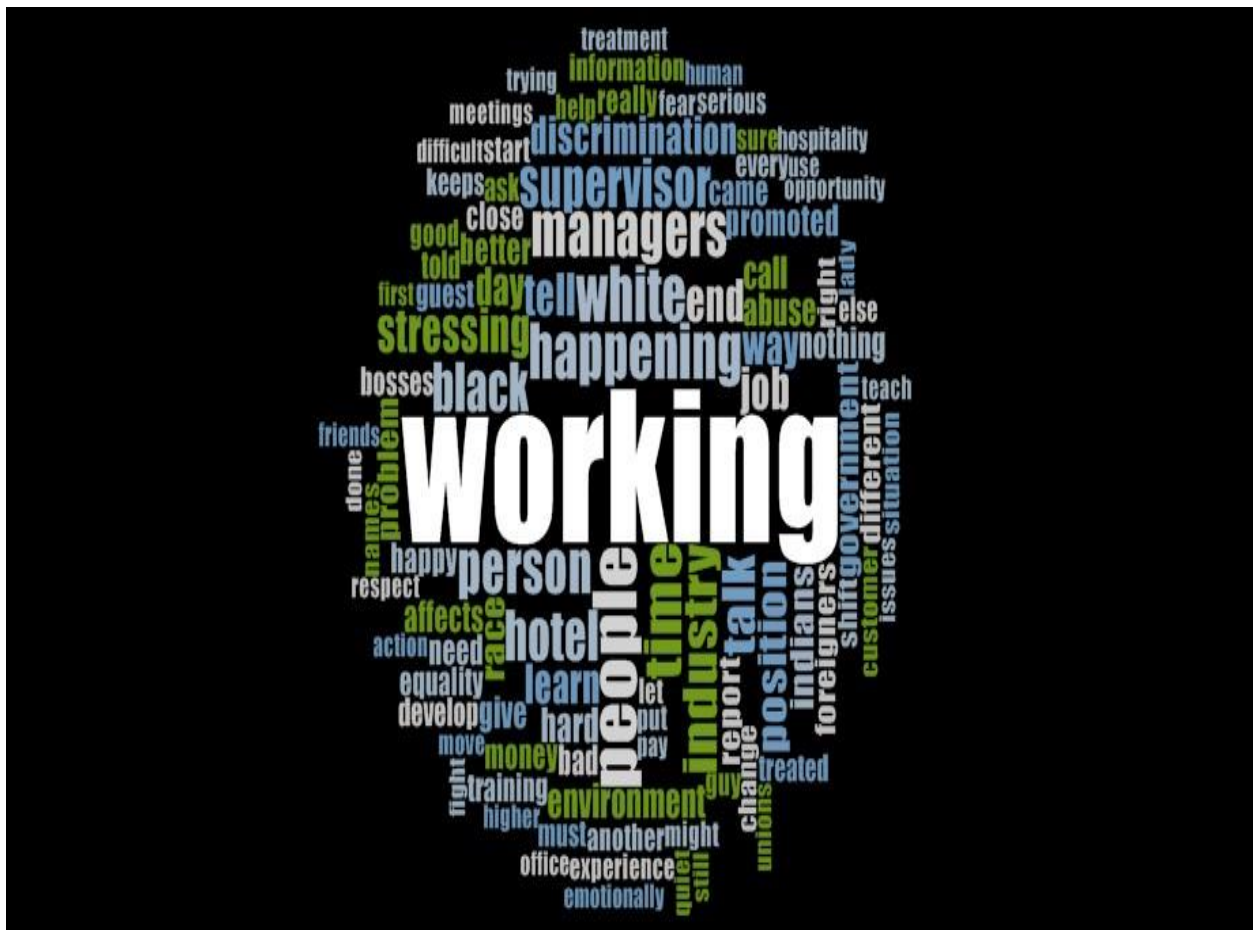
Hierarchy chart





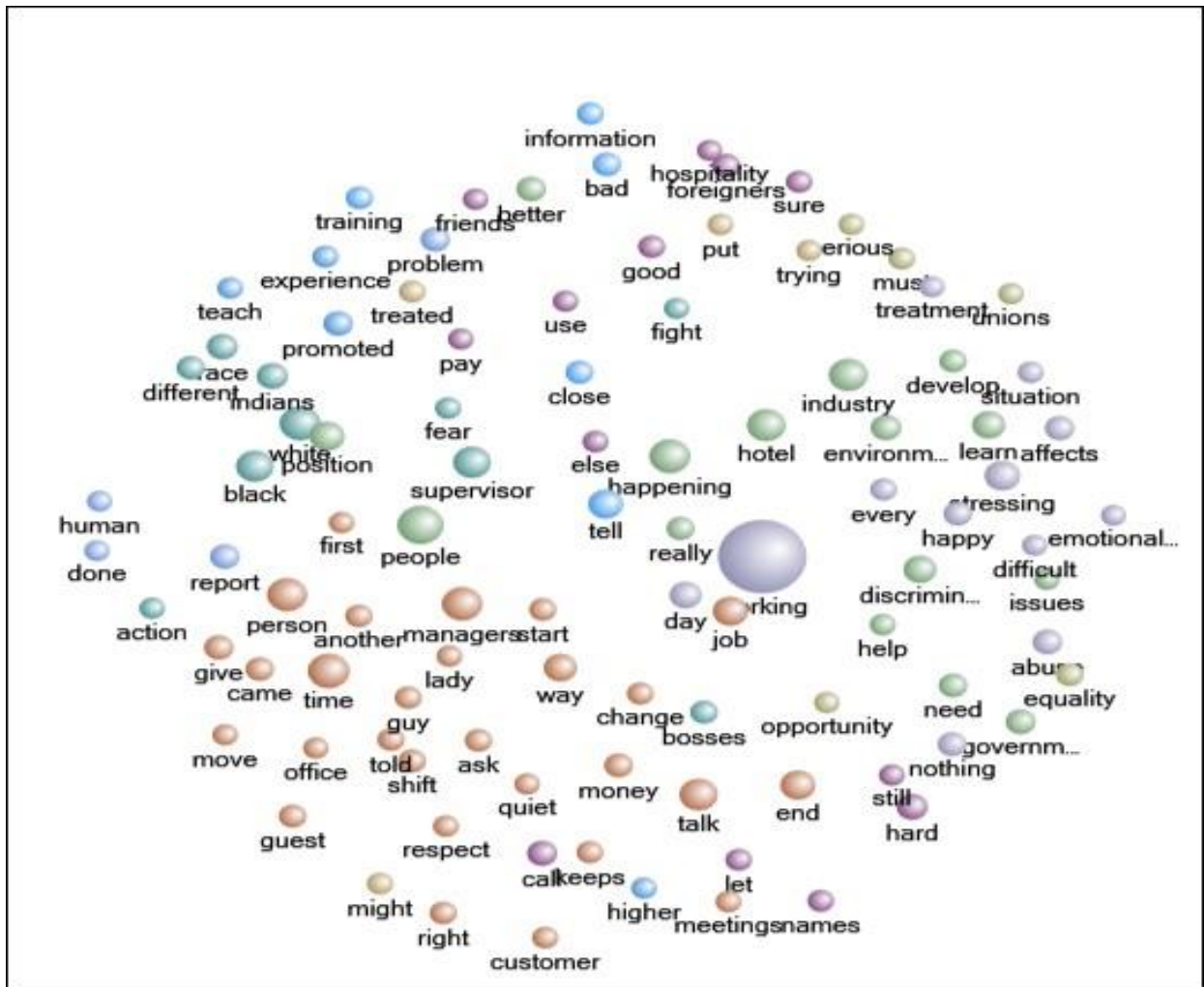
Word Cloud: Discrimination at thw workplace

As with the previous figures, below is a word cloud demonstrating the most frequently used words in the major theme “discrimination in the workplace”. One can observe the common pattern, as with the previous figures. ‘working, people, managers, White, discrimination, stressing, position, Black, environment’ have been given more importance. The larger the font, the more the word was used. The word cloud shows that “working” is the most talked about word.



Cluster Analysis: Discrimination at workplace

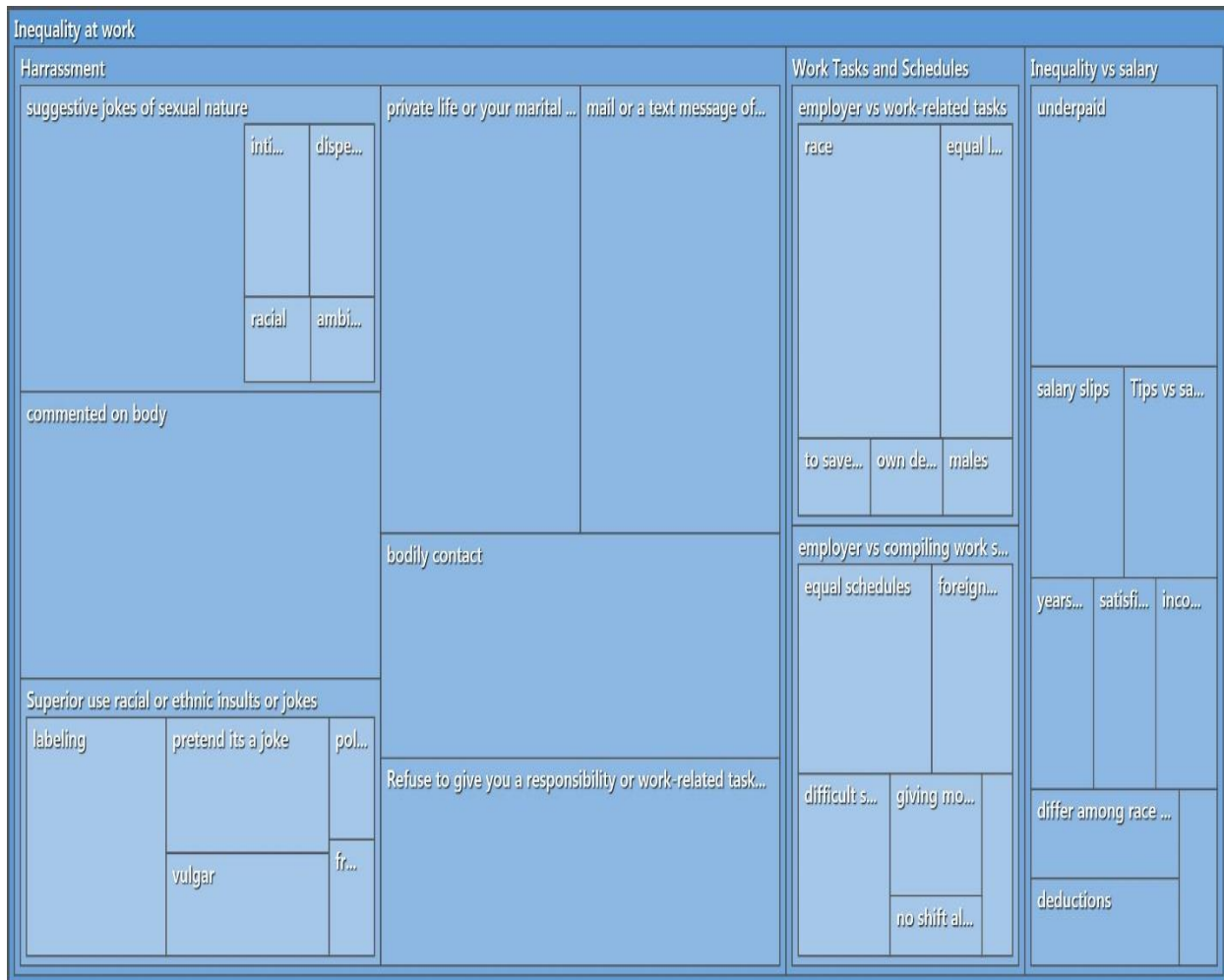
Bubble diagrams were used. These diagrams illustrate the data (key words) in the form of ‘bubbles’. The larger the bubble, the higher the frequency of words/references. Furthermore, the closeness of the bubbles shows that there was a relationship between those words.



Appendix 11: Theme 4 - Inequality at work

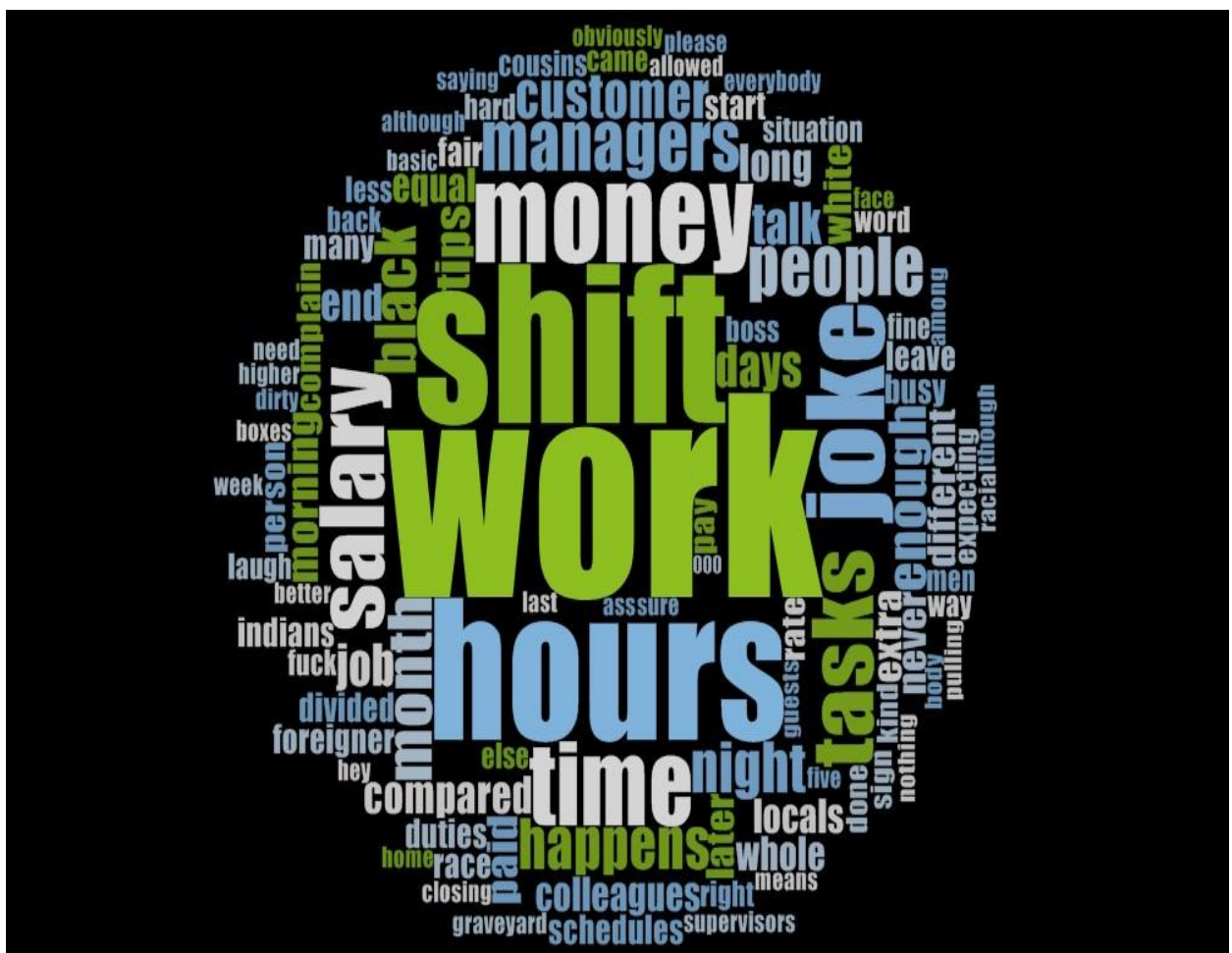
Hierarchy Chart: Inequality at work

The chart below reflects the size of the nodes. The larger the size, the higher the volume/concentration of responses in that area.



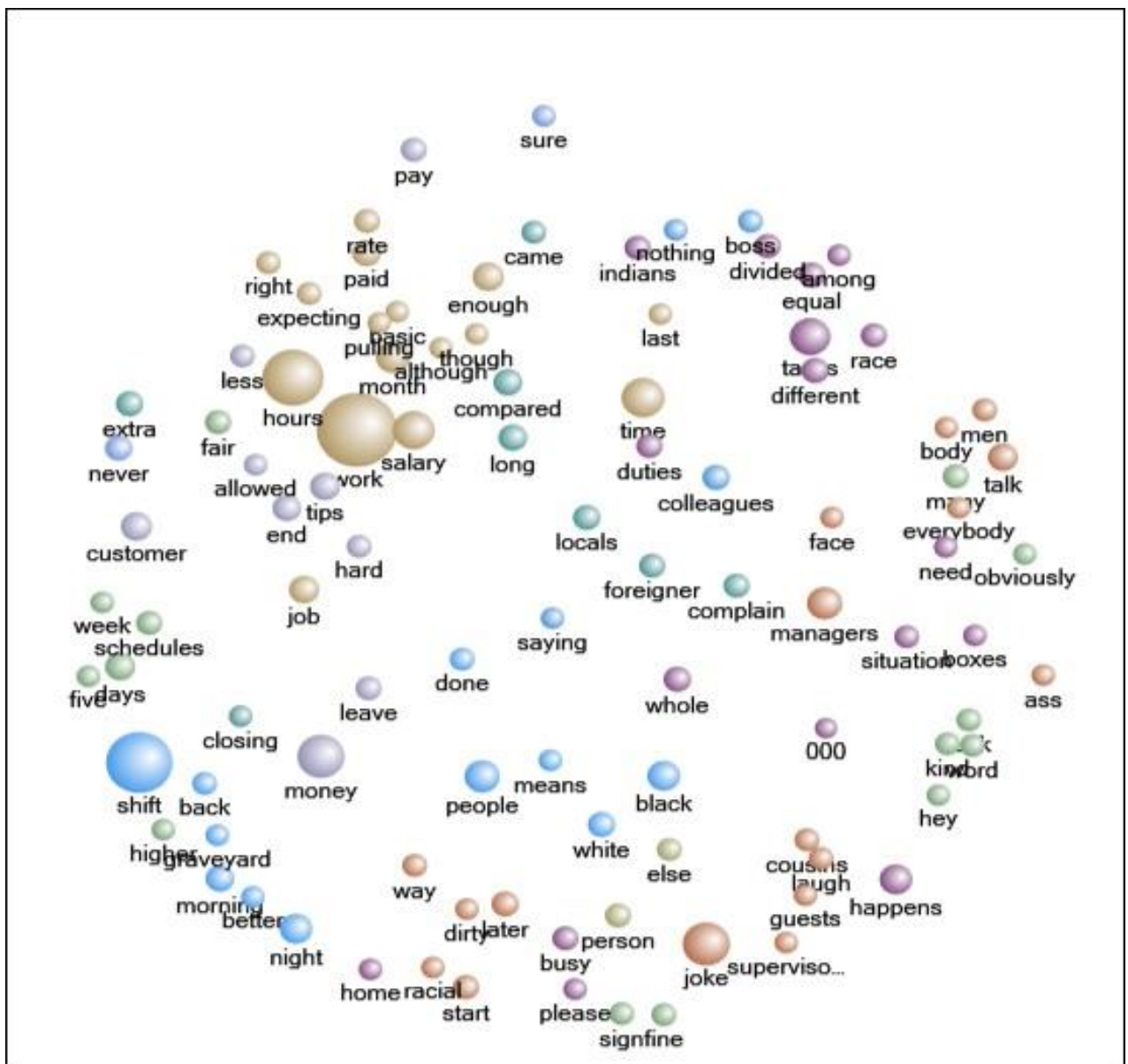
Word Cloud: Inequality at work

Below is a word cloud demonstrating the most frequently used words. A larger font implies that the word was used more often. A similar common pattern emerges for words like ‘work, hours, shift, managers, money, time, salary’, etc. Looking closely, one also sees ‘fair, equal, joke, tasks, race, schedules, Black, Indians, duties’ etc. equally representing importance in the research. The word cloud show “work” as the most talked about word.



Cloud Analysis: Inequality at work

Bubble diagrams were used to illustrate the data (key words) in the form of ‘bubbles’. The larger the bubble, the higher the frequency of words/references. Furthermore, the closeness of the bubbles shows that there was a relationship between those words.



Appendix 12: Summary of the themes and sub-themes from the interview

Table 6.1

#	Major themes	Sub themes	Further themes
1	Recruitment and Experience	➤ Opportunities to apply for a higher position.	<ul style="list-style-type: none"> • Lack of opportunity to apply • Did not obtain position. • Happy with current position. • Qualifications
		➤ Recruitment process.	<ul style="list-style-type: none"> • Recruitment into hotels • Recognition of qualifications
		➤ Work experiences.	<ul style="list-style-type: none"> • Detail of experience. • Skill to promote confidence and competence. • Length of time worked in hotels
2	Emotions	➤ First day expression.	<ul style="list-style-type: none"> • First day at hotel. • First day experience vs expectation.
		➤ Relationship with supervisors and colleagues.	<ul style="list-style-type: none"> • Altercations • Bitter-sweet. • Intimidated. • Managers treat people differently • Not on talking terms
		➤ Work environment.	<ul style="list-style-type: none"> • Disrespect and exploitation • Happy and good • Management and co-workers • Monotony and stagnant • Poor culture. • Pressurised • Race
3	Discrimination at work	➤ Discrimination and inappropriate treatment.	<ul style="list-style-type: none"> • Gender • Positions • Power abuse • Racism • Respect and dignity
		➤ Employee and Supervisor role in discrimination.	<ul style="list-style-type: none"> • Employee positions of tasks for career protection. • Intervention of direct supervisor for discrimination • Management promote equality in the hotel. • Reporting discrimination
		➤ Implications of discrimination.	<ul style="list-style-type: none"> • Avoidance • Emotional • Environment

			<ul style="list-style-type: none"> • Physical • Relations with people who discriminated • Work development and learning. • Work implications
		➤ Recommendations to mitigate discrimination.	<ul style="list-style-type: none"> • Government intervention • Feedback surveys from staff • Media and public • Trade Unions
4	Inequality at work	➤ Harassment.	<ul style="list-style-type: none"> • Suggestive jokes of sexual nature • Superiors use racial or ethnic insults. • Bodily contact • Commented on body • Mail or text message of sexual nature • Private life or marital status • Refuse to give responsibility
		➤ Inequality and Salary	<ul style="list-style-type: none"> • Deductions • Differ among race groups. • Extra hours • Inconsistent • Salary slips • Satisfied with salary • Tips and salary • Underpaid • Years and Increase
		➤ Work tasks and schedules.	<ul style="list-style-type: none"> • Employee and compiling work schedules • Employee and work-related tasks.

Appendix 13; Observation Guideline

Date:

Hotels A and B

Objective: To evaluate behavior of employees

#	Item	What to be observed	What I observed
1	Non-verbal expression	-Facial expression	Smiling, raising eyebrows, and furrowing brow, frown, wrinkled foreheads
		-Gesture	Sometimes they use signs, waving, shrugging, thumbs up
		-Smiling to clients	Employees in the restaurant they smile. Welcoming clients, sometimes gloomy.
2	Interactions		
		-Participation	Interact most when supervisor is not there. When supervisor present, they are quiet and on positions. When restaurant is empty, they sometimes wait at the entrance to welcome clients.
		-Group dynamic	Whites' managers in restaurant, 4 times a week in Hotel B in the morning at 0730 to 0800. Hotel B sit together only Friday evening 1900.
		-Interest	Blacks not showing interest, complaining of low wages, conditions not good, looking for jobs. No confidence when whites are around.
		-Power structure (all top positions occupied by whites).	Management positions occupied by whites and Indians. Supervisors Indians and blacks.
3	Physical Surroundings	Rooms- to check spaces, comfort, suitability, amenities and seating arrangements in restaurant, reception.	Hotel A: Surrounded by Puntans Hill to the west, Essenwood to the south-west, Windermere to the south, and Stamford Hill to the east. Hotel B. Surrounded by
4	Building environment	Where the site is, Roads, nearby shops, size of building	Hotel A. in Morningside. Tall building, urban spaces, walkways, along the main roads, nearby parks. Many night clubs and restaurants nearby, Durban beach nearby, situated in Durban, 2.7 km from

			<p>Suncoast Beach, Near Moses Mabhida Stadium, the property is also 2.7 km away from Durban Botanic Gardens. Durban Club nearby.</p> <p>Hotel B. in Berea. 1.4 miles from Durban city center, Royal Durban Golf Club, near Durban train station.</p>
5	Products	Brochures, Newsletters, Manuals.	Newsletters in reception, Magazines on tourism. Pamphlets, forms at the reception desk

Appendix 14: Permission Letter to Conduct Research at Hotel

PG 2a



To: Human Resource Manager
Florids Park Hotel
Florida Road
Durban, 4051, SA

Nyamupachari Varela
80 Hyde Road Flat 62 (Gate 103 Morningside Village Morningside,
Durban, South Africa

Email address: varelan@yahoo.com

Date: 16 October 2018

To whom it may Concern,

RE: PERMISSION TO CONDUCT RESEARCH

I am A Doctoral Student at the Durban University of Technology, specializing in Human Resource Management. My study title is "Implications of workplace inequality on individual development and organizational performance. A case study of Hotel industries". As part of my studies and research I seek permission to use your facility as my target population to gather information regarding the above topic. The study will be administered by Nyamupachari Varela through face to face interviews. The interview guide consists of questions that measure the above variables. To that effect therefore, there will be no harm on participants involved in the study. Interviews require about 45-60 minutes

If you are interested please fill in your details below and sign to show you have read and understood the intended study proposal, and are granting the researcher permission to administer research within your facility

Name Robbie Jones

Role Marketing Manager

Having been fully informed of the nature of the research on

yes 16/10/2018

Give permission for the study to be conducted. I reserve the right to withdraw at any time.

Signature [Signature]

Date 16/10/2018

Appendix 15: Permission Letter to Conduct Research at Hotel B

PG 2a



To: Mrs. Marinda Petersen
A2B Hotel Lodge
17 Protea Mills Road
Durban 4001
South Africa
Email: ab.edge143@gmail.com

Nyamapachar Vareta
Durban University of Technology
Durban
South Africa
Email: vareta@yahoo.com

Date: 23 December 2020

To whom it may Concern

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am a Doctoral Student at the Durban University of Technology, specializing in Human Resource Management. My study title is "Evaluating workplace inequality and discrimination on individual development and organisational performance at selected hotels in the Durban/Metro City area."

As part of my studies and research, I seek permission to use your facility as my target population to gather information regarding the above topic.

The study will be administered by Nyamapachar Vareta through face-to-face interviews. The interview guide consists of questions that measure the above variables. To that effect, therefore, there will be no harm on participants involved in the study. Interviews require about 45-60 minutes. The researcher would like to carry out the interviews in March 2021.

No name of the Hotel or names of employee will be mentioned and will remain confidential. The results will be first discussed with the hotel management to share the views of the outcome.

If you are interested please fill in your details below and sign to show you have read and understood the intended study proposal, and are granting the researcher permission to administer research within your facility.

Name Mairinda Petersen

Role Manager/ess

Having being fully informed of the nature of the research on

The implications of workplace inequality on individual development and organizational performance

This research will focus on the hotel industry in the Dublin Metropolitan area

Give permission for the study to be conducted. I reserve the right to withdraw at any time.

Signature

Date 23 December 2020

Appendix 16: Informed Consent



CONSENT

Full Title of the Study:

Names of Researcher/s:

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, _____ (name of researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____.
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant Date
Thumbprint

Time

Signature

/NRight

I, _____ (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher

Date

Signature

Full Name of Witness (If applicable)

Date

Signature

Full Name of Legal Guardian (If applicable) Date

Signature

Appendix 17: Ethics Clearance



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

25 February 2021

Student Name: **Mr N Vareta**
Student No: 21855665

Dear Mr N Vareta

RECERTIFICATION: DOCTOR OF PHILOSOPHY IN MANAGEMENT SCIENCES: HUMAN RESOURCES

TITLE: Evaluating workplace inequality and discrimination on individual development and organizational performance at selected hotels in the Durban Metropolitan area

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: **Approved – Ethics Level 2**

Date of FRC Approval: 25 February 2021

The Faculty Research Ethics Committee has granted your request for recertification for a period of One year (From 26 March 2021), after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's. Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Prof JP Govender
Chairperson: Faculty Research Ethics Committee

Appendix 18: Invoice for Editing

----- Forwarded Message -----

From: Janis van Tonder <janis@iafrica.com>

To: "varetan@yahoo.com" <varetan@yahoo.com>

Sent: Friday, September 17, 2021, 01:30:48 PM GMT+2

Subject: Invoice for doctoral thesis

Dear Vareta

Herewith is the invoice for the work on your doctoral thesis, which has now been returned to you.

Prompt payment is appreciated.

Kind regards,

Janis van Tonder

227 pages x R18 per page = R4,086.00

BANKING DETAILS:

NEDBANK

BRANCH CODE: UNIVERSAL 198865

ACC NAME: MRS JC VAN TONDER

ACC NUMBER: SAVINGS 2046659449

Appendix 19: Invoice from Statistician

Sachin Suknunan
Qualitative Statistical Analysis

(Cell): 078 170 4497
Email: suknunan.s30@gmail.com

INVOICE

Invoice Number: U20050
Reference: VNYamupachari,

Date: 05 December 2021

Vareta Nyamupachari,
Address/Contact: DUT, +211916928030, varetan@yahoo.com

Analysis of Qualitative Data – PHD Study

Services rendered:

- Reading of Interviews/Data
- Data cleansing and extraction
- Cluster, Word Frequency, Tree Mapping, and Hierarchy Charts (where applicable)
- Node development and Coding of data
- Theme formulation
- Output of analysed data (into MS Word format)
- Observation Report

Total: R 6 300.00

Don't hesitate to contact me should you have further enquiries. Payment to be made to the account listed below.

Sincerely,
Sachin Suknunan

PAYMENT DETAILS:

Name of Account Holder: Sachin Suknunan
Bank: Nedbank
Account Number: 205 702 1777
Account Type: Savings
Branch: Amanzimtoti
Branch Code: 198765

Appendix 20: Invoice from Editor



Lydia Weight
NTSD English Specialist
SACE No: 11135129
Cell: 082 584 3804
E-mail: lydiaweight@gmail.com

VARETA NYAMUPACHARI

INVOICE NO.
VAT REG NO.

DATE	NO. OF PAGES	DOCUMENT NAME	RATE PER PAGE	AMOUNT R
17/02/22	380	Chs 1, 2,3,4,5,6 PhD doc	R40,00	R11,600,00

	SUBTOTAL (Tax)R1800	
	TOTAL	R11,600,00

PAYMENT DETAILS

Kindly note that payment is requested upfront and in full.
***Should charges be levelled for cash payment, such
charge must be paid by the payer. Thank you very much.

BANKING DETAILS

Bank: Standard Bank
Branch Name: New Germany
Branch Code: 045 826

Account: 053057589
Account Name: L M Weight
Swift Code: SBZAJJ

Please email proof of payment for record purposes

WhatsApp (NZ) 021 0851 8944