SOUTH AFRICAN TOURISM GRADUATES' PERCEPTIONS OF DECENT WORK IN THE WESTERN CAPE TOURISM INDUSTRY

by

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DECLARATION

I, **Lastman Tsangu**, declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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Signed   **Date**

ABSTRACT

The 2011 National Tourism Sector Strategy (NTSS) adopted the concept of sustainable development towards decent work as a strategic objective of priority in the South African tourism industry (South African National Department of Tourism (SA.NDT), 2011a). The objective operates to address unfavourable aspects associated with work in tourism, and is relevant to tourism graduates as their susceptibility to decent work deficits contributes to a shortage of professionals with industry-related skills in the tourism industry. Over four years have passed since the SA.NDT declared priority interest on the decent work objective in 2011. Yet no noticeable progress has yet been made. This has raised a need to expand the knowledge base on decent work in tourism so as to retain skilled tourism professionals and sustainably develop the industry, as it is a priority sector for the country's sustainable growth.

The focus of this study was to establish tourism graduates' perceptions (and experiences) of decent work in the tourism industry, as they are susceptible to decent work deficits and are abandoning the labour sector for which they created expectations and were highly trained. Due to the exploratory nature of the study, a qualitative research approach was adopted using a structured interview guide to collect primary data. The target population was limited to the 135 tourism graduates of the Cape Peninsula University of Technology's BTech in Tourism Management programme, who completed their studies between the years 2010 and 2014. Stratified sampling and snowball sampling techniques were used to obtain a representative sample of 40 tourism graduates. Primary data were analysed using Leximancer software.

The key findings of the study reveal the majority of the respondents surveyed to be mainly single females which reflect the population of the local tourism industry, of an average age of 27 years, and earning an average monthly salary of R7 007.35. In relation to historical race categories, Africans were the most noticeable compared to other races. The working career of the majority of these tourism graduates was on average four to five years before exiting the industry to pursue a different career. This was attributed to a predominance of precarious tourism work conditions and inaccessibility of decent work as tourism qualifications are apparently not valued in the tourism labour market. The findings underlined that work in tourism covers present financial needs and does not protect employees against possible future unemployment, illness, or old age. Tourism role players should collaborate to establish decent work focus areas as a step towards addressing unfavourable work conditions in the tourism industry. This should mitigate shortages of skilled tourism human resources. The study suggested eight decent work focus areas for addressing poor working conditions and sustainable development towards decent work in the South African tourism industry.

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DEDICATION

This dissertation is dedicated to my parents, Kainge and Shelley Tsangu for their unswerving support and exemplary life they showed me. I am very grateful to have you in my life.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ACRONYMS AND ABBREVIATIONS

BBBEE	Broad-Based Black Economic Empowerment
BCEA	Basic Conditions of Employment Act
BEE	Black Economic Empowerment
BTech	Baccalaureus Technologiae
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CCMA	Commission for Conciliation, Mediation and Arbitration
CHEC	Cape Higher Education Consortium
CPI	Consumer Price Index
CPUT	Cape Peninsula University of Technology
CTICC	Cape Town International Convention Centre
DACUM	Develop a Curriculum
DEAT	Department of Environmental Affairs and Tourism
DWCP	Decent Work Country Programmes
Eurofound	European Foundation for the Improvement of Living and Working Conditions
FIFA	Fédération Internationale de Football Association
FTTSA	Fair Trade in Tourism in Southern Africa
GDP	Gross Domestic Product
GDS	Graduate Destination Survey
GEAR	Growth Employment and Redistribution Strategy
HEMIS	Higher Education Management Information System
HICRAWU	Hospitality, Industrial, Catering, Retail and Allied Workers Union
HOCAFAWU	Hospitality, Catering and Farm Workers Union
HRM	Human Resources Management
ICT	Information and Communications Technology
ILO	International Labour Organisation
IPAP	Industrial Policy Action Plan
IRTS	International Recommendations for Tourism Statistics
IT	Information Technology
LDC	Least Developed Country
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning and Intersex
NEDLAC	National Economic Development and Labour Council
NTSS	National Tourism Sector Strategy
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational Safety and Health
PERO	Integrated Provincial Economic Review and Outlook

SA.DHA	South African Department of Home Affairs
SA.DOL	South African Department of Labour
SA.DTI	South African Department of Trade and Industry
SA.NDT	South African National Department of Tourism
SA.NT	South African National Treasury
SACCAWU	South Africa Commercial, Catering and Allied Workers Union
SAT	South Africa Tourism
SATAWU	South African Transport and Allied Workers Union
SDA	Skills Development Act
SMME	Small, Medium and Micro-enterprises
SNV	SNV Netherlands Development Organisation
SSA	Statistics South Africa
STEP	Sustainable Tourism Eliminating Poverty
TBCSA	Tourism Business Council of South Africa
TEP	Tourism Enterprise Partnership
THETA	Tourism, Hospitality and Sports Education and Training Authority (replaced by CATHSSETA)
TME	International Tripartite Meeting of Experts
TSA	Tourism Satellite Account
UASA	United Association of South Africa
UIF	Unemployment Insurance Fund
UNRISD	United Nations Research Institute for Social Development
UNWTO	United Nation World Tourism Organization
WCPT	Western Cape Provincial Treasury
WCT	Western Cape Tourism (Provincial Government Department)
WESGRO	Western Cape Tourism, Trade and Investment Promotion Agency

CHAPTER ONE
INTRODUCTION

1.1   Introduction to the study

After three years of extensive consultations with tourism stakeholders in 2011, the South African National Department of Tourism (SA.NDT) produced a comprehensive National Tourism Sector Strategy (NTSS) for South Africa (SA.NDT, 2011a:11). The NTSS is a blueprint for tourism development in South Africa. It was created to contribute towards achieving the goals contained in the national New Growth Plan for South Africa, where tourism is a priority sector for one of the six core pillars of South Africa's growth (Heath, 2014:281). Heath (2014: 281) added that the other priority sectors include the agricultural value chain, infrastructure development, the green economy, the mining value chain, and manufacturing sectors. The New Growth Plan for South Africa is the country's national framework for economic policy and jobs strategy (SA.NDT, 2011a:13).

In line with the national New Growth Plan for South Africa, the NTSS adopted the concept of promoting the creation of 'decent work' (see definition under 1.2.2.) in the tourism industry, as a strategic objective of priority. This objective operates to promote "... fair treatment and decent wages, with career progression opportunities" (SA.NDT, 2011a:13). It is particularly relevant to tourism graduates, as several studies underscore that graduates are susceptible to inferior decent work (Hedley, 2013; Kokt & Strydom, 2014:121; Sibanyoni, Kleynhans & Vibetti, 2015:3). Grimshaw (2014:1) summarises that graduates typically face higher unemployment rates, have limited work experience, are often crowded into low-skill sectors, and tend to suffer by being the last hired and the first fired. However, there is a lack of research on tourism graduates' perceptions of decent work in the tourism industry (Sibanyoni et al., 2015:3), for both study and career purposes.

Zwane, Du Plessis and Slabbert (2014:7) stress that graduates' concerns of decent work in the South African tourism industry still persist. Statistics South Africa (SSA) concurs by generalising that South African tourism graduates commence their careers with limited job benefits or prospects (SSA, 2014a:137). A study on customer service delivery in South Africa by the National Departments of Tourism (SA.NDT) and the Tourism Business Council of South Africa (TBCSA) asserts that tourism graduates' concerns of decent work deficits considerably contribute to inconsistent service delivery in the tourism industry, due to lack of inspiration to persistently deliver quality service (SA.NDT, 2011b:3). This calls for the urgent need to extend the knowledge-base of tourism graduates' perceptions of decent work to address areas which are lacking in the South African tourism industry.

On the other hand, tourism is one of the largest and fastest growing service industries in the world. In South Africa it is growing three times faster than the global average and the Western Cape is a leading province in terms of tourist numbers (South Africa-The Good News, 2014). The tourism industry is expected to play a more significant role in uplifting socio-economically disadvantaged and vulnerable communities on both the international and local stages (SA.NDT, 2015).Tourism is also extremely labour-intensive, therefore the economic-value of tourism in South Africa demands effective strategies for sustainable tourism development.

This section introduces the study, while the following section defines research terms and the study background, followed by the problem statement, study aim, objectives and questions of the research. The final section discusses the research design and methodology, research delineation and significance and expected research outcomes, followed by a chapter summary.

1.2   Clarification of basic terms and concepts

1.2.1   Perceptions

George (2003:577) defines perceptions as a process by which individuals select, organise and interpret information input to create a meaningful picture of the world. Welman, Kruger and Mitchell (2005:166) add that it is a way of looking at the empirical world.

1.2.2   Decent work

The International Labour Organisation (ILO) defines decent work as creating opportunities for productive work that delivers a fair income, provides job security, employee and family social protection, and gives employees the liberty to express their concerns and participate in decision-making (ILO, 2014a).

1.2.3   Tourism industry

According to the United Nation World Tourism Organization (UNWTO) the tourism industry encompasses producers of activities that typically offer tourism products, such as tour packages, transport, accommodation, attractions, and food and beverages with a significant share of tourism expenditures, which are reduced in the absence of visitors (UNWTO, 2008). These enterprises operate within the three tourism sub-sectors of accommodation and hospitality, other related services, and travel distribution systems (SA.NDT, 2009:10).

1.2.4 Tourism graduates

In the context of this study, 'tourism graduates' are a cohort of BTech: Tourism Management graduates who completed their studies at the Cape Peninsula University of Technology (CPUT) between years 2010 and 2014, and are working in the Western Cape, which is the study area.

1.3   Background to the research problem

In 1996 the development and promotion of the South African tourism industry prioritised the need to uplift previously disadvantaged communities (Steyn & Spencer, 2011:188). Steyn and Spencer (2011) argue that this tourism development adopted a more Afro-centric approach which neglected many of the travel pull factors for European communities. Thereafter, several policies and strategies were crafted to fortify local communities' participation in tourism development, notably the tourism Broad-Based Black Economic Empowerment (BBBEE), Growth Employment and Redistribution Strategy (GEAR), the Responsible Tourism Guidelines, the Tourism Growth Strategy, Tourism Enterprise Partnership (TEP) and Tourism, Hospitality and Sports Education and Training Authority (THETA), now known as the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA). Magi (2014:85) suggests that in some instances these tourism policies and strategies are criticised for not being fit for sustainable tourism development, as they are biased towards the empowerment of the previously disadvantaged population, ignoring the structures already in place.

Therefore, the initial policies and strategies have overlooked the creation of decent work. In an attempt to address decent work deficits, the 2011 National Tourism Sector Strategy (NTSS) adopted the concept of promoting decent work as a strategic objective of priority. The objective prioritised the creation of sustainable employment in the South African tourism industry (SA.NDT, 2011a:13), specifically in the tourism sub-sectors. In particular, this objective is relevant to tourism graduates, as several studies underscore that they are susceptible to decent work deficits in the tourism industry (Kokt & Strydom, 2014:121; Sibanyoni et al., 2015:3). Eradication of decent work deficits should improve service delivery and sustainable tourism growth.

1.3.1   The concept of decent work

The concept of decent work was formulated and developed by the ILO in the late 1990s, with the fundamental goal of identifying the organisation's major priorities. Several efforts were made to promote decent work, but it was difficult for the ILO and its member states to monitor and evaluate progress of the Decent Work Country Programmes (DWCP), which led the ILO endorsing a framework for the measurement of decent work (ILO, 2012a). The

framework covers ten substantive themes which corresponds with four strategic objectives of decent work, and functions to guide member states to monitor and evaluate progress of the DWCP (ILO, 2014b). These objectives are discussed in detail in Chapter Two.

In 2010 the South African Government integrated the promotion of decent work as a central goal within the national New Growth Plan for South Africa, which is the country's framework for economic policy and jobs strategy (SA.NDT, 2011a:13). As a global initiative the ILO constituents, at country levels, supported the South African Government in integrating the promotion of decent work within the national New Growth Plan. In the process, the national New Growth Plan for South Africa positioned tourism as one of the six core pillars of the country's growth; resulting in the National Department of Tourism's (SA.NDT) adoption of decent work promotion as part of the National Tourism Sector Strategy (NTSS), whose objective is to implement South Africa's national New Growth Plan.

The concept of decent work involves creating opportunities for work that supports people's aspirations through fair income, job security, family stability, personal development and social integration (ILO, 2014b). This contributes towards peace, which is a critical success factor for sustainable tourism development. Consequently, tourism organisations creating decent work should retain competent employees and out-compete rivals by sustaining high levels of customer service. Ardahaey and Nabilou (2012:34) clarify that tourism is intensively service-driven and customer-oriented; hence its survival is dependent on a consistent supply of competitive personnel. Therefore, promoting decent work in the tourism industry is a viable approach towards sustainable tourism development.

1.3.2   Tourism graduates and decent work in tourism
Internationally the tourism industry is recognised for providing job opportunities for people entering the labour market for the first time. In South Africa it is recognised as one of the six pillars of poverty alleviation and job creation (SA.NDT, 2014:6). Zampoukos and Ioannides (2011:25) assert that it is an extremely labour-intensive industry and a possible top job creator for youth, women and immigrant workers. The ILO (2010) and Rogerson (2012:37) concur that the tourism industry employs high numbers of youth under 35 years of age; half of which are 25 or younger. Therefore, it is a major stimulator of employment creation, although there is a paucity of scholarly investigations indicating positive attributes of tourism work (Zampoukos & Ioannides, 2011:25; Rogerson, 2012:37; Christian, 2012:7; Sibanyoni et al., 2015:14).

A longitudinal study on tourism graduates' career progression in the tourism industry concludes that 70% leave the industry within six years of graduation (Blomme, Van Rheede

& Tromp, 2009:6), which is perhaps caused by a lack of decent work in the tourism industry. Sibanyoni et al. (2015:13) found that graduates in South Africa have unrealistic expectations of employment in the hospitality industry, and tend to exit the industry within a few years. Sparreboom and Staneva (2014:3) summarise the job crisis facing tourism graduates entering the labour market as due to "... higher unemployment, lower quality jobs for those who find work, greater labour market inequalities, longer and more insecure school-to-work transitions, and increased detachment from the labour market". The ILO (2014c:471) adds that fair work rights are not guaranteed for workers in tourism. Tourism Update (2011) reported that in 2011 over half of hospitality establishments in South Africa transgressed employment legislation. Shehu and Nilsson (2014:1) argue that informal employment is the only option for the majority of young tourism workers. These challenges disadvantage tourism graduates in realising their aspirations, assume their economic independence, and effectively contribute their expertise to the tourism industry.

Several South African studies also reveal that there are growing concerns of a skills mismatch between tourism graduates and the skills expected by tourism employers (Jugmohan, 2010:34; Zwane, et al., 2014:1; Kokt & Strydom, 2014:190). Christian (2012:7) states that tourism training institutions (specifically TVET colleges) are accessible and common, but their quality and effectiveness are frequently misunderstood by the industry. The issue of skills mismatch thus limits tourism graduates entering the labour market from striving for managerial positions in the tourism industry.

Raybould and Wilkins (2005:214), and ten years later Sibanyoni et al. (2015:14), stress that tourism graduates leave tourism jobs because of unfulfilled expectations. Sibanyoni et al. (2015:14) add that graduates' perceptions of work in tourism is central towards improving tourism work and service delivery. Therefore, promotion of decent work in tourism is relevant to tourism graduates, as their concerns and susceptibility to decent work deficits contributes considerably to a shortage of professionals with tourism-related skills, and inconsistent service delivery in the tourism industry. This is due to a lack of inspiration to persistently deliver quality service (Kokt & Strydom, 2014:121; Sibanyoni et al., 2015:14).

1.4   Statement of the research problem

A research gap exists in tourism graduates' perceptions and expectations of decent work in the tourism industry. Graduates are susceptible to decent work deficits and are abandoning the labour sector for which they were highly trained. Therefore, there is a need to determine tourism graduates' perceptions of decent work in the tourism industry, so as to sustainably retain professionals with tourism-related skills for consistent service delivery in the Western Cape tourism industry.

1.5 Study aim

The aim of the study is to determine tourism graduates' perceptions and experiences of decent work, so as to sustainably retain professionals with industry-related skills for consistent service delivery in the Western Cape tourism industry.

1.6 Main objective of the study

The main objective of the study is to determine tourism graduates' perceptions and experience of decent work through exposure in the Western Cape tourism industry.

1.6.1 Sub-objectives of the study

The following sub-objectives guide the study in order to answer its aim main objective:

- To determine tourism graduates' experiences to work in the Western Cape tourism industry.
- To ascertain the current variables used to perceive/experience decent work in the Western Cape tourism industry.
- To determine measures to sustain successful areas and improve areas that lack decent work in the Western Cape tourism industry.

1.7 Main research question

The main research question of the study is: What are tourism graduates' perceptions of decent work in the Western Cape tourism industry?

1.7.1 Sub-questions of the research

The following sub-research questions guide the study in order to answer the main question:

- How do tourism graduates experience work in the Western Cape tourism industry?
- What are the current variables used to perceive decent work in the Western Cape tourism industry?
- What can be done to sustain successful areas and improve areas that lack decent work in the Western Cape tourism industry?

1.8 Research design

Bhattacherjee (2012:35) defines research design as a blueprint for scientific research aimed at answering specific research questions by specifying the data collection, instrument development and sampling processes. Jennings (2010:24) states that research design is the plan on which research participants are obtained, and information is processed from them. The author adds that the information needs of the research determine whether the researcher adopts a qualitative, quantitative or a mixed method research approach.

In this study a qualitative research approach is adopted using structured key informant interview questions to collect primary data. A qualitative research approach is preferred, as

are view of literature indicated that there is no agreed statistical framework for measuring decent work within the South African tourism industry (SA.NDT, 2014:115; CATHSSETA, 2015:26). Therefore, adopting a qualitative research approach facilitated the study to use structured key informant interview questions and explorative methods such as probing questions for in-depth understanding of, and understanding answers to, the research problem. Moreover, qualitative research approaches gained popularity in social science because they are effective in obtaining culturally specific information about the values, opinions, behaviours, and social contexts of particular populations (Mack, Woodsong, MacQueen, Guest & Namey, 2005:1).

The following section discusses the population, sample, tools and techniques used to conduct research of the study.

1.9   Methodology

1.9.1   Research population

Gray (2004:82) defines a research population as the total number of possible units or elements that are included in a study. The population of interest in this study includes CPUT's Baccalaureus Technologiae (BTech) in Tourism Management graduates. This study's population is limited to the 135 BTech: Tourism Management graduates who completed their studies between 2010 and 2014 and are working in the Western Cape. The defined population is relevant since the time during which they completed their studies coincides with the year 2011, which is when the concept of decent work was adopted in the South African tourism industry. The Tourism Management graduates also possess the information that the research project is designed to collect as they are susceptible to decent work deficits in the tourism industry (Sibanyoni et al., 2015:14).

Moreover, the tourism work experiences of the graduates are interpreted as the strength of this study. CPUT's Tourism Management graduates are targeted since the university is the largest in the Western Cape and was one of the first tertiary institutions to provide tourism studies as a degree course in South Africa (CPUT, 2015a). Furthermore, a Graduate Destination Survey (GDS) of graduates from the Western Cape universities by the Cape Higher Education Consortium (CHEC) indicated that CPUT has the highest numbers of graduates employed in the Western Cape tourism industry (CHEC, 2013:14).

1.9.2   Sample and sampling method

A sampling frame is an accessible section of the target population (usually a list with contact information) where a sample can be drawn (Bhattacherjee, 2012:65). In this study CPUT's database of Tourism Management graduates is the sampling frame. The study's sampling

frame comprises of the already defined population of Tourism Management graduates, as they were accessible to participate in the study. This sampling frame was dependable and useful for the researcher for arranging interview schedules and obtaining the information required for the study.

This study adopts a mixed sampling approach by combining a stratified sampling technique and a snowball sampling technique. The stratified sampling technique divided the Tourism Management graduates into homogeneous and non-overlapping strata (subgroups) based on the year they completed their studies. This ensures that Tourism Management graduates from each year are represented in the final research sample. The snowball sampling technique then identifies a few Tourism Management graduates from each stratum and the researcher requested them to recommend others they know who also meet the selection criteria. The mixed sampling approach was purposefully selected for the study to retain a proportional and representative distribution of Tourism Management graduates from each year in the final research sample.

1.9.3   Secondary data

The secondary data of the study is sourced in relation to the concept of decent work in tourism to provide a theoretical framework of the study, and is obtained from:

- Journal articles, from journals such as *International Journal of Culture, Tourism and Hospitality Research; Tourism Management, GeoJournal* and the *South African Journal of Human Resource Management,*
- Books covering the concept of decent work and employment in the tourism industry and human resources management (HRM),
- Official websites of the UNWTO, the ILO and the National Departments of Tourism (SA.NDT),
- Government publications such as the NTSS (SA.NDT, 2011a), the South African DWCP (ILO, 2012a), and
- The ILO decent work measurement framework (ILO, 2012b).

1.9.4   Primary data collection

The study uses structured key informant interview schedules to collect primary data. The research instruments were piloted to ensure the validity of the study. This was done before administering the key informant interview questions to the actual sample, by interviewing five Tourism and Hospitality Management post-graduate students from CPUT. The key informant interview schedule was adjusted in response to a few problems that were encountered during the pilot study.

1.9.5   Survey tools/ techniques

According to Welman et al. (2005:164) there are three types of interviews in research and these include structured, semi-structured and unstructured interviews. Due to the exploratory

nature of the study, a structured interview schedule was used to collect primary data. The contents of the interview schedule predominantly included open-ended questions and a few closed-ended questions, and are discussed in detail in Chapter Four (see section 4.5.1.7).

1.9.6 Personal interviews

The researcher scheduled meetings for personal (face-to-face) interviews with the Tourism Management graduates to collect primary data for the study. The personal interviews were conducted in locations such as homes and offices, which were convenient for the interviewees, within the Western Cape. Interviews were approximately 30 to 40 minutes long and scheduled for the period between November and December 2015. The interviewer used probing questions with a view to clarify vague responses or to ask further for elaboration on incomplete answers. An audio recorder and hand-written notes were used to record the interviews.

1.9.7 Data analysis (Leximancer software version 4)

The primary data to be collected as part of the research study is predominantly qualitative and is transcribed onto a Microsoft Excel CSV file which could be read, edited for accuracy, and analysed using Leximancer software (version 4). Smith and Humphreys (2006:271) state that Leximancer software is a computer assisted text-mining tool that can be used to analyse the content of collections of textual documents and to visually display the selected information. In this study, Leximancer software generated concepts that represented the main ideas, concepts, and relationships contained within the primary research data. This is central to understanding the study's primary data. Leximancer software is preferred for this study because it is quick to identify concepts. Sotiriadou, Brouwers and Le (2014:230) state that it also eliminates researcher-bias and coder-subjectivity.

1.10 Ethical considerations

This study considers ethical concerns by complying with CPUT research requirements such as accurately citing references of sources consulted using the Harvard style of citation, obtaining participant's consent, respecting privacy, confidentiality and providing research participants with feedback. In addition, a letter of consent was obtained from the CPUT Tourism Department as approval to access the contact details of tourism graduates. Participation in this research is free and based on informed consent. For safety and anonymity of the research participants regarding the information given, no names or identification are mentioned or written throughout the study.

1.11 Delineation of the study

This study is limited to the aim, objectives and questions of the research defined earlier. The target population is limited to CPUT's BTech: Tourism Management graduates who completed their study between the years 2010 and 2014, and are working within the Western Cape.

1.12 Significance of the research

This research complements research on decent work in tourism in South Africa, particularly in the Western Cape and creates a platform for future studies on decent work in the tourism industry. Examples of researches on decent work include Sparreboom and Albee (2011); Cohen and Moodley (2012); De Beer, Rogerson and Rogerson (2013); and Sparreboom and Staneva (2014). It further extends the knowledge-base on decent work and recommends strategies to address decent work deficits in the tourism industry. This should assist tourism policy makers and organisations in developing informed strategies to promote decent work in tourism. The study also enlightens potential tourism employees and academic institutions to make informed decisions based on the state of decent work in tourism. Students did experience the tourism industry during the work-placement period, so the study could question perspectives and experiences.

1.13 Structure of the dissertation

This study is developed in six chapters, which are presented as follows:

Chapter One introduces the research and provides an overview of decent work in the South African tourism sector. It highlights the significance and challenges being faced in achieving decent work in tourism. The problem statement, study aim, objectives and research questions and a brief outline of the research design and methodology are offered. This chapter also includes defining research terms as well as the significance and delineation of the study.

Chapter Two offers a literature review which provides background on the global context of decent work in the tourism industry. The ILO framework for measurement of decent work guides the review of secondary data sources on international forms of decent work in tourism. The literature review draws attention to global successes and challenges being faced in creating decent work in tourism. Secondary data sources are mentioned in Chapter One, under section 1.8.3.

Chapter Three entails a critical discussion of the literature that deals with the South African context of decent work in the tourism industry, where the aim is to ascertain the state of

decent work in the South African tourism industry. The South African decent work priorities which was adopted from the ILO's recommended framework, guides the literature review.

Chapter Four describes the design, tools and techniques that were used to conduct research by defining the research design and methodology of the study. This includes defining the sampling approach of the study, the study area, methods of data collection and analysis, and the ethical considerations of the study. It also includes a discussion of the validity and reliability of the tools and techniques used to conduct the research, the research experiences and the limitations of the study.

Chapter Five presents an analysis and interpretation of the research findings, in text, themes, concept maps and appropriate graphics, such as word-clouds and tables. The predefined study objectives discussed in Chapter One guide the study's data presentation and analysis, and the findings are linked to the literature reviewed in Chapter Two and Three.

Chapter Six is the final chapter and presents an overview of the study, including conclusions, limitations, recommendations and areas for future research on decent work in the tourism industry. These are informed by the research findings and highlight the contribution of this study.

CHAPTER TWO
AN OVERVIEW OF THE GLOBAL CONTEXT OF DECENT WORK IN THE TOURISM INDUSTRY

2.1 Introduction

Chapter Two entails a review and critique of literature that provides an overview of the global context of decent work in the tourism industry. The ILO's recommended framework for the measurement of decent work guides the literature review process, and draws attention to the global successes and challenges being faced in addressing decent work deficits in the tourism industry, specifically in relation to tourism graduates, with the aim of creating a broader understanding of the study.

The discussion commences by defining the global context of tourism and then provides an overview of work in tourism. It further discusses employment situations that tourism graduates often have to deal with in the working industry upon completion of their studies, and defines the concept of decent work. The last section discusses the global successes and challenges of promoting decent work across the ten substantive themes of the decent work measurement framework (see section 2.5.2). This is accomplished by a literature review of secondary data obtained from international sources noted in section 1.8.3 in Chapter One. This literature reviews provides a comprehensive background to the study aim, objectives and questions, and attempts to reflect towards the possible results and conclusion of the study. Therefore, this chapter broadens the global overview and understanding of the study and equips the researcher in designing a research methodology which addresses the study questions.

2.2 A global context of tourism

Two of the main components of tourism are travel and visitors. According to the UNWTO (2014a:15), travel is an activity of travellers moving "... between different geographical locations for any purpose and any duration". Visitors are travellers taking a trip outside their usual place of residence for less than a year and for any main purpose other than earning remuneration in the place visited. Achu and Swart (2012:17) argue that this definition does not clarify the distance one has to travel before being counted as a tourist, although the definition includes social, cultural and economic phenomena within the tourism industry. Other proposed definitions of tourists are based on factors such as the length of stay, the distance travelled, and the purpose of the trip (Lubbe, 2003:46; Cruz, 2006:4; Sharpley & Telfer, 2014:22). Tourism impacts the socio-economic, natural and manmade environment, local populations receiving travellers as well as the travellers themselves.

Tourism definitions also vary according to perspective. From the demand side phenomena is understood as "... an acquisition of goods and services, and from the supply side as a set of productive activities that cater mainly for consumers of tourism offerings" (Croes, 2000:26; UNWTO, 2014a:16). As such, the tourism sector is a significant stimulator of socio-economic development and is perceived as a job provider for many countries. The tourism industry is also multifaceted; in that it economically contributes to a wide range of industries such as events, arts and crafts, and agriculture (Rogerson, 2012:39). This creates opportunities for entrepreneurship, infrastructural, and employment growth.

2.2.1   The importance of tourism

The UNWTO's World Tourism Barometer reported that international tourism grew by 5% in 2013 and was forecast at 4% to 4.5% in 2014 (UNWTO, 2014b:4). International tourism growth is increasingly exceeding expectations, supporting socio-economic, entrepreneurial and infrastructural growth worldwide, bringing much needed support to socio-economic growth, Gross Domestic Product (GDP) and the balance of payments in many tourism economies (UNWTO, 2014a:4). This has positioned tourism as one of the largest and fastest-growing service industries in the world. The ILO and UNWTO statements on tourism and employment assert that:

- Tourism is one of the world's top job creators (of 'decent' or otherwise work),
- Tourism is a leading export sector,
- Tourism is an important agent for development, and
- Tourism can help the transition to a Green Economy (UNWTO, 2009:1).

Despite the formidable global tourism growth Botha (2015:11) reported that the 2014 tourist arrivals to South Africa dropped by 13% when compared to 2013. The author cited poor legislation (including entry visa requirements) by the South African government as the main cause for the decrease in tourist arrivals.

Furthermore, the ILO (2013a:6) states that the tourism industry is ranked amongst the top export earnings in 20 of the 48 least developed countries (LDCs). As such, tourism has become one of the main engines of socio-economic progress for many tourist destinations and a development priority for a majority of developing countries. It is also a very labour intensive, significant source of employment for people with limited access to the labour market such as women, young people, migrant workers and rural populations (Rogerson, 2012:37; Christian, 2012:5). Despite having sustainable growth, measuring the actual socio-economic contribution of tourism in the global economy is complex. This is because tourism is not classified as "... an industry in the traditional meaning of the word and is not defined as a stand-alone sector in national accounts" (UNWTO, 2014a:18; SSA, 2014a:5). SSA

(2013:14) defines an industry as consisting of a group of enterprises engaged in the same or similar kinds of economic activity.

To fill this gap, the UNWTO and the ILO have collaborated to develop a statistical blueprint and initiatives (including satellite accounting) to improve international measurement of employment and decent work in tourism (UNWTO, 2014a:9). The collaboration was ultimately geared towards:

- The improvement of the reliability and comparability of data on employment in the tourism industries,
- The setting up, and testing of, a core set of decent work statistical indicators for measuring progress towards decent work in tourism,
- The preparation of a joint comprehensive guide with best practices of measuring employment in the tourism industries, and
- The promotion of international standards on labour and tourism statistics (UNWTO, 2014a:9).

Measuring the success of the objectives on a global and local scale is premature given the year they were developed. However, the development of the objectives is a huge step towards unionisation and improving reliability of statistical data in the tourism industry. This calls for a need to encourage several countries to develop tourism systems to pursue these objectives.

The Tourism Satellite Account (TSA) and guidelines to measure decent work in tourism were developed by the UNWTO in collaboration with the ILO. These developments assist tourism policy makers, governments and researchers to enhance the management of existing data on the economic value and decent work situation in the tourism industry (UNWTO, 2008; ILO, 2012a:7). This simplifies statistical data collection and policy making in the tourism industry.

2.3 An overview of work in tourism

According to the UNWTO (2014a:24) work in tourism is categorised into direct and indirect employment depending on levels of participation in, or input to, the tourism supply-side. As shown in Figure 2.1 below, employees in contact with tourists and catering towards tourist demands are categorised under direct employment. This includes front offices in hotels, food and beverage establishments, tourism information centres, aircrafts, travel consultants, cruise lines, resorts and shopping outlets. On the other hand, tourism support service providers are dependent on companies providing direct tourism employment for revenue, and are providers of the indirect tourism employment as illustrated in Figure 2.1. These include restaurant suppliers, tourists' facilities and infrastructure developers, aircraft manufacturers, various handicraft producers, information technology (IT), and accounting

and marketing agencies (UNWTO, 2008; 2014b:24). This demonstrates that tourism is a multifaceted and labour-intensive industry that economically contributes to a wide range of industries.
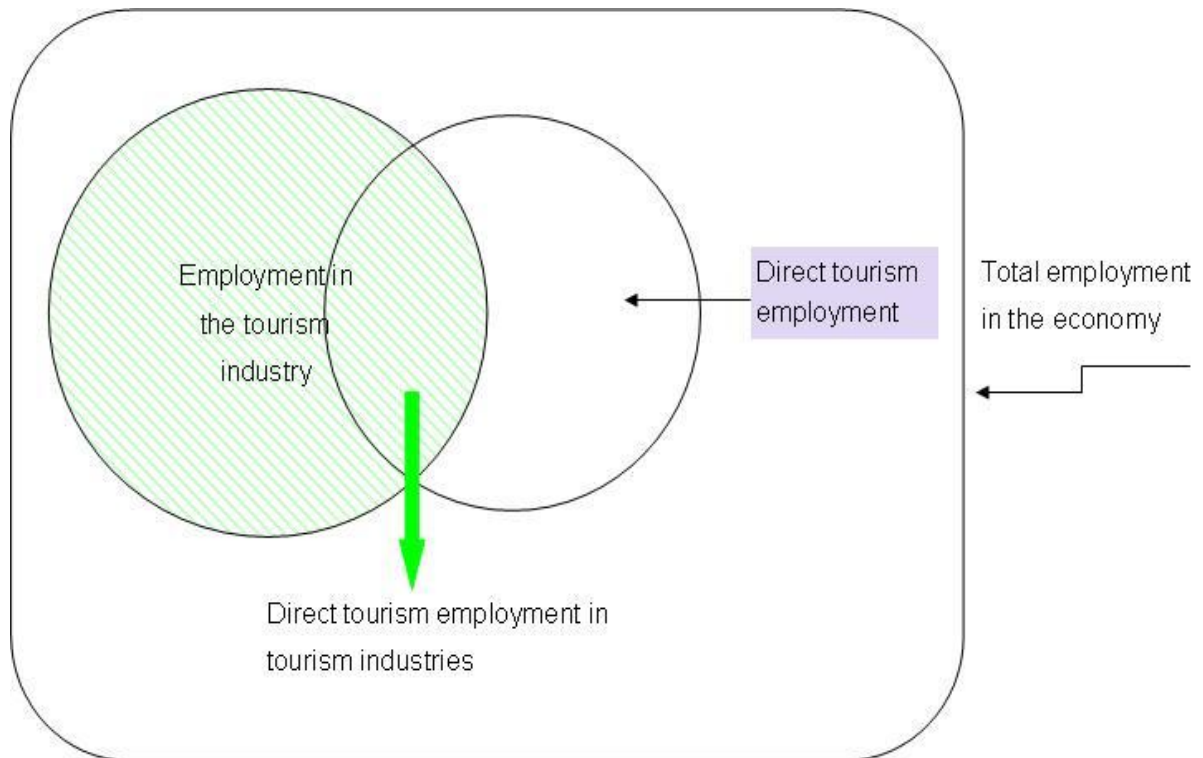
Figure 2.1: Tourism-related employment

Source: UNWTO (2014a:31).

Given the multifaceted and labour-intensive nature of the tourism industry, tourism graduates can be direct employees as shown in Figure 2.1.

2.3.1   Characteristics of work in tourism

Internationally, several researchers and policy makers associate tourism work with high staff turnover, low salaries, seasonal employment, demanding working conditions and family unfriendly shift patterns (Kusluvan & Kusluvan, 2000:262; Baum, 2007:1396; Zampoukos & Ioannides, 2011:30; Rogerson, 2012:37; UNWTO, 2014a:17). The ILO (2014c:471) adds that fair work rights are not guaranteed for workers in tourism. The ILO (2010:18) also states that:

> ... it is widely accepted that high labour fluctuation, business expenses, and lack of skilled workers are avoidable consequences that affect the tourism sectors' competitiveness, productivity and service quality and make recruiting and retaining employees more expensive.

Stacey (2015:11) calls for action to address the poor image and status of the tourism labour market, and to help raise the profile of tourism as an attractive and rewarding industry in

which professionals with tourism-related skills can start or build a career. These studies underscore the lack of decent work within the tourism industry.

Ferland (2011:24) states that work in tourism has two different perspectives. From a positive angle, he argues that working in the tourism industry is enjoyable because it involves opportunities to travel and experience other languages, cultures and interesting places. A study of the employment situation of Portuguese tourism graduates by Costa, Breda, Malek and Durão (2014:141) confirms that work in tourism has favourable working environments, which can be considered better than working in factories. From a negative perspective, they argue that work in tourism does not guarantee opportunities to support a decent career progression and involves working during the night, public holidays and weekends (Ferland, 2011:25; Costa et al., 2014:145). A study in the Netherlands reported that about 70% of all hospitality graduates left the industry within six years of graduation (Blomme et al., 2009:6). The authors add that in the Netherlands the overall sector turnover rate for line-level workers is 60% and 25% for managerial positions.

Christian (2012:5) generalised that work in tourism is characterised by a segmented labour market with certain jobs correlated to gender, ethnicity, region and nationality. Furthermore, she clarifies that workers from developed countries tend to do managerial and skilled jobs, whilst women and those from developing countries are widely employed in vulnerable and flexible or labour-intensive segments. The UNWTO (2014a:16) notes that tourism plays a fundamental role in providing job opportunities for the low-skilled and qualified ethnic groups, migrants, unemployed youth, long-term unemployed and women seeking part time jobs. Therefore, tourism may reduce unemployment and poverty among vulnerable communities but the oversupply of low-skilled employees creates fierce job competition, which further downgrades wages, and causes exploitation of labour (Christian, 2012:6).

2.3.2   Seasonal employment

Seasonal employment is any job an individual is contracted to basing on varying seasonal and regional demands of tourism activities (UNWTO, 2014a:39). Christian (2012:5) contends that employment in the tourism industry is determined by seasonality, which promotes irregular employment conditions. The ILO (2013a:3) agrees that seasonality is a main barrier to sustainable work in tourism. However, Baum (2012:126) argues that tourism seasonality can also be viewed as a positive opportunity to review business and labour market strategies, especially by lifestyle-seeking tourism workers such as freelance tour guides and food vendors. Ferland (2011:23) observes that seasonality allows many women to successfully manage tourism-related employment as well as additional tasks at home, and also generates more income during peak tourist seasons. The UNWTO (2014a:16-17)

argues that the hospitality industry employs a "... higher level of part-time, seasonal and casual labour than other tourism industries", which heightens risks of repeated high labour turnover and necessitates increased organisational costs due to on-going recruitment and training.

2.3.3   Characteristics of tourism's workforce

Internationally, the tourism industry is largely labour intensive and a major job provider for professionals as well as a large number of workers with difficulties finding a job in other sectors (Zampoukos & Ioannides, 2011:30; UNWTO, 2014c). In spite of these positive attributes of work in tourism, Baum (2012:124) generalised that tourism destinations face challenges in recruitment, employee retention, training and development, as well as career progression. Several authors agree that human resource issues in tourism are caused by insufficient decent work and consequently a failure to meet employee job expectations (Ferland, 2011:23; Zampoukos & Ioannides, 2011:25; Baum, 2012:130). A study by World Bank researchers on harnessing tourism in Africa concluded that "... not all jobs in tourism are good, although most tourism jobs compare favourably to working in sugar fields, mines, logging and some manufacturing, among other labour-intensive employment" (Christie, Fernandes, Messerli & Twining-Ward, 2014:71).

In tourism, hospitality establishments widely dominate in employing poorly skilled youth and low qualified women (Magableh & Kharabsheh, 2013:79). These establishments are characterised by paying only minimum wages because workers also get tips and commission (Eriksson, Noble, Pattullo & Barnett, 2009:32). Christian (2012:7) argues that women commonly fill operative positions in hospitality establishments and are paid less than men while working either on a part-time, seasonal or a casual basis. Adhikari, Hirasawa, Takakubo and Pandey (2012:70) ascertained that women in developing countries are more disadvantaged in obtaining decent work in tourism, which increases their vulnerability to labour exploitation. These negative aspects of work in tourism prompted a call by Baum (2012:124) and the UNWTO (2014a:16) for labour in tourism to be treated as human capital and not as variable costs, as highly skilled and motivated human resources are important to ensure greater competitiveness and innovation.

2.3.4   Measuring work in tourism

In spite of the obvious recognition of work in tourism, Eraqi, Kasem, Hassan and Ragab (2011:31) and the UNWTO (2014a:10) confirmed that statistical information on the tourism labour market is highly fragmented, of poor quality and severely lacks international comparability. The UNWTO (2014c) noted that reliable data on work in tourism is missing as only a handful of countries have meaningful and harmonised methods to collect statistical

data on tourism-related employment. This raises a need to reinforce statistical methods and policies on measuring tourism employment in the national and global economies.

In order to strengthen and harmonise tools for tourism-related employment data collection, the UNWTO collaborated with the ILO in launching a set of joint statistical initiatives to improve measuring decent work in tourism and its international comparability (ILO, 2008a; UNWTO, 2014a:11). The collaboration between these organisations aims to improve "... lack of reliable quantitative and qualitative aspects of employment in the tourism industry" (UNWTO, 2014c). This should assist national governments to sustainably manage decent work projects in the tourism industry.

2.4   Tourism graduates and work in tourism

The World Bank confirms that internationally the tourism industry is recognised for providing job opportunities for graduates and vulnerable populations entering the tourism labour market for the first time (Christie et al., 2014:3). The ILO (2010) and Rogerson (2012:37) established that the tourism industry employs high numbers of youth under 35 years of age, of whom half are 25 or younger. The majority of young employees in the tourism industry have limited training and occupy lower-end employment positions with few long-term career opportunities (Zampoukos & Ioannides, 2011:25). For this reason, Costa et al. (2014:145) contend that the tourism industry is not able to sustainably capitalise on the available skills of tourism graduates. These studies also indicate that tourism graduates rarely find decent work in tourism. Sara, Valentina, Yonca, Yves and Marco (2015:33) summarised global challenges facing graduates as:

- Scarcity of decent work (higher unemployment rates),
- Lower quality jobs for those who find work,
- Greater labour market inequalities among different groups of young people,
- Longer and more insecure school-to-work transitions, and
- Increased detachment from the labour market (Sara et al., 2015:33).

According to Blomme et al. (2009:6), quoting the career progression in the European Tourism Industry Review, 70% of tourism graduates exit the labour market within six years of graduation. This suggests a lack of decent work in the tourism industry and thus an inability to meet tourism graduates' career expectations or day-to-day living requirements. Costa, Carvalho, Caçador and Breda (2012:86) argue that a very large proportion of tourism graduates are increasingly failing to find jobs within the tourism field. This is contrary to a more recent study by Costa et al. (2014:145) which indicates that the majority of tourism graduates start their professional career in the tourism industry and later exit to work in other sectors perceived to be more lucrative. The authors added that tourism graduates pursuing

long-term career progression in the tourism industry usually face difficulties in advancing their professional career.

Costa et al. (2012:87) ascertained that salaries earned by tourism graduates employed in the tourism field were much lower than what tourism students expected to earn after graduating. This hints at a possible low job retention and career progression of tourism students, as their expectations are likely to be thwarted once they are employed in the tourism industry. Raybould and Wilkins (2005:214) and Costa et al. (2014:146) add that tourism graduates leave tourism jobs because of unfulfilled expectations concerning equity, job variety, pay and conditions. On the other hand, Poulston (2008:422) and Baum (2012:129) ascertained that tourism graduates overlook remuneration and inferior conditions, as they are attracted to the lively tourism working environments. Shehu and Nilsson (2014:1) added that informal employment is the only option for the majority of young tourism workers, as informal employment usually causes poor job satisfaction and labour exploitation.

Sparreboom and Staneva (2014:III) summarised the general job crises facing graduates entering the labour market as due to "... higher unemployment, lower quality jobs for those who find work, greater labour market inequalities among different groups of young people, longer and more insecure school-to-work transitions, and increased detachment from the labour market". These challenges disadvantage graduates from realising their aspirations, assuming their economic independence and effectively contributing their expertise towards the tourism industry.

2.4.1   The value of a tourism degree

Ideally sustainable tourism growth should demand that skilled professionals meet expected service delivery standards. However, Christian (2012:7) articulates that normally tourism training institutions are accessible and common, but their quality and effectiveness are not understood within the industry. Overall, the tourism industry places little value on a tourism degree, while students place more value on their qualifications and expect to get decent work (Harkison, Poulston & Kim, 2011:387). The authors added that it is difficult for the majority of tourism managers to assess the value of education which they may have not experienced. Therefore, it is likely that tourism managers expect graduates' career progression to follow the same path as uneducated employees.

Costa et al. (2012:85) ascertained that the tourism labour market does not adequately recognise and value the skills earned by tourism graduates. The authors added that a high percentage of tourism graduates are employed outside the tourism industry, and are also perceived as over-qualified, demanding and under-experienced (Harkison et al., 2011:388).

Christian (2012:6) ascertained that skills mismatch in developing countries stratify local populations into front line jobs, while managerial and supervisorial positions tend to be filled by workers from developed countries. The author added that in Africa this creates a pyramid-shaped labour market, with small numbers of Africans occupying strategic and destination development jobs at the apex and an overload of low-skilled workers performing general jobs. Costa et al. (2014:144) assert that the lack of recognition of tourism degrees forces tourism graduates to abandon the labour sector for which they were highly trained. The authors added that "... most of these graduates endure even worse wages and contractual situations outside the tourism sector".

Sparreboom and Staneva (2014:17) assert that over-education and over-skilling coexist with under-qualification and under-skilling as part of a skills mismatch. Over-education means the graduates have more years of education than the job requires, and over-skilling means the graduates possess a higher level of skills than would be needed (ILO, 2014d:7). Furthermore, low levels of educational attainment coupled with poor quality education may result in the under-education and under-skilling of graduates. In the case of tourism graduates, they train to become tourism managers and strategists. However, tourism employers expect tourism graduates to commence their careers as operational employees (Harkison et al., 2011:388). Therefore, this study in the Western Cape supports the stance of Costa et al. (2014:145) that it is important to raise the awareness of the tourism industry regarding the benefits that they can obtain from employing tourism graduates.

The following section provides an overview of the international concept of decent work.

2.5   An overview of the international concept of decent work

The concept of decent work was formulated and developed by the ILO in the late 1990s, with the fundamental goal of identifying the organisation's major priorities (Adhikari et al., 2012:64). According to the ILO (2012a:VI) the purpose of promoting this concept is to create opportunities for productive work that delivers a fair income, provides job security, employee and family social protection, and gives employees the liberty to express their concerns and participate in decision-making. The concept is based on the understanding that work is not only central to people as a source of income, but is also central towards poverty alleviation and achieving equitable, inclusive and sustainable people development (ILO, 2014a).

The ILO (2014a) provides support to harness the promotion of decent work globally, through its representatives at national levels. These representatives develop and coordinate Decent Work Country Programmes (DWCPs), which identify and define the priorities and targets of a country's national development framework. In addition, DWCPs address major unfavourable

work conditions through efficient projects that incorporate the decent work strategic objectives (ILO, 2014a). The ILO also provides the UNWTO with in-depth expertise for the design and implementation of the concept of decent work in tourism (ILO, 2012a:5).

In spite of all the efforts to progress decent work prior to 2008, it was difficult for the ILO and its member states to monitor and evaluate progress (ILO, 2008b:33). Furthermore, the 2008 ILO Declaration on Social Justice for Fair Globalisation endorsed decent work as the main objective of the ILO and recommended the development of implementable tools to monitor and evaluate progress of the decent work agenda. In response, the ILO convened an International Tripartite Meeting of Experts (TME) to improve the measurement and monitoring of decent work in September 2008. The TME consequently developed the decent work measurement framework which was approved by the ILO within the same year (ILO, 2012a:15). The framework guides countries to monitor and evaluate decent work policies, and improves international comparability of decent work progress.
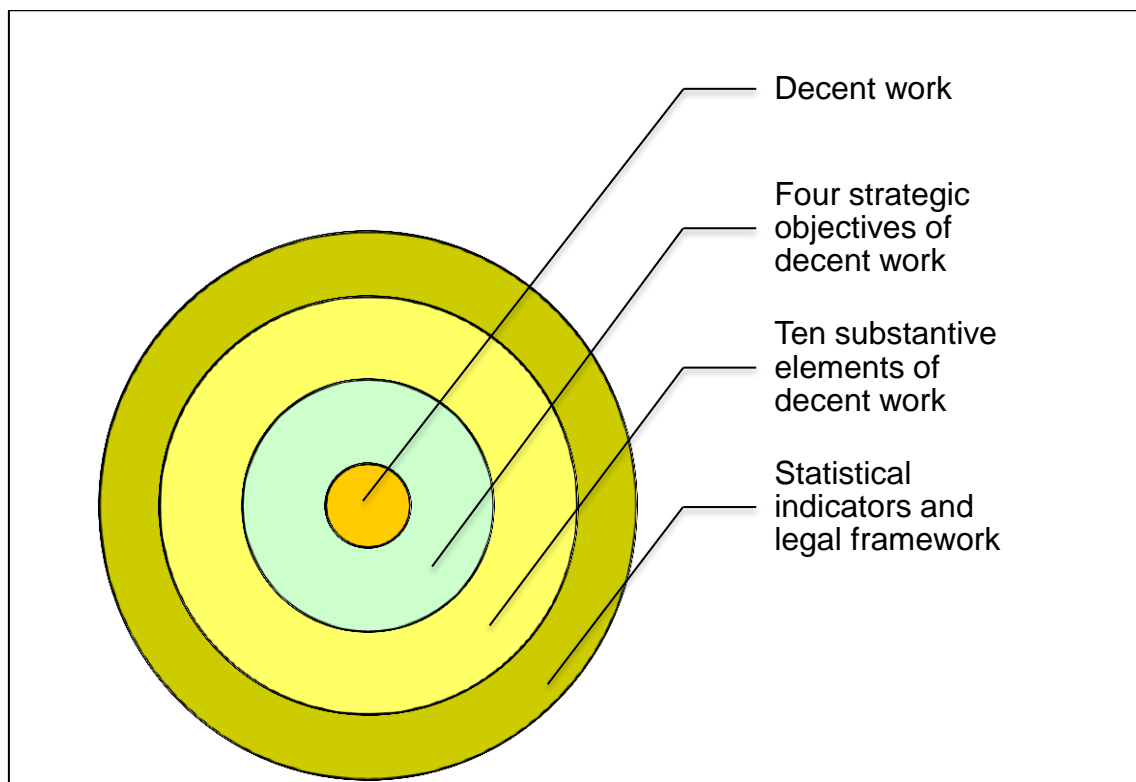
Figure 2.2: The ILO framework for measuring decent work
Source: ILO (2012b:16)

Figure 2.2 summarises the concept of decent work which forms the nucleus of the framework, and corresponds with four strategic pillars of decent work. The Figure is discussed below:

2.5.1   The four strategic pillars promoting decent work: (ILO, 2014a)

- **Creating jobs:** advocates for economies that generates opportunities for investment, entrepreneurship, skills development and sustainable livelihoods. The ILO assists governments, employers and employees to craft policies and strategies that create and maintain decent work.

- **Guaranteeing rights at work:** to obtain recognition and respect for the rights of workers. All workers, and in particular disadvantaged or poor workers, need representation, participation, and laws that work for their interests.

- **Extending social protection:** to promote both inclusion and productivity by ensuring that women and men enjoy working conditions that are safe, allow adequate free time and rest, take into account family and social values, provide for adequate compensation in cases of lost or reduced income, and permit access to adequate healthcare.

- **Promoting social dialogue:** involving governments, employers and employees is central to increasing productivity, avoiding disputes at work, and building cohesive societies. In addition, it helps countries to establish sound labour relations, and adapt labour laws to meet changing economic and social needs and improve labour administration (ILO, 2014a).

The four strategic pillars are subdivided into ten substantive themes that cover the decent work measurement framework using statistical and legal indicators (ILO, 2014a). Statistical indicators are data that allows monitoring progress made with regard to the ten substantive themes, whilst legal indicators are descriptive data providing information on rights at work for each of the ten substantive themes of decent work (ILO, 2012a:15). Furthermore, users of the framework can adapt or add substantive elements to meet special needs, priorities and resources.

2.5.2   The ten substantive themes of measuring decent work:

- Employment opportunities,
- Adequate earnings and productive work,
- Decent working time,
- Combining work, family and personal life,
- Work that should be abolished,
- Stability and security of work,
- Equal opportunity and treatment in employment,
- Safe work environment,
- Social security, and
- Social dialogue, employers' and workers' representation (ILO, 2012b:15).

Adhikari et al. (2012:64) assert that the decent work framework represents people's aspirations for opportunities and sufficient incomes, rights at work, representation and a voice at the workplace, family stability, personal development and gender equality. Therefore, achieving decent work can be regarded as a critical factor for sustainable tourism development since it eliminates negative employment conditions and increase employees' satisfaction. In developing countries, decent work is central towards poverty alleviation,

investment in the hosting economy, and providing employment opportunities for less privileged communities (Adhikari et al., 2012:64). Therefore, decent work is very important for poor and vulnerable populations as it is means providing better standards of living and is a shield from inequality and forced labour (ILO, 2014b).

The following section discusses the global successes and challenges in promoting decent work across the ten substantive themes that make up the decent work measurement framework.

2.6   Socio-economic context of decent work in tourism

The agenda of improving tourism's contribution to socio-economic development draws much attention to several international organisations such as public governments, the UNWTO, Tourism Concern, the SNV Netherlands Development Organisation (SNV) and the ILO. The UNWTO and SNV signed partnership agreements to promote socio-economic development in tourism by spearheading the Sustainable Tourism Eliminating Poverty (STEP) programme. This programme is aimed at facilitating local communities' involvement in tourism development (UNWTO, 2010:8; 2014d). Tourism Concern is a UK based non-industry organisation that advocates for tourism which is ethical, fair and a positive experience for both travellers and the people and places they visit (Tourism Concern, 2014:1).

The socio-economic context of decent work reveals the total contribution of the tourism industry to sustainable community development (ILO, 2012b:23). A comprehensive achievement of the socio-economic context of decent work in tourism is centred on three pillars of sustainable tourism: social justice, economic development, and environmental integrity (ILO, 2010:49). These pillars address the creation of decent work through returning foreign currency, creating sustainable jobs and enterprises, and sustaining tourism destination's attractiveness as summarised in Figure 2.3 below.
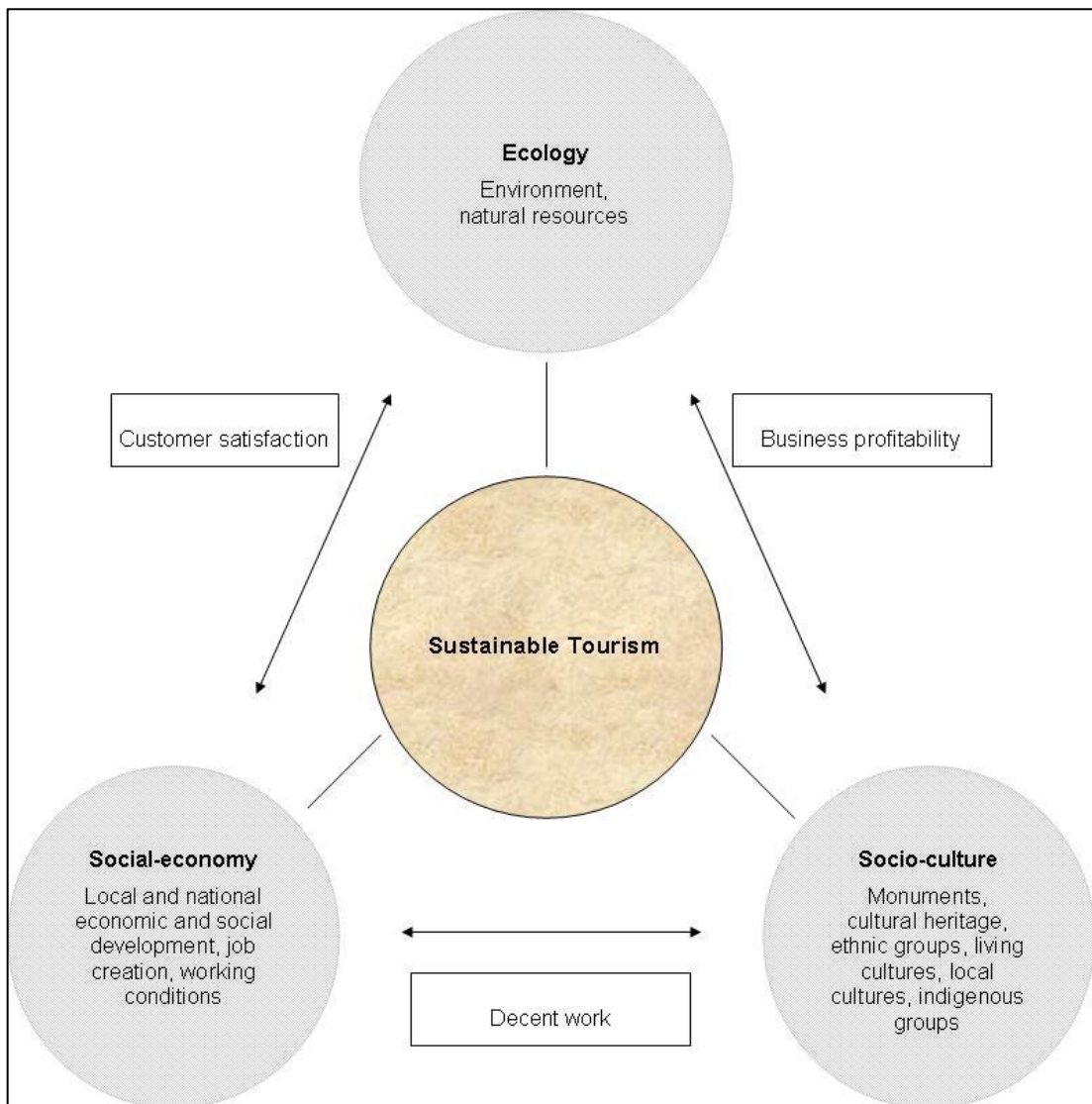
Figure 2.3: Key sustainable tourism areas for creation of decent work

Source: ILO (2010:59)

As shown in Figure 2.3, sustainable tourism growth is centred on inclusive and sustainable development of the social-economic, socio-cultural (including local community-upliftment and protection against exploitation) and ecological aspects of a tourism destination. In addition, sustainable development of these three aspects on a destination contributes directly towards the creation of decent work, business profitability and customer satisfaction within the tourism industry. The ILO (2016a:4) further clarifies that, "... key role of decent work in ensuring inclusive economic growth as well as its contribution to enhancing social and environmental outcomes, addressing the three dimensions of sustainable development in a balanced and mutually reinforcing way".

The UNWTO (2015a) suggests the following ten principles for pursuing key sustainable tourism areas for the creation of decent work. The principles are derived from the key sustainable tourism areas which are illustrated in Figure 2.3 and are listed below:

- All aspects and types of tourism should be concerned about poverty alleviation.
- All governments should include poverty alleviation as a key aim of tourism development and consider tourism as a possible tool for reducing poverty.
- The competitiveness and economic success of tourism businesses and destinations is critical to poverty alleviation – without this the poor cannot benefit.
- All tourism businesses should be concerned about the impact of their activities on local communities and seek to benefit the poor through their actions.
- Tourism destinations should be managed with poverty alleviation as a central aim that is built into strategies and action plans.
- A sound understanding of how tourism functions in destinations is required, including how tourism income is distributed and who benefits from this.
- Planning and development of tourism in destinations should involve a wide range of interests, including participation and representation from poor communities.
- All potential impacts of tourism on the livelihood of local communities should be considered, including current and future local and global impacts on natural and cultural resources.
- Attention must be paid to the viability of all projects involving the poor, ensuring access to markets and maximising opportunities for beneficial links with established enterprises, and
- Impacts of tourism on poverty alleviation should be effectively monitored (UNWTO, 2015a).

2.6.1   Tourism contribution to socio-economic development

The UNWTO (2010:8) posits that tourism's contribution to socio-economic development lacks tangible evidence in many destinations. Tourism enterprises are also characterised by insufficient social dialogue between employers, management and the workforce, as well as weak labour union representation of workers (ILO, 2010:18). Christian (2012:5) and ILO (2010:18) lament the fragmented structure within tourism, as well as the high proportion of vulnerable and marginalised workers who are unaware of their rights as the main cause of poor social dialogue within the tourism industry. Christian (2012:5) adds that low representation and participation of women and youth in labour unions and higher levels of management often exposes them to short-term or seasonal employment in tourism (ILO, 2010:19). This limits career progression, training and development, and it makes it difficult for tourism organisations to source, recruit and retain tourism employees (Baum, 2012:124).In developing countries tourism employment is regarded as more rewarding than employment in the agriculture sector (Harrison, 2001:12; Sparreboom & Staneva, 2014:9). However, Rogerson (2012:35) states that developing countries have less policies and strategies which focus on poverty alleviation through tourism work, particularly in Africa. This author also contends that African policy makers depart from having a myopic focus on economic gains of expanding tourist numbers.

2.7   Employment opportunities

According to the ILO (2016a:24) improving access of vulnerable communities to decent employment opportunities is key to fighting poverty. Figure 2.4 below shows the forecasted

national unemployment rate for South Africa. Generally, there has been a constant increase in unemployment rates between the years 2007 and 2017. This suggests limited employment opportunities, especially for vulnerable population groups such as youth and women. According to Christian (2012:6) a constant increase in the unemployment rate creates fierce employment demand in the labour market and causes employers to be reluctant to create decent employment. The ILO (2016b) recommends national governments to strengthen labour institutions to ensure sustainable development of decent work and socio-economic growth.
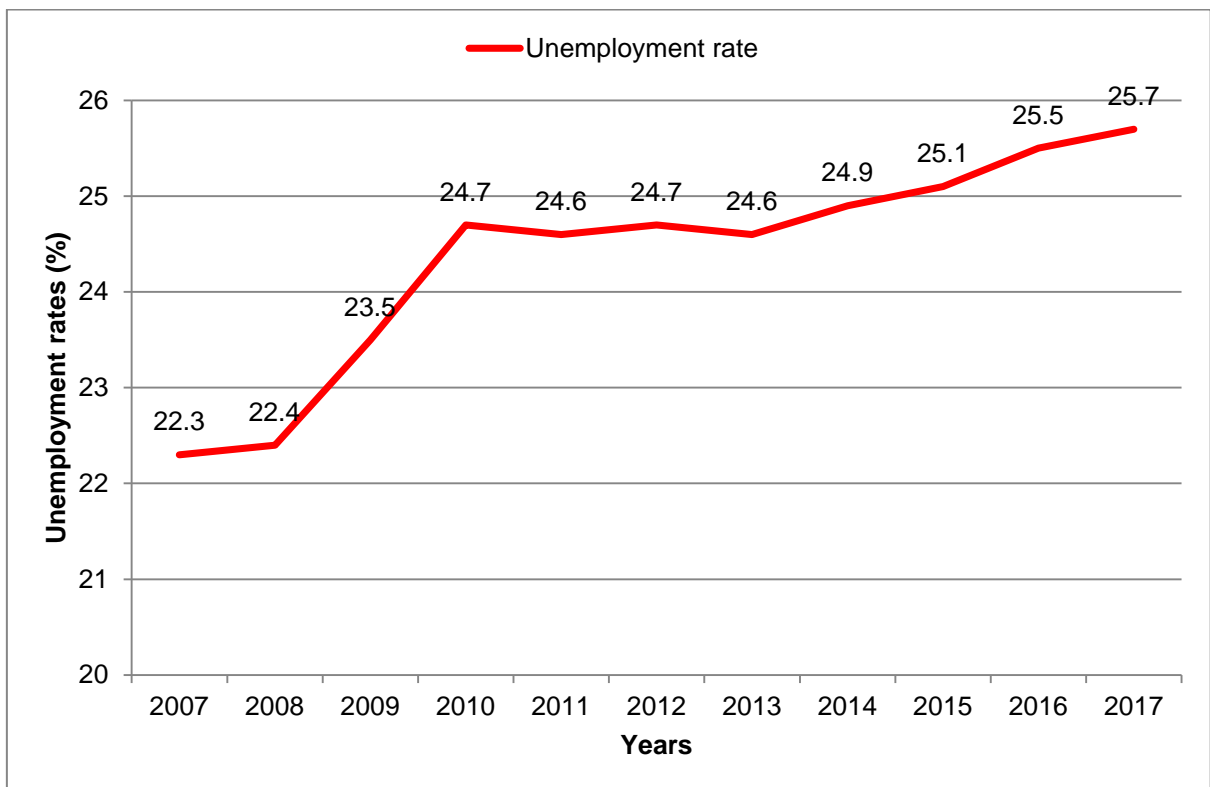
Figure 2.4: Actual and forecasted national unemployment rate in South Africa

Source: ILO (2016b)

As shown in Figure 2.4, the national unemployment rate for South Africa is expected to increase from 25.5% in 2016 to 25.7% in 2017. Rogerson (2012:37), and Christian (2012:5) agree that the tourism industry is a good source of employment as it is highly labour intensive. The current unemployment rate in South Africa suggests very poor employment opportunities for those searching for work. This calls for a need for the South African government to monitor and evaluate the progress made on the implementation of decent work across all national economic sectors, particularly in tourism as it is a priority sector for the country's sustainable socio-economic growth. According to Tourism Update (2016a) overseas arrivals in 2015 dropped by 5% compared to 2014 for the first time after the hosting

on the 2010 World Cup. This could seemingly suggest further increases in unemployment in the South African tourism industry.

2.8   Adequate earnings and productive work

The ILO (2012b:69) argues that "... in order to be decent, work has to be productive and provide workers with adequate earnings". Christian (2012:7) concluded that low-skilled tourism wages are low, whereas high-skilled wages, such as hotel or tour operator managers, can be stable or high. Monterrubio and Espinosa (2013:63) agreed that wages in tourism employment are commonly reported as low, although they vary across different jobs. McKenzie (2007:490) argues that "... rather than simply stating that tourism employment offers low-wage occupations, researchers should specify which sector they are focusing on and whether the low wages occur across employment levels". In spite of the sector or employment level, the seasonal nature of tourism can be a main barrier in providing adequate earnings and productive work (temporary and permanent).

A more recent study on employment of 32 Organisation for Economic Co-operation and Development (OECD) members in tourism by Stacey (2015:69) summarised that:

> ... tourism enterprises frequently lack the capacity, resources and motivation to invest in workforce development. There is also limited incentive for individuals working in the sector to invest in training and professional development, due to the relatively low salary levels and limited recognition and rewards (pay and non-pay) for up-skilling, lack of value placed on skills by some employers and poor access to advancement opportunities.

This quotation suggests that tourism firms are incapacitated in improving the poor working conditions in the tourism industry. This could be attributed to the negative effects of tourism seasonality and volatile business environments such as disease outbreaks. On the other hand, tourism employers could be discouraged from addressing unfavourable working conditions due to a lack of knowledge or lack of public policy direction. Generally, the quotation calls for a need for tourism role players to collaborate in addressing the unfavourable working conditions related to the tourism industry.

2.8.1   Wage differences between young and older workers

Around the world, young people generally earn lower wages than other workers (Grimshaw, 2014:4). The author adds that age and work experience are widely perceived to correlate positively with earnings, although there is no international standard which restricts young people from earning the same as other workers. Shehu and Nilsson (2014:77) confirm that young women and men in developing countries consider work with no or poor decent standards as decent work. This may be due to a scarcity of decent work which makes vulnerable population groups appreciate any available employment.

Grimshaw (2014:2) reports that data for the Organisation for Economic Co-operation and Development (OECD) countries suggests that young workers aged between 15 and 24 earn on average only around 62% the wages of older workers (Figure 2.5). Christian (2012:6), and Sparreboom and Staneva (2014:9) assert that in developing countries the tourism industry is regarded as better rewarding than the agriculture industry. However, an oversupply of low-skilled workers in developing countries creates fierce competition in the tourism labour-market and further downgrades wages (Christian, 2012:6). Byamugisha, Shamchiyeva and Kizu (2014:22) viewed that in sub-Saharan Africa young men have more access to written contracts and paid employment than young women, which suggests that women are more vulnerable to decent work deficits compared to men.
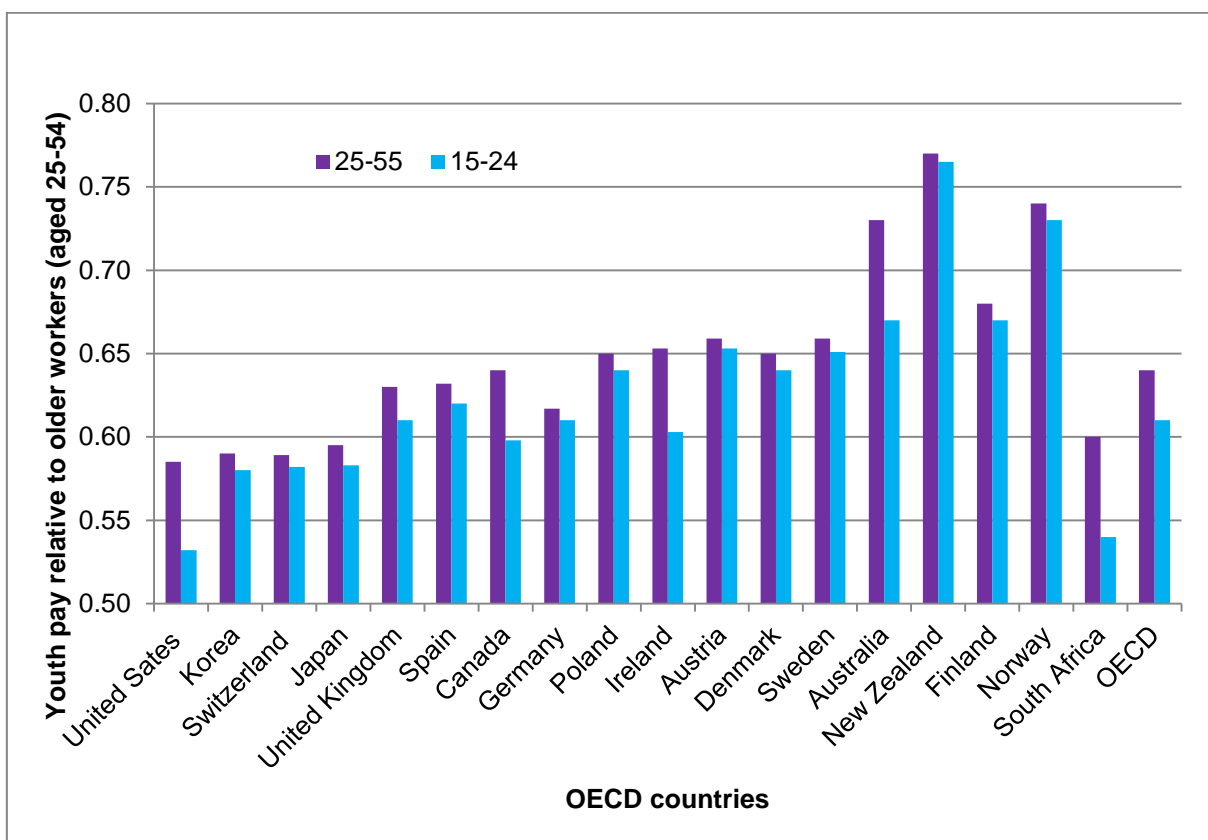
Figure 2.5: Average pay of young workers compared to older workers in OECD countries

Sources: Grimshaw (2014:3)

Data presented in Figure 2.5 above is based on the gross average earnings of full-time workers; mix of hourly, weekly, monthly and annual earnings for different countries (Grimshaw, 2014:3). As shown in the Figure, young workers aged 15 to 24 earn predominately less than workers aged 25-54. The highest wage differences prevail in the United States where young people earn just 55% of the wage of older workers and the lowest difference is in New Zealand where young people earn 73% of the wage of older workers (Grimshaw, 2014:3).

By comparison, in the South African labour market about 42% of young people under the age of 30 are unemployed compared with less than 17% of adults over 30 (SA.NDT, 2011b:5). The Department of Tourism added that the unemployed youth tend to be less skilled and inexperienced; almost 86% do not have any formal or tertiary education. This suggests that the majority of young South Africans are unemployed and are predominately earning less than older workers. Additionally, Grimshaw (2014:4) states that, "... South African youth aged 15 to 24 earned around 75 per cent of the median wage of all workers". South Africa does not have a national minimum wage for the tourism industry which makes it difficult to produce statistical wage level data (ILO, 2012a:16).

The wage differences support the view by Sparreboom and Albee (2011:np) that younger workers are vulnerable to employment which is characterised by inadequate earnings and difficult working conditions that undermine workers' fundamental rights.

2.9   Decent working time

Tourism work has prevalent unsocial working hours and family unfriendly shift patterns (Baum, 2012:126). Christian (2012:6) clarified that the working hours and conditions in tourism differ depending on the position and segment. The author adds that "... low-level workers in cruise lines can work seven days a week, for 12 to 18 hours a day on six to ten month-contracts, earning as little as $500.00 a month". OnsØyen, Mykletun and Steiro (2009:85) reported that hotel room cleaners in Norway were satisfied with their working environments and convenient working hours. Therefore, employee satisfaction of working conditions and hours in tourism can also vary according to tourism destinations and the level of employment.

Studies on working time of non-student youth in Eastern Europe and sub-Saharan Africa indicated that they work less than 40 hours per week (Byamugisha et al., 2014:27; Sara et al., 2015:33). The authors added that the short working hours reflect the under-utilisation of young workers and lack of regular decent work and the precariousness of the occasional young worker in many countries (Byamugisha et al., 2014:27). Short working hours can only be positive when employment is treated as voluntary or casual work especially by students or retired people.

Costa et al. (2014:145) viewed that Portuguese tourism graduates working outside the tourism industry were satisfied with their work schedules and the number of hours they worked per week compared to those employed in the tourism industry. A study on employment characteristics in large theme parks and attractions in the state of Florida, in the USA, ascertain that employees disliked their experiences with flexible working hours and

frequent schedule changes (Milman & Dickson, 2014:447). Hofäcker and König (2013:613) argue that the irregularity and unpredictability of working hours negatively impacts employees' work-life and job commitment more than the number of working hours. The 24 hours operational nature of the tourism industry can be viewed as a main barrier towards achieving decent working hours (24 hours-service requires 24 hours delivery).

2.10   Combining work, family and personal life

According to Hofäcker and König (2013:629) the more an individual works, the more restricted time resources are within the family, and the more likely individuals will experience conflict when trying to balance work and family demands. The ILO (2013b:95) states that work must be flexible in order to provide employees with time to associate with family especially during social hours. Globally, employees are also entitled to benefit from maternity protection and benefits, remunerated overtime, sick leave, annual leave, family responsibility leave and other forms of leave (ILO, 2012a:95; 2013b:82). However, this is rare in tourism as the predominance of casual and irregular work enables enterprises to sidestep and deprive employees from social protection measures and work benefits.

2.10.1   Working overtime

Overtime is an important determinant in combining work with social life as it has both positive and negative effects to employees (Table 2.1 below). The ILO (2013b:10) defines overtime as all the hours worked in excess of normal hours, and adds that remunerated overtime has two contextual purposes. In the context of compensation for hours worked beyond the normal working week, overtime provides the basis for higher rates that might be paid for night work, work on holidays or what might be viewed as unsocial working hours. Another purpose is to reinforce the numbers of working hours by requiring employers to pay a premium for each overtime hour worked (ILO, 2013b:13). This is applicable to short term organisational reasons such as extending working hours to deal with fluctuations in seasonal work.

Table 2.1: Advantages and disadvantages of working overtime	
Advantages	**Disadvantages**
• Allows enterprises the flexibility to deal with demand fluctuations in seasonal work. • Beneficial for workers when overtime is compensated with premium pay or days in lieu of time worked.	• Consistent overtime has negative consequences on the physical and mental health of workers. • Unscheduled overtime deprives workers of personal or family lives. • It poses stress on workers in the workplace. • Excessive use of overtime can be unlawful.

Sources: ILO (2013b:10)

2.10.2   Working conditions

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) states that working conditions covers the working environment and aspects of employees' terms and conditions of employment (Eurofound, 2012). It adds that working conditions are assessed according to five perspectives: job quality, career and employment security, health and well-being at the workplace, development of skills and competencies, and work–life balance. Zampoukos and Ioannides (2011:25) summarised a list of tourism work conditions that vary from country to country and which impact on employment in the tourism industries of different countries:

- Insecure seasonal and part-time employment,
- Dominance of low wages,
- Limited career opportunities,
- High level of subcontracting and outsourcing,
- High employee turnover rate, and
- Little or no formal training.

Busquets (2010:19) ascertains that consumer demand patterns in hotels and restaurants require working conditions that are frequently characterised as unsocial and irregular working hours in the form of split shifts, weekend shifts, nightshifts, or work during holiday periods, and are the main barriers for employees when balancing family and social life. The ILO (2010:14) posits that these working conditions heighten stress on workers with family responsibilities, particularly women who carry the majority of the burden of caring for children and the elderly as well as for household chores.

2.11   Work that should be abolished in tourism

According to the ILO (2012b:101) all forms of unlawful work should be abolished, including child and forced labour. Eurofound (2012) postulates that work in hotels and restaurants is characterised by large deviations from standard working times. The organisation further adds that tourism is estimated to account for 51% of all violations in the field of youth employment, and Zampoukos and Ioannides (2011:25) highlight that the tourism workforce at the lower tier of the employment spectrum predominately consists of women, immigrants and young people. The authors argue that these cohorts' work can be described as destructive as it is associated with unfavourable work conditions and job benefits. Clancy (2008:17) highlights that lower-level workers in cruise ships earn low wages and are vulnerable to severe unfavourable working conditions as shifts in cruise ships can be seven days a week for up to as many as 12 to 18 hours per day, for six to 10 month-contracts. This can be due to the fragmentation of the cruise ship industry which promotes poor enforcement of regulations relating to wages, working conditions and working time. This consequently calls for a need to abolish work that exceeds average working hours, and the exploitation of vulnerable

immigrants and young people in the tourism industry. On the other hand, work in cruise ships offers free food, accommodation, great travel opportunities and tax-exempt salaries.

2.11.1 Child labour and exploitation

The ILO (2010:15) confirms that informal employment especially in tourism small enterprises facilitates negative components such as child labour and gender inequality. The authors reported that in Fiji informal employment is characterised by a lack of social protection and safety networks, and may be linked to prostitution and commercial sexual exploitation of children. A study on ecotourism employment in developing countries by Monterrubio and Espinosa (2013:60) underlined under-age labour as a common feature amongst small tourism enterprises, as under-age children usually volunteer to work in boats and horse riding areas during school holidays and weekends, and depend on tips from tourist as they are neither formerly hired nor paid for their work.

The ILO (2009:67-68) estimates that around the world between 13 and 19 million people aged below 18 years work in an occupation linked to tourism. They posit that this represents 10 to 15% of the global tourism workforce, and estimate that two million children in the world are victims of commercial sexual exploitation. Several child labour laws have been enforced internationally to highlight the practices of sex tourism, particularly in regard to the violation of the right of girls (ILO, 2010:15). In India, for instance, the Child Labour (Prohibition and Regulation) Act of 1986 prohibits the employment of children below 14, and 15 years in roadside, restaurants, hotels and tea shops (Indian Ministry of Labour and Employment, 2015). This raises a need for the total abolishment of child labour.

2.12 Stability and security of work

Davidson, McPhail and Barry (2011:512-513) found that tourism managers constantly aim to raise profit levels and worry about rising labour costs, whereas employees worry about low pay and poor conditions. This weakens the industry's ability to create stable and secure employment. Zampoukos and Ioannides (2011:40-41) agree that lower-end employment positions within tourism, particularly the hospitality sector are low paid, low-skilled, temporary, with limited training and few long-term career opportunities. Eurofound (2012) points out that wages for part-time tourism work are not sustainable and prevalence of such work reduces access to skilled jobs and management positions, which affects employees' job stability.

A study of Austrian tourism describes employment stability and working conditions as the "dark side" of the tourism industry (Eurofound, 2012). They also found that tourism employees suffer from low income levels, low wage satisfaction, unfavourable working times,

very limited career opportunities, a high level of career breaks and significant use of over-qualified workers. Hofäcker and König (2013:527) posit that job security unanimously affects employees' work-life balance, and that the effect is more pronounced for men than for women. This could be due to the traditional male role as a family breadwinner.

A case study on the effects of tourism on residents' quality of life on Redang and Perhentian Islands in Malaysia highlighted that the majority of people were annual seasonal tourism employees between March and October (Ghani, Tahir & Manaf, 2011:177). During off-seasons most tourism employees started other jobs in fishing and agriculture as tourism establishments close business. These authors also found that tourism was more lucrative to entrepreneurs on both islands in terms of their monthly income than the general employees. Baum (2012:130) found that the operating features of tourism enterprises in small island destinations, in terms of remoteness, access, size, and above all, seasonality, place tourism in a really challenging situation in promoting the creation of decent work. The author added that each of these factors presents challenges, as well as opportunities in some instances. Seasonality seems to be the dominant factor that negatively affects the creation of stable and secure tourism jobs.

2.13   Equal opportunity and treatment in employment

According to the ILO (2012a:17) combating discrimination is vital in promoting equal opportunities and adequate treatment in respect of employment and occupation. The authors suggest that discussions on the elimination of employment and occupational discrimination should focus on gender, age, race and ethnicity of indigenous, migrant and rural workers. The ILO (2015) contends that employment and occupational "... discrimination stifles opportunities, wasting the human talent needed for economic progress, and accentuates social tensions and inequalities". Therefore, excessive employment discrimination can give rise to labour unrest and possibly civil wars, which would hamper sustainable tourism development.

2.13.1   Tourism labour discrimination

Adler and Adler (2004:np) viewed instances of institutionalised discrimination within the Hawaii hotel sector that worked against ethnic minority groups from reaching managerial positions. The ILO (2010:16) notes that ethnic and cultural minority groups tend to be numerically overrepresented in the tourism workforce, particularly in developed regions like Australasia, Europe and North America. These studies indicate that tourism provides job opportunities to vulnerable people with less chances of getting employment in other sectors. Christian (2012:6) viewed that unionised hotels in Fiji and the Caribbean paid better wages than locally owned hotels. Therefore, the unionisation of tourism enterprises can promote

decent work by improving wage levels, work conditions and combating employment discrimination.

2.13.2   Gender discrimination in employment

A study on the Norwegian tourism workforce concluded that women at the lower tier of the employment spectrum rarely voiced their opinions and needs in meetings (OnsØyen et al., 2009:81). The authors added that these employees were not listened to in that their complaints and demands were not met with adequate amendments. Costa et al. (2012:70) contend that, "... although women prevail among tourism professionals in Portugal; men earn higher salaries and fill most top-level positions in the tourism sector". It can thus be concluded that gender perceptions prevent women from access to decent work in tourism, compared to men. On the other hand, Christian (2011:6) viewed that in Kenya there were few women workers on safari camps, due to distances from homes and their cultural roles in their different tribes. Therefore, it is highly likely that gender constraints affect occupational roles and the domination of men versus women.

2.13.3   Youth discrimination in employment

Sparreboom and Staneva (2014:31) argue that globally, finding work is more difficult for younger workers than older workers. The authors add that employment opportunities available for this cohort often fall short of decent work standards, and only serve the need to make a living, with poor career progression. A study on career progression of Ghanaian tourism graduates revealed that unemployment was a major problem that affected all youth irrespective of their skills or education qualifications (Owusu-Mintah, 2014:834). Grimshaw (2014:48) summarised the key features of youth labour markets as follows:

- Common evidence of a lower youth wage relative to that of older workers,
- Downward trend in youth wages relative to adult workers in recent years, despite a declining youth share of the population (except for Africa), falling youth employment rates and rising education levels,
- Part-time and temporary employment of full-time students as an important feature of youth labour markets in some countries, and
- Lower mobilisation of young people by trade unions which reduces their likelihood of enjoying union benefits (Grimshaw, 2014:48).

2.14   Safe work environment

The ILO (2015) postulate that globally, every 15 seconds a worker dies from a work-related accident or disease and approximately 153 workers have a work-related accident. This calls for a worldwide awareness to prioritise the health and safety of employees. Costa et al. (2014:141) suggest that work in tourism is dominated with favourable working environments, which can be considered better than working in factories. Conversely, Onsøyen et al. (2009:90) report that most operative jobs in tourism are physically and mentally demanding.

The authors also viewed that fewer skilled tourism employees work under time pressure, close supervision, are under-valued at work, and not involved in relevant parts of decision-making. These working conditions can cause health disorders and stress. Eurofound (2012) added that work in tourism is characterised by non-compliance with working time regulations, which caused exhaustion and an increase in work accidents.

2.15 Social security

The ILO (2012a:147) defines social security as all measures that provide employee benefits, whether in cash or in kind. It further summarises that social security secures protection from:

- Insufficient income caused by sickness, disability, maternity, employment injury; unemployment, old age, or death of a family member,
- Lack of access or unaffordable access to health care,
- Insufficient family support, particularly for children and adult dependants, and
- General poverty and social exclusion (ILO, 2012a:147).

Shehu and Nilsson (2014:1) suggested that employed workers with less favourable labour market experiences will lower their social security expectations and be relatively more satisfied at a given job than workers with smooth school-to-work transitions. They add that a past unemployment spell also pushes educated youth into unattractive jobs with poor or no social security. On the other hand, Barsoum (2015:1) argues that educated youth are a politically volatile population and demand employment with sustainable social security, and further reports that the majority of employed Egyptian youth have no work contracts or access to social insurance contributory schemes. The author further argues that this type of employment only covers present financial needs and does not protect against the precariousness of unemployment, illness, or old age. This caused the youth to be at the forefront of demonstrations seeking political change in the country in 2011 (Barsoum, 2015:2). Therefore, social security is critical in guaranteeing peace within countries. Kalisch (2009:np) recommended five main areas organisations should focus on to promote social security. They are as follows:

- Business conduct - competitive conduct, corruption, bribery, intellectual property rights, political activities, proprietary information.
- Community involvement - community economic development, employment of local and underutilised workers, philanthropy.
- Workplace - non-discrimination, training, harassment, downsizing, child and elder care, maternity and paternity leave.
- Accountability - including stakeholder engagement, reporting on environmental and human rights issues, performance related to standards.
- Human rights - indigenous people's rights, health and safety, child and forced labour, freedom of association, wages and benefits, working conditions, discipline (Kalisch, 2009:np).

2.16   Social dialogue, employers' and workers' representation

The ILO (2010:163) defines social dialogue as all types of negotiation, consultation and exchange of information between representatives of governments, employers and workers on issues of common interest. This suggests that successful social dialogue contributes towards peace within a country, and the work place.

2.16.1   Social dialogue in tourism

The main goals of social dialogue are to build consensus among participants in the work world, resolve economic and social issues, advance social and industrial peace and boost economic progress. The UNWTO (2015b) considers a lack of social dialogue as often straining communication between managers and workers in tourism. It adds that this causes an exceptionally high turnover, which is costly and affects productivity, competitiveness and service quality in tourism. Boardman and Barbato (2009:9) indicated that tourism thrives in an environment where quality service delivery is dependent on workplace labour relations between management and the workforce. This suggests a need to eradicate informal employment in the tourism industry, as Shehu and Nilsson (2014:1) found that informal employment promoted poor social dialogue and the lowest job satisfaction compared to formal employment. Shehu and Nilsson (2014:6) added that, "... at the enterprise level, informality is generally associated with low productivity and poor operating conditions". The ILO researchers assert that social dialogue helps tourism enterprises to strategically face challenges such as:

- Shift work regulation,
- Occupational safety and health (OSH),
- Job classification,
- Payment and wages including tips and service charges,
- Skills development,
- Gender equality,
- Youth employment,
- Migrant labour and
- Child labour (ILO, 2010:18).

However, Boardman and Barbato (2009:9) ascertained that formal social dialogue with external employee organisations such as trade unions rarely exists in tourism. The ILO researchers agreed by generalising that tourism enterprises are not sufficiently engaged in social dialogues and are characterised by limited communication between management and the workforce (ILO, 2010:18; Ferland, 2011:66). These discussions also indicate that sustainable tourism growth is dependent on successful social dialogue. The ILO (2010:19) further summarised causes of poor social dialogue in tourism as follows:

- Low level of women and youth's participation in workers organisations,
- Predominance of small, medium and micro-enterprises (SMMEs) in some regions,

- Use of short-term or seasonal employment, and
- Subcontracting of activities to other sectors (ILO, 2010:19).

The ILO and the UNWTO call for tourism businesses and trade unions to give priority attention to human resource development to promote social dialogue in tourism (UNWTO, 2009:1). They further add that promoting social dialogue in tourism should give employees opportunities to develop a rewarding career, advance professionalism and sustain the security of decent work. This can be achieved by improving the information on the tourism labour market.

However, Eraqi et al. (2011) indicated that information on tourism-related employment is usually fragmented, difficult to compare, poor in quality, and lacks credibility and reliability. This may be due to the fragmented nature of the industry as well as a high proportion of a young labour force which is mobile and unaware of employment rights. However, the UNWTO (2012) argues that the global financial crisis facing young persons and women causes them to be the most vulnerable groups among workers. Therefore, the tourism industry has challenges in improving its social dialogue strategies.

2.17   Summary

This literature review indicates the global context of decent work in the tourism industry. From a global perspective, it is evident that the concept of decent work is acknowledged as a critical success factor for sustainable tourism growth. However, previous studies suggest that the tourism industry is still lagging behind in advancing and realising decent work goals. The most highlighted characteristics of decent work deficits in tourism include: poor social dialogue and working conditions, seasonality and informal work, high staff turnover and low salaries. The literature review also highlights that youth entering the tourism labour market constitute the most vulnerable group among workers because they lack work experience and stable financial sources.

The decent work deficits characterised with tourism work enhance the value of expanding the knowledge-base of tourism work. This also positions addressing decent work deficits as a sustainable approach to tourism development. However, eradicating decent work deficits in tourism is difficult given the fragmented nature of the industry, as well as the reported high proportion of young and marginalised workers who are unaware of their rights. This calls for a collaborated effort from all stakeholders within the tourism industry to improve strategies of addressing decent work deficits in the tourism industry, including appropriate labour legislation.

The next chapter presents an overview of decent work in the South African tourism industry.

CHAPTER THREE

AN OVERVIEW OF DECENT WORK IN THE SOUTH AFRICAN TOURISM INDUSTRY

3.1   Introduction

The previous chapter offered insight into the state of the global context of work in the tourism industry, while this chapter entails a critical discussion of the literature that deals with the South African tourism industry's work. It establishes a comprehensive background to the research problem and attempts to reflect towards possible results and conclusion of the study.

This review of literature is guided by the South African framework for measuring decent work, which was adopted from the ILO's recommended framework (Section 2.5). Nevertheless, there is no agreed framework which is used to measure the status of work in the South African tourism industry. Therefore, the review of literature draws attention to successes and challenges being faced in addressing decent work deficits related to employment within the South African tourism industry, particularly in relation to tourism graduates. The discussion also includes the National Tourism Sector Strategy (NTSS), which highlights the National Departments of Tourism's (SA.NDT) blueprint for addressing unfavourable work conditions in the tourism industry. The following section provides an overview of the South African tourism industry.

3.2   An overview of tourism in South Africa

Historically, the South African tourism industry was seen as a field for elite and affluent people (Magi, 2014:84), and this deprived indigenous communities from accruing tourism benefits. A study commissioned by the South African Department of Labour (SA.DOL) viewed that South Africa started to compete globally as a tourism destination after the fall of Apartheid and the ending of international sanctions (Earle, 2008:1). The number of international tourist arrivals increased from approximately 3 million in 1993 to over 10 million in 2009 and over 10.3 million in 2010 (SA.NDT, 2011a:1). Botha (2015) reported that tourist arrivals to South Africa dropped by 13% annually from 2013 to 2014. Additionally, the author states that the decrease was caused by violent public protests and change in shareholding policies to private limited companies, social unrest in poor neighbourhoods, and increases in crime levels. This has since decreased in 2015 as the South Africa Tourism (SAT) (2016) reported that, South Africa's international tourism performance was constrained in 2015, with arrivals declining for the first time since 2009 to reach 8.9 million tourist arrivals from 9.5 million in 2014, a decrease of -6.8%. This decline was driven by decrease of tourist-arrivals from the Africa-land markets (SAT, 2016).

Due to the unfortunate political circumstances, several post-apartheid macro policies governing tourism development in South Africa were developed to improve local communities' participation in tourism development, notably the tourism B-BBEE, GEAR, CATHSSETA, TEP, the Responsible Tourism Guidelines and the Tourism Growth Strategy. Steyn and Spencer (2011:178) agree that post-apartheid macro tourism policies are biased towards stimulating and guiding tourism growth in such a way that historically disadvantaged communities can benefit. However, in some instances post-apartheid tourism policies are criticised for not being fit for sustainable tourism development, as they are biased towards empowerment of previously disadvantaged populations (Magi, 2014:85).

The post-apartheid macro policy changes led to a successful re-structuring of the South African tourism industry and the successful hosting of numerous sporting, cultural and business events (Steyn & Spencer, 2011:178). Tourism in South Africa and the world's developing regions is also estimated to be growing faster than in the rest of the world (UNWTO, 2010:58; 2015b). Research by the World Bank confirmed that South Africa is the leading tourism destination in sub-Saharan Africa, receiving 66% of all tourist arrivals in the region (Christie et al., 2014:41). The authors added that the South African tourism industry generates more foreign exchange revenue than gold exports. These studies indicate that the South African tourism industry is lucrative for socio-economic development.

On the other hand, recent statistics by SSA (2015) indicate that tourist arrivals to South Africa dropped by 13% year on year for the month of June 2015 and in 2015 overseas arrivals were down by 10% by September. The markets with the biggest decline in tourists include China, India, Brazil, UK, USA, Germany, Australia, Canada and the Netherlands (SSA, 2015). According to Tourism Update (2015) the decline in arrivals to South Africa from emerging markets like China and India is due to the new immigration regulations that require travellers to make visa applications in person. The decline in tourist arrivals to South Africa should persist if the new immigration regulations remain unchanged.

3.3   Tourism in the Western Cape

The Western Cape is South Africa's largest province with a total area of 129 386 square kilometres, and is divided into six tourism regions namely Cape Town, Eden, Cape Winelands, West Coast, Overberg and Central Karoo (Western Cape Tourism (WCT), 2015). The province is a top tourism destination receiving about a quarter of all international visitors to the country (South Africa-The Good News, 2015). While growth in tourism activity has been recorded in all the six regions, Cape Town receives the majority of tourist arrivals with about 97% of all international visitors to the province visiting Cape Town (Maumbe & Van Wyk, 2008:122; WCT, 2015). In spite of the positive tourism growth in the Western Cape,

Rogerson (2004:117; 2013a:28) asserted that the majority of successful tourism establishments in the province are owned by white South Africans, emphasised by a great absence of successful black entrepreneurs in the tourism industry.

3.3.1 Tourism attractions

The Western Cape Province boasts of a number of top attractions including Table Mountain, Robben Island, the Victoria and Alfred Waterfront, the Cape Town International Convention Centre (CTICC), the West Coast National Park, the Cederberg, wine-routes, and the Garden Route (City of Cape Town, 2009:2; South Africa-The Good News, 2015). South Africa Tourism (SAT) added that other top attractions include the wine-farming areas of Stellenbosch, Paarl, Wellington, Franschhoek, Ceres, Worcester, Bonnievale and Robertson (SAT, 2015). The province is also renowned for its fresh seafood restaurants (City of Cape Town, 2009:2).

The Western Cape Province is also the leading African destination for the Lesbian, Gay, Bisexual, Transgender, Queer or Questioning and Intersex (LGBTQI) community (ITB Berlin, 2013). Cape Town has also received numerous world prestigious accolades such as CNN World's 10 Most Loved Cities, Second World's Favourite City and the Best Investor City of the Year 2013 (Cape Town Tourism, 2013). Moreover, the accreditation of Table Mountain as one of the "New Seven Wonders of Nature" further boosts the tourism profile of the Western Cape Province. This also attracts potential investors who are a critical success factor for economic growth and job opportunities.

3.4 The National Tourism Sector Strategy (NTSS) of South Africa

The NTSS was produced in 2011 by the National Department of Tourism (SA.NDT) as a blueprint for inclusive and sustainable tourism development in South Africa. The NTSS highlights that the tourism industry is a multifaceted and labour-intensive service sector with a great capacity to reduce unemployment and contribute to a variety of economic sectors (SA.NDT, 2011a:1). It adds that this positioned the tourism industry as one of the six core pillars of economic growth in the South Africa's New Growth Plan, which is South Africa's national blueprint for economic policy and jobs strategy (Heath, 2014:280). Therefore, the tourism industry plays an important role in realising the South African Government's plans. This prompted the National Department of Tourism (SA.NDT) to produce a comprehensive NTSS for South Africa as a blueprint predetermined to contribute towards achieving the goals contained in the national New Growth Plan for South Africa (SA.NDT, 2011a:11). This was made possible by the NTSS objectives for sustainable tourism growth in South Africa, which are discussed in the next section.

3.4.1   The National Tourism Sector Strategy (NTSS) objectives for tourism growth:

- To provide decent work within the tourism sector (excellent people development),
- To grow the tourism sector's absolute contribution to the economy,
- To increase domestic tourism's contribution to the tourism economy, and
- To contribute to the regional tourism economy (SA.NDT, 2011a:10)

These objectives were developed with the goals contained in the national New Growth Plan for South Africa in mind, and in particular the NTSS adopted the concept of promoting 'decent work' (as defined in Chapter One) as a strategic objective of priority. This objective operates to promote sustainable and favourable work conditions in the South African tourism industry (SA.NDT, 2011a:13). Furthermore, it creates opportunities for work that support people's aspirations through fair income, job security, family stability, personal development and social integration (ILO, 2012b:7). This is vital to tackling gaps related to the initial post-apartheid tourism policies which were more Afro-centric and overlooked crucial tourism development agendas such as the promotion of decent work (Steyn & Spencer, 2011:188).

The concept of decent work is relevant to tourism graduates, as several studies underscore that South African graduates are susceptible to indecent work (Hedley, 2013; Kokt & Strydom, 2014:121; Sibanyoni et al., 2015:3). Grimshaw (2014:1) summarises that graduates typically face higher unemployment rates due to limited work experience. The author adds that graduates are often crowded into low-skill sectors and tend to suffer from being the last-hired and the first-fired. Tourism Update (2011) reported that in 2011 over half of hospitality establishments in South Africa transgressed employment legislation. However, there is generally a lack of research on decent work across the South African tourism industry (De Beer, Rogerson & Rogerson, 2013:101).

3.5   Tourism employment in South Africa

The Government of South Africa recognised the socio-economic potential of the tourism industry by the decision to dissolve the Department of Environmental Affairs and Tourism (DEAT), and create a stand-alone tourism department (SA.NDT, 2011a:1). The World Bank researchers confirm that the South African Government invests heavily in its tourism statistics unit and reaps significant results by gathering basic data, including international and domestic arrivals, departures and tourist expenditures (Christie et al., 2014:4). However, there is lack of investment on gathering data on tourism employment (Rogerson, 2012:38). The NTSS aims to address these challenges by promoting the concept of decent work in tourism, as the tourism industry is crucial to realising South Africa's employment goals, although there is a need to improve tourism employment data (SA.NDT, 2011a:2).

The NTSS highlighted that the South African tourism industry is one of the major sources of employment, especially for unskilled people and women (SA.NDT, 2011a:5). However, there is a need to address tourism employment challenges such as compliance with labour legislation, wage levels and career progression opportunities (SA.NDT, 2011a:13). The following section discusses the challenges being faced in promoting favourable work conditions in the South African tourism industry.

3.5.1 Tourism employment challenges

In spite of the government's enthusiasm to embrace tourism as a catalyst for employment growth, Rogerson (2012:38) describes the nature of scholarly investigations on tourism work in South Africa as primarily unknown. However, among the most important are a small number of investigations of tourist guides' work conditions (De Beer et al., 2013:89). This study concluded that there is an acute knowledge gap and scarcity of scientific research relating to the status of employment in the South African tourism industry (De Beer et al., 2013:101). The authors further argue that:

> ... despite much policy rhetoric from national government about decent work in tourism, so far there has been minimal research engagement with the nature of employment in the country's expanding tourism economy.

Ndabeni and Rogerson (2005:139) ascertained that major tourism benefits such as employment and entrepreneurial growth have been experienced in urban rather than rural areas. The authors added that seemingly large tourism companies are commanding the tourism system, accruing large shares of tourism benefits, and offering employment.

In addition, a study on the employment situation in Cape Town's hospitality sector by Maumbe and Van Wyk (2008:117) found that the industry requires low academic skills and no formal qualification, is labour intensive, and offers low-paying employment opportunities and long working hours. The authors further show that salaries were racially correlated, as white employees earned more than black and coloured employees, which is a reflection of the Apartheid legacy. Magi (2010:125) and CATHSSETA (2015:5) agrees that a review of employment equity trends in tourism highlights that the senior and management profile of historically disadvantaged South Africans in the top echelons of decision-making is still very small. This should not be the case given the vital role placed on tourism in the national government policies and strategies for employment growth and of the priority given to the creation of decent work in tourism. Another study that was conducted in preparation of the 2010 Fédération Internationale de Football Association (FIFA) World Cup on tourism employment in South Africa identified several critical elements which negatively impacted tourism employees' consistent delivery of excellent customer service (SA.NDT, 2011b:2). These elements include:

- Legacy of apartheid such as racial divisions,
- Poor or indifferent attitudes of some employees,
- Inadequate job training,
- Deficient general education,
- Poor recruitment and selection processes,
- Lack of urgency,
- Autocratic management rather than participative leadership, and
- Imbalanced focus on technical job skills opposed to interpersonal or customer and people skills development (SA.NDT, 2011b:2).

Kokt and Strydom (2014:119) ascertain that a shortage of professionals with tourism-related skills is one of the most dominant challenges facing the South African tourism industry. They added that other challenges include attracting and retaining qualified staff, despite the intensely service-driven and customer-oriented nature of the tourism industry. De Beer et al. (2013:102) found that the working career of tourism employees is on average five years before they leave the labour sector to pursue a different career. The authors added that this is due to a dominance of unfavourable forms of tourism employment, much of which transgress existing labour regulations. CATHSSETA (2015:11) confirms that the tourism industry is highly fragmented due to the dominance of SMMEs, who in turn provide work characterised by poor career progression, low wages, low levels of skills requirement and seasonal work. These studies underscore that a successful and sustainable career in the tourism industry is uncertain.

3.5.2   Youth employment challenges

A study on national and provincial labour markets revealed that South African youth face particular challenges in gaining employment in the labour market compared to adults (SSA, 2014b:2). The study added that over the period of 2008 to 2014, South African youth's level of education attainment improved although their labour market prospects deteriorated. This reflects a possible mismatch of skills being attained by the youth versus those required by the available jobs. Sibanyoni et al. (2015:14) found that tourism graduates have unrealistic expectations of employment in tourism. This is due to poor working conditions which the authors summarised as low remuneration, limited opportunities for advancement, long working hours, lack of benefits, and replacement of graduates with employees who have no formal education.

De Beer et al. (2013:102) reported an under-supply of young entry-level tourism employees in South Africa, particularly tourist guides. This threatens long-term sustainable growth of the tourism industry in South Africa as tourist guides are part of a destination's tourism products. Welgemoed (1989:16) concluded that, "... professionalism is a characterised by education and service, and hence that there is an urgent need for education to professionalise the job of a tourist guide". Cohen and Moodley (2012:335) stress that youth unemployment levels in

South Africa remain a grave concern and gender inequalities continue unabated. The National Treasury of South Africa (SA.NT) states that employers consider unskilled and inexperienced youths seeking jobs as a risky investment (SA.NT, 2011:5). This increases youth unemployment rates in South Africa and floods the labour market. The SA.NT (2011:5-6) also summarised facts about the labour market of South African youth as follows:

- About 42% of young people under the age of 30 are unemployed compared to less than 17% of adults over 30.
- Only one in eight working age adults under 25 years of age has a job compared with 40% in most emerging economies.
- Employment of 18 to 24-year olds has fallen by more than 20% (320 000) since December 2008.
- Unemployed youth tend to be less skilled and inexperienced; almost 86% do not have formal further or tertiary education (SA.NT, 2011:5-6).

Four years later, a South African economic survey by the South African National Treasury (SA.NT) (2015:7) revealed the following:

- Employment rate for 15 to 64-year-olds was 42.8%,
- High employment rate for men (48.9%), compared to women (36.9%),
- Youth of age between 15 to 24, constituted 51.3% of the national labour force, and
- Unemployment rate for the population aged 15 and over was 25.1% (SA.NT, 2015:7).

Overall, the above findings indicate that South African youth are the most vulnerable population group in the labour market. This calls for a collaborated strategy between the private and public sector to improve South African youths' access to employment through programmes such as internships.

3.6   Tourism employment in the Western Cape

The Western Cape Provincial Treasury (WCPT) affirmed that the tourism industry is geographically well-dispersed across all the six tourism districts in the Western Cape. Furthermore, they described tourism in the Western Cape as labour intensive, a competitive foreign exchange earner, and an industry with close linkages with other industries such as Information and Communications Technology (ICT), finance and insurance, timber and furniture, building and construction and electrical machinery. This reduces the unemployment rate in the Western Cape Province. Nevertheless, the SSA (2014b:34) reported that the total unemployment rate in the Western Cape increased from 17.7% in 2008 to 20.9% in 2014. In comparison, the national unemployment rate increased from 22.4% in 2008 to 24.9% in 2014 and is projected to increase to 25.7 in 2017 (ILO, 2016b). This suggests that the unemployment rate in the Western Cape is lower compared to some provinces and the national unemployment rate.

Maumbe and Van Wyk (2008:122) and SSA (2014a:5) state that the Western Cape is the leading province in international tourist arrivals in South Africa (however, Johannesburg is the airlines hub). Moreover, the accommodation sector was the major source of the tourism boom and tourism employment creation in the Western Cape Province (Maumbe & Van Wyk, 2008:122). A study by the Western Cape Provincial Treasury (WCPT) (2013:50) confirms that tourism stands out as an industry with comparative advantages in all provincial districts (Table 3.1). This confirms the importance of the tourism industry to overall socio-economic development in the Western Cape.

The SSA (2014b:35) reported that the Western Cape unemployment rate for black Africans was higher compared to that of coloured and white people. They added that young black African women face the highest unemployment rates in the province compared to other population cohorts. This is not surprising as black Africans constitute the majority of the population in the Western Cape (SSA, 2014b:35).

In the Western Cape 95.9% of the unemployed population without any work experience are the youth, while 56.9% of the unemployed with previous work experience are also youth (Cling, Gubert, Nordman & Robilliard, 2007:2; SSA, 2014a:15). Therefore, the youth are more vulnerable to high unemployment, temporary employment and poor decent work conditions.

Table 3.1: Western Cape industries revealed comparative advantage by district

Cape Town	Eden	Cape Wine-lands
• Textiles, clothing and leather • Tourism • Finance • Knowledge sector • Timber and furniture	• Agriculture and processing • Tourism • Building and construction • Timber and furniture	• Agriculture and processing • Tourism • Building and construction • Communications and ICT
West Coast	**Overberg**	**Central Karoo**
• Agriculture and processing • Tourism • Building and construction	• Agriculture and processing • Tourism • Building and construction • Timber and furniture	• Agriculture and processing • Tourism • Building and construction • Electrical machinery • Finance and insurance

Source: adapted from the WCPT, 2013:50)

As shown in Table 3.1 above, the tourism industry is well dispersed and competitive in all six provincial districts. The agriculture industry also dominates all the districts except in Cape Town where the textiles, clothing and leather industry dominates. Overall the tourism industry is ranked second to the agriculture and processing industries within all the districts. In addition to its higher ranking across all the districts, the tourism industry has close linkages

with all industries such as ICT, finance and insurance, timber and furniture, building and construction and electrical machinery. The tourism industry also plays a key role in sustaining socio-economic growth, for example of the Eden district, as it accounts for close to 18% of the district's economy (WCPT, 2013:50).

3.7   Tourism and the economy

Sharpley and Telfer (2014:np) state that governments pursue tourism as a development strategy due to its contribution to the local and national socio-economy, and its potential as an important source of foreign exchange earnings. In South Africa tourism is positioned as one of the priority sectors of the country's growth. Other pillars include infrastructure development, the agricultural value chain, the mining value chain, the green economy, and manufacturing sectors (Heath, 2014:281).

The tourism industry is also multifaceted; in that it economically contributes to a wide range of industries such as events, arts and crafts, and agriculture (Rogerson, 2012:39). This creates opportunities for entrepreneurship, infrastructural and employment growth and presents tourism as one of the largest global economic sectors. Essop (2013:9) encourages considering tourism as an economic development strategy as it creates employment opportunities, easily absorbs low-skilled workers and generates foreign currency. Nevertheless, Klak (2007:np) describes contributions of tourism to the economy as "... shallow and frivolous", while Rogerson (2012:29) viewed that several authors are slow to accept the tourism industry as a legitimate component of socio-economic development alongside such things as industry, agriculture, and professional services.

Sharpley and Telfer (2014:np) state the advantages of using tourism as an economic development option as follows:

- Tourism is a growth industry,
- Tourism redistributes wealth through travel and investment in poorer areas,
- No trade barriers like quotas and tariffs,
- Tourism uses available infrastructure such as natural resources, and
- Backward linkages as several other industries benefit, including accommodation, travel, food and beverages, entertainment and crafts.

3.8   Tourism graduates and tourism work in South Africa

Rogerson (2012:38) asserts that there is a paucity of studies on tourism work in South Africa. Moreover, several studies which investigated tourism work in South Africa targeted tourism students as the study population (Saayman & Geldenhuys, 2003:83; Jugmohan, 2010:34; Kokt & Strydom, 2014:119; Zwane et al., 2014:1; Sibanyoni et al., 2015:1). These studies generally conclude that tourism students are uncertain of pursuing career progression in

tourism due to poor working conditions associated with the industry. The study approaches of these authors were limited to exploring the views of employees within the South African tourism industry.

The tourism industry is recognised for providing job opportunities for people entering the labour market for the first time, and in South Africa it is estimated to be employing 4.4% of the total workforce (SA.NDT, 2011a:1). Rogerson (2012:37) added that the tourism industry boosts high numbers of youth employment compared to other industries. On the other hand, De Beer et al. (2013:102) ascertained that work in tourism is characterised by inferior decent work and high staff turnover. As a result, tourism graduates leave tourism jobs because of unfulfilled expectations (due in part to unrealistic expectations) (Sibanyoni et al., 2015:14). A study by CATHSSETA (2015:3) indicated that:

> ... 61% of employees in the South African hospitality tourism industry are youth under 35 years old, 36% are adults between the ages of 35 and 55 years old and a small proportion at 3% are matured employees over 55 years old.

This quotation reveals a gradual loss of employees with age, which strongly suggests that tourism employees leave the industry to pursue other careers. Generally, several South African researchers and policy makers also associate tourism work with high turnover, low salaries, seasonal employment, demanding working conditions and family unfriendly shift patterns (Earle, 2008:34; SA.NDT, 2011a:28; Rogerson, 2012:37; Shaw, Saayman & Saayman, 2012:193). These studies underscore a lack of favourable work within the tourism industry, and also indicate that the nature of tourism jobs promotes poor employment practices which make it difficult to recruit and retain competent employees. Yet tourism employees' concerns of inferior decent work considerably contribute to inconsistent service delivery in tourism (Sibanyoni et al., 2015:14).

3.8.1 Career progression

Jamali and Nejati (2009:316) define career progression as an ordered sequence of development extending over a period of years and the introduction of progressively more responsible roles within an occupation. Career progression in the tourism industry is dependent on managers' decisions rather than employees' skills or qualifications (Sibanyoni et al., 2015:14), and delays tourism graduates from developing their skills and careers. Rogerson (2012:102) ascertains that poor career progression in the tourism industry is perpetuated by precarious work environments, and lack of turnover growth.

3.8.2 Skills mismatch

Skills mismatch occurs when attained academic skills differ from the skills required by employers or the available jobs (Sparreboom & Staneva, 2014:17). Kokt & Strydom

(2014:119) ascertain that there is a growing demand for skilled professionals in the tourism industry to meet expected service delivery standards. However, several South African studies reveal that there is growing concern for skills mismatch between tourism graduates and the skills expected by tourism employers (Jugmohan, 2010:34; Zwane et al., 2014:1; Kokt & Strydom, 2014:119). These studies indicate a growing difference between academic skills provided by educational institutions and the skills required by the industry. These authors also underscored that institutions are facing challenges of identifying effective strategies to match tourism curriculums with the industry's skills needs. A previous study (1995, and Vivian and Steyn in 2012) suggests that the issue of skills mismatch is persistent and common in the South African tourism industry:

> Paragraph 146 of the Board of Trade and Industry report that notes the chronic shortage of adequately trained manpower in the tourism industry in South Africa and continuous by stating that the training programmes are highly fragmented and in some cases the curricula do not meet internationally accepted standards or the industry's needs. The report also states that the co-ordination of programmes does not exist and the quality and quantity of trained manpower is not being provided for the industry, particularly the hotel sector (Spencer,1995:8 citing the BTI Report no. 2937).

The fragmentation of the tourism industry could be a major hindrance for training institutions to design effective curricula to equip tourism students with the required skills, and causes shortages of professional industry-related skills in the tourism industry (Kokt & Strydom, 2014:119). Sibanyoni et al. (2015:14) stress that tourism graduates leave tourism jobs because of unfulfilled expectations. Hence, there is a need for tourism training institutions to engage tourism employers to design academic curricula. Earle (2008:34) notes that a number of South African universities and universities of technology are providing tourism management courses (what of service-delivery?). Nevertheless, the majority of SMME owners and managers in tourism do not have tourism academic qualifications (Earle, 2008:35).

The CPUT Department of Tourism highlighted that the skills that a tourism graduate should possess to be competent in the tourism labour market include computer literacy, effective communication, organisational skills, knowledge of financial literacy, self-management skills, and sales and marketing skills (Scholtz, 2012:2-5). These workplace skills and competencies seems generic and do not differentiate tourism graduates from other graduates studying other commercial or business university courses. This raises a need to expand the knowledge base on tourism work by studying tourism graduates' perceptions of decent work in the tourism industry.

3.9 An overview of the decent work concept in South Africa

Perceptions of the concept of decent work as a central tool towards sustainable socio-economic development led the South African National Government to adopt and develop

policies and strategies to promote this concept. In 2010 the South African National Government integrated promotion of decent work as a central goal within the national New Growth Plan for South Africa, which is the country's framework for economic policy and jobs strategy (SA.NDT, 2011a:13). As a global initiative, the ILO constituents at country level supported the South African Government in integrating the promotion of decent work within the national New Growth Plan for South Africa. In the process, the national New Growth Plan for South Africa positioned tourism as one of the priority sector of the country's growth. This led the National Department of Tourism (SA.NDT) to adopt the concept of decent work as a main strategic objective in the National Tourism Sector Strategy (NTSS), in order to strategically contribute towards the goals of the national New Growth Plan for South Africa.

In 2010 the ILO provided support to build the National Economic Development and Labour Council (SA.NEDLAC) as a public institution for South Africa (SA.NEDLAC, 2014). The institution functions to monitor and assess the progress of the South African DWCP. Thereafter, the ILO developed the first edition of the South African DWCP in collaboration with SA.NEDLAC (ILO, 2012a:6). The South African DWCP functions to identify key decent work deficits in South Africa and develop focused strategies to address the deficits (ILO, 2012a:22). The South African DWCP is a living document which is updated on a regular basis to reflect the changing economic and legal environments for decent work in South Africa. It aims to strengthen fundamental principles and rights at work, promoting employment creation, broadening social protection coverage, and fostering social dialogue in South Africa (ILO, 2014d). In launching the South African DWCP, the former National Department of Labour (SA.DOL) Minister Membathisi Mdladlana commented that "... not addressing the issue of unemployment is like sitting on a time bomb" (ILO, 2014d). The minister also added that poor decent work conditions disillusioned and disgruntled South African youth.

The South African DWCP indicates a general assessment of the decent work state in the country (ILO, 2012a:7). Therefore, it serves as a blue print for the country's promotion of decent work. The document also recommends the approach South Africa has to follow to promote decent work. The priorities which form the basis of the South African DWCP are as follows:

- Strengthening fundamental principles and rights at work,
- Promotion of employment,
- Strengthening and broadening social protection coverage, and
- Strengthening labour market governance (ILO, 2012a:21).

These priority areas were developed from the ILO's four strategic pillars of decent work as shown on Figure 2.2, and they respond to key national development priorities aimed at

promoting decent work and reducing poverty in South Africa (ILO, 2012a:7). Therefore, promotion of decent work in South Africa is informed by these priority areas. The following section discusses the four priorities of the South African DWCP.

3.10   The South African DWCP priorities

This section focuses on the South African DWCP priorities areas which were developed based on key decent work deficit themes in South Africa. Therefore, strategies to improve decent work deficits in South Africa should aim at addressing these priorities. Nevertheless, the South African tourism industry does not have an agreed decent work measurement framework. CATHSSETA (2015:26) confirms that the collaborative project to develop a South African tourism industry decent work framework between the South African National Departments of Tourism (SA.NDT) and Labour (SA.DOL) and CATHSSETA was temporarily suspended due to a lack of funding and expertise, in spite of the identification of the project as pivotal for the sustainable success of the industry.

3.10.1   Strengthening fundamental principles and rights at work

According to the ILO (2012a:21) strengthening fundamental principles and rights at work involves promoting internationally approved employment standards and values using informed decisions. This can be achieved through strengthening enforcement mechanisms and improving employment inspections. However, the South African tourism industry is highly fragmented and characterised by ad hoc relationships between the public and private sector (Earle, 2008:35; SA.NDT, 2011a:22). This is a consequence of the dominance of SMMEs, intense market competition and low entry barriers in the tourism industry (Earle, 2008:35).

Moreover, the SA.NDT (2011a:35) states that the South African tourism sector has weak supporting institutional frameworks such as safety and security, human resources, ticket taxes and airport charges, and access to health services, which implies inadequate skills and resources needed to coordinate the tourism industry. Earle (2008:26) stresses that seasonality negatively impacts tourism enterprises' ability to create decent work opportunities. This creates temporary and casual work without formal contract agreements and employment benefits. These challenges cause decent work deficits and hinder sustainable growth of the South African tourism sector.

3.10.2   Poor unionisation

The South African tourism industry can be described as poorly unionised, as Earle (2008:62) and Tourism Update (2011) report that private tourism enterprises deprive tourism employees from employment benefits such as social protection. Yet employers and tourism

enterprise representatives counter-argue that they invest significantly into training and capacitating employees (Earle, 2008:62). The SA.NDT (2011b:29) reports that the tourism industry is not attracting and retaining competent employees mainly due to poor employee training and development, limited career growth and low salaries. This calls for the need for labour unions to intervene in the tourism industry on behalf of employees. A study by De Beer et al. (2013:89) concluded that there is scarcity of scientific research relating to the nature of work in the South African tourism industry. This could be the consequence of poor unionisation of the tourism industry.

3.10.3 Promotion of employment

The tourism industry is a major source of employment for women and economically vulnerable people (Zampoukos & Ioannides, 2011:25; Rogerson, 2012:36-37). These authors also describe tourism jobs as clandestine, low paying, low-skilled, temporary or part-time, with difficult working conditions. CATHSSETA (2015:26) argues that

> ... underpaying of employees in some tourism sub-sector is not only a South African problem as globally the sector exploits young employees by subjecting them to low pay and long irregular working hours due to the dominance of SMMEs and casual, part-time, seasonal or temporary employment.

The ILO (2012a:21) also recommended that the South African National Government address the following issues to promote decent work:

- Prioritising decent work at the centre of economic and social policies,
- Improving labour market studies and statistics data for accuracy and transparent statistics to pave the way for well- informed development plans,
- Improving women and youth's access to productive and decent jobs,
- Addressing decent work deficits such as low wages, employment conditions, inequality and consideration of a living wage, and
- Strengthening SMMEs development and developing on-going mentoring and support to entrepreneurs (ILO, 2012a:21).

CATHSSETA (2015:3) ascertained (as reported earlier) that youth under the age of 35 years constitute 61% of total tourism employees in South Africa followed by 36% of adults between 35 and 55 years, and a small number of 3% over 55 years old adults. They added that the gender distribution of workers in the industry reveals that 58% are women and 42% are men. In terms of racial categories, black employees constitute 72% of the total number of employees, coloured 11%, Indian 3% and white 14% (CATHSSETA, 2015:4). They also highlight that the predominance of women and black employees is not a reflection of political transformation or gender equality in the industry as the majority are employed as general employees, casual and/ or seasonal workers (CATHSSETA, 2015:4-5).

3.10.4 Strengthening and broadening social protection coverage

The priority of strengthening and broadening social protection coverage aims to empower employers and labour unions' response to social protection of employees. It also aims to improve inclusive access to better living standards and sustainably develop enterprises and workers (ILO, 2012a:21). A study by the United Nations Research Institute for Social Development (UNRISD) reveals that social protection emerged as a policy framework employed to address poverty and vulnerability in many developing countries (Barrientos, 2010:42).

However, several authors confirm that due to poor execution of government policies and strategies, vulnerable communities in South Africa are not adequately benefiting from tourism initiatives (Nzama, 2010:44; Rogerson, 2013b:133; Magi, 2014:101). The initiatives are also not fully effective and accepted as they are viewed as forms of reverse discrimination by a majority of tourism business owners, who were previously advantaged during the apartheid era (Magi, 2014:85). Feruzi, Steyn and Reynisch (2013:82) argue that social and environmental objectives are less successful as some small tourism businesses in South Africa are myopically driven towards financial gains. This slows progress of strengthening and broadening social protection coverage, and achieving the concept of decent work.

3.10.5 Priority population groups

According to the SA.NDT (2011a:1), creation of decent work in tourism should focus attention on vulnerable workers such as women, youth and people with disabilities. This is very pertinent as a South African labour market study by SSA (2014b:10) established that black Africans have the highest numbers of unemployed youth, followed by coloured population groups, Indian/ Asian and white groups respectively. These study findings mirror the apartheid legacy.

3.10.6 Wage level

South Africa does not have a national minimum wage for the tourism industry which makes it difficult to produce statistical wage level data (ILO, 2012a:16). However, minimum wages are set for sectors considered vulnerable through ministerial and sector determinations in terms of the Basic Conditions of Employment Act (BCEA) (ILO, 2012a:15). The sectors covered by such determinations include civil engineering, agriculture, contract cleaning, domestic work, forestry, hospitality, private security, taxi operators and the wholesale and retail trades. Table 3.2 below shows the minimum wages in the South African hospitality sector between 1 July 2013 and 30 June 2015.

Table 3.2: Minimum wages in the South African hospitality sector

Minimum wages for employers with 10 or less employees					
Minimum rate for the period			Minimum rate for the period		
1 July 2014 to 30 June 2015			1 July 2015 to 30 June 2016		
Monthly	Weekly	Hourly	Monthly	Weekly	Hourly
R2 601.88	R600.48	R13.34	R2 760.59	R637.10	R14.15
Minimum wages for employers with more than 10 employees					
Minimum rate for the period			Minimum rate for the period		
1 July 2014 to 30 June 2015			1 July 2015 to 30 June 2016		
Monthly	Weekly	Hourly	Monthly	Weekly	Hourly
R2 900.08	R669.30	R14.87	R3076.98	R710.12	R15.77

Source: adapted from National Department of Labour (SA.DOL) (2015a:1)

The minimum wages presented in Table 3.2 above were produced by the SA.DOL, and based on the South African Consumer Price Index (CPI) which is periodically produced by SSA. De Beer et al. (2013:101) point out that the South African labour inspectorate is weak when it comes to strictly enforcing and monitoring the determinations in Table 3.2 due to a lack of research of the work conditions in the South African tourism industry. The tourism industry is also not considered a good employment field due to low wages, long working hours and poor career progression (SA.NDT, 2011a:37). However, a decent work country profile study confirmed that the tourism industry is more rewarding than the agriculture and mining industries (ILO, 2012a:15).

3.10.7   Strengthening labour market governance

According to CATHSSETA (2015:25) the above-mentioned priority aims to promote the implementation of international labour standards at work places. To achieve this, institutions spearheading the promotion of decent work need to be capacitated (ILO, 2012a:25). In South Africa, such institutions include SA.NEDLAC and employment disputes resolution bodies such as the Commission for Conciliation, Mediation and Arbitration (CCMA). Moreover, strengthening trade unions and employer-organisation relationships is vital towards improving labour market governance (ILO, 2012a:25). The authors add that formalising the informal economy also improves labour standards and tripartism. Given the South African Government's policies of advantaging previously disadvantaged communities, this priority is more relevant to previously disadvantaged communities. However, De Beer et al. (2013:101) contend that:

> ... despite much policy rhetoric from national government about promoting decent work in the South African tourism industry there is minimal research engagement with the nature of employment in the country's expanding tourism economy.

Unfortunately, over four years (2011) have passed since the department declared priority interest on work in tourism, yet no noticeable progress has been made. This demonstrates that a priority objective in the National Tourism Sector Strategy (NTSS) has become mere policy rhetoric without practical means of improving work in the sector.

3.11   The concept of decent work in tourism

According to the SA.NDT (2011a:5) the future of the tourism industry in South African is dependent on the ability of tourism role players to create conducive environments for sustainable growth, through embracing and addressing national objectives such as sustainable employment creation, indigenous tourism development and local community beneficiation, and the impact of HIV and AIDS on the workforce. The South African Department of Trade and Industry (SA.DTI) added that the tourism industry is instrumental in achieving national goals, as it was recognised as a priority sector for socio-economic growth in South Africa (SA.DTI, 2010:132). This influenced the development of the objective to promote decent work in the NTSS which is the South African framework for tourism development. This objective aims to provide inclusive and sustainable development of people as well as favourable working conditions within tourism in South Africa (SA.NDT, 2011a:13). It also aims to position the tourism industry as a provider of decent work according to researchers, policy makers and the labour market. To fulfil this challenge, the NDT has collaborated with the tourism industry, the National Department of Labour (SA.DOL) and other relevant institutions to develop effective programmes to promote the concept of decent work in, and responsible, tourism.

As previously stated, tourism work in South Africa is characterised by low wages, long and unusual working hours and limited career-progression opportunities (Rogerson, 2012:37; Kokt & Strydom, 2014:36). Kokt and Strydom (2014:119) add that the tourism industry is unattractive to students deciding on a career choice; hence students who do not meet admission qualifications for professions perceived as lucrative are often admitted to study tourism as a secondary choice. The National Department of Tourism (SA.NDT) is addressing these challenges by encouraging tourism role players to comply with the principles of promoting decent work.

3.11.1   Actions to address decent work deficits

The SA.NDT (2011a:37) is implementing the following actions to address issues surrounding decent work deficits in tourism:

- Review of the existing research Skills Development Act (SDA), Basic Conditions of Employment Act (BCEA) and other labour legislation and determining the tourism definition of decent work, and how it can be applied in tourism.

- Establish the current status of decent work stipulation in the various tourism sub-sectors, as measured against the decent work construct.
- Examine the gaps between the current actual work scenario and the ideal scenario as outlined by the decent work construct, and communicate the outcome of this analysis to the stakeholders in various tourism sub-sectors.
- Communicate the plan of action to stakeholders, outlining their respective roles and responsibilities.
- Development of a blueprint for companies to implement, monitor and evaluate decent work compliance.
- Investigate incentives for decent work in the tourism sector.
- Partner National Department of Labour (SA.DOL) to increase the policing of SDA and BCEA compliance.
- Work with labour brokers and the National Department of Labour (SA.DOL) to develop an accreditation system for labour brokers who comply with the decent work codes.
- Engage stakeholders to determine what would incentivise them to comply with decent work, and approach the relevant authorities to implement such incentives for the tourism industry.
- Encourage participation in the Fair Trade in Tourism in Southern Africa (FTTSA) scheme, which measures fair employment practices.
- Monitor the tourism industry's progress in providing decent work (SA.NDT, 2011a:37).

These actions have not yet (2016) happened.

The National Department of Tourism's (SA.NDT) plan of action highlights critical areas in order to address unfavourable working conditions in the tourism industry. They also indicated that the SA.NDT is fully aware of the existing decent work challenges in tourism. Nevertheless, a recent study reported that the tourism industry is still lagging behind in pursuing tourism decent work agendas (CATHSSETA, 2015:3). This may be as a result of the high fragmentation of the tourism industry which makes it difficult to coordinate effective programmes to improve tourism work. The implementation of strategies to address decent work deficits in tourism also requires coordinated efforts from the National Department of Labour (SA.DOL) and other tourism government agents. Further delays in addressing decent work deficits in tourism may negatively impact the sustainable growth of the industry. An immediate implementation of the SA.NDT's plans of action should improve the nature of decent work in tourism and improve the sustainable growth of the South African tourism industry.

3.12 Challenges of progressing decent work

The implementation and effectiveness of tourism decent work projects are overdue in the South African tourism industry, particularly in the hospitality sub-sector, due to increased reports of decent work deficits (Tourism Update, 2011; CATHSSETA, 2015:3). Tourism Update (2011) added that in the 2010 to 2011 financial year, tourism was ranked amongst the high risk and problematic labour sectors due to noncompliance with labour laws. An inspection of 2 622 hospitality enterprises by the National Department of Labour (SA.DOL)

found that 56% of the enterprises were not complying with employment legislation (CATHSSETA, 2015:25). The legislations which were violated included:

- Annual increases in gazetted minimum wages,
- Irregular deductions or deductions without informing the employees,
- Compressed work weeks,
- Work at night, weekends and compulsory Public holidays without compensation,
- Lack of signed employment contracts, and
- Contravention of the Unemployment Insurance Fund (UIF) and Occupational Health and Safety Act (OHS) (CATHSSETA, 2015:25).

The transgression of employment legislation in the tourism industry is not entirely a South African dilemma as the ILO (2010:18) reported that globally the industry exploits employees by subjecting them to unfavourable working conditions such as low salaries and family unfriendly working hours. The study added that this is due to the dominance of SMMEs which promote casual and seasonal employment. These employment challenges are seen as causing the industry to become unattractive to skilled people and students (CATHSSETA, 2015:25).

Nevertheless, the joint decent work project between the public and private sectors in tourism and the National Department of Labour (SA.DOL) was side-lined in spite being identified as pivotal to the inclusive and sustainable growth of the South African tourism industry (CATHSSETA, 2015:26). This has resulted in the delay of setting up a DWCP for the South African tourism industry. Moreover, this derails progression of the concept of decent work in tourism and ensuring that employment opportunities are made available for all communities including the most marginalised employees in South Africa.

3.13 Summary

The review of literature underlines that the national government acknowledges the need to implement decent work projects in South Africa. In the tourism industry, the knowledge gap on the creation of decent work is acute, despite the central role of tourism in the South African government strategies for progressing decent work projects. This consequently lags tourism's contribution to national government strategies of creating decent work. The most highlighted decent work deficits in the tourism sector in South Africa include poor social dialogue and working conditions, seasonality and informal work, high staff turnover and low salaries. In addition, the majority of tourism employers are SMMEs and characterised by exploiting vulnerable employees, subjecting them to unfavourable working conditions. In terms of age, more than half of the tourism employees are under 35 years of age and there is a gradual decrease of employees above age 35 in the industry. Salary levels show racial distributions, with white employees earning more compared to coloureds and black Africans.

Another well-documented challenge is a growing skills mismatch between the academic skills being attained by tourism graduates and the skills expected by tourism employers.

These challenges call for a need for tourism stakeholders to invest in strategies which address decent work deficits in tourism. Nevertheless, there is no agreed South African framework which measures decent work in the tourism industry. Moreover, CATHSSETA (2015:26) reports that a collaborative project to produce a framework for measuring decent work in tourism between the public and private sectors in tourism was postponed, a reflection that a priority objective in the National Tourism Sector Strategy (NTSS) has become a policy rhetoric without practical means to improve work in the sector. This has further derailed the creation of decent work in tourism and ensuring that employment opportunities are made available to all communities in South Africa. The review of literature indicates that tourism employee concerns and susceptibility to decent work deficits consequently affects sustainable tourism growth and calls for the need to address the poor work conditions in the South African tourism industry. This view is supported by Hurombo (2016), citing Maxwell, MacRae, Adam, and MacVicar (2001) who note that the tourism industry experiences difficulties in engaging human capital due to the:

> … fact that labour conditions in the sector are destitute, with low salaries, high rates of turnover, high seasonality, anti-social working (conditions), a lack of career path design and comprising a significant proportion of the informal sector, that make the acquisition of skills and, therefore, the improvement of the final service, difficult.

Chapter Four discusses the research design and methodology.

CHAPTER FOUR
RESEARCH DESIGN

4.1 Introduction

The previous chapter offered a comprehensive review of the literature in a South African context of decent work in the tourism industry. The main aim of this chapter is to establish a broader understanding of the study's background overview and equip the researcher with the ability to design a research methodology, which is appropriate for the study's requirements. This chapter describes the research design and methodology of the study, which includes defining the sampling approach of the study, the study area, methods of data collection and analysis, and the ethical considerations. It also includes a discussion on the validity and reliability of the tools and techniques that were used to conduct the research, the research experiences, and limitations of the study. The final section presents the chapter summary.

As highlighted in the previous chapter, tourism employees' concerns and susceptibility to decent work deficits considerably contributes to shortages of professionals with industry-related skills and inconsistent service delivery in the tourism industry (Kokt & Strydom, 2014:121). Therefore, the study's aim is to determine the perceptions of tourism graduates on decent work, so as to assist in sustainably retaining professionals with industry-related skills, for consistent service delivery within the Western Cape tourism industry. This was achieved through the objectives of the research which, as already mentioned, are to determine tourism graduates' perceptions/experiences of decent work, to determine measures of sustaining successful areas and to improve areas with decent work deficits in the Western Cape tourism industry. The objectives also ascertained the variables used to perceive decent work in the Western Cape tourism industry. The following section provides the research questions which guide the study.

4.2 Research questions

As mentioned in Chapter One, the research questions outlined below guided this study:

- What are tourism graduates' perceptions/experiences of decent work in the Western Cape tourism industry?
- How do tourism graduates respond to work in the Western Cape tourism industry?
- What are the current variables used to perceive decent work in the Western Cape tourism industry?
- What can be done to sustain successful areas and improve areas that lack decent work in the Western Cape tourism industry?

4.3 Ethical considerations

Maree and van der Westhuizen (2009:37) highlighted that ethical considerations are essential for the confidentiality of the research findings and the protection of the research

participants. This study considered ethical concerns by complying with CPUT's research requirements such as accurately citing references of sources consulted using the Harvard style of citation, obtaining participants' consent, respecting privacy and confidentiality, and providing research participants with feedback. In addition, a letter of consent was obtained from the CPUT Tourism Department for approval to access contacts of tourism graduates (See Appendix 1). Participation in this research was voluntary and based on informed consent. For safety and anonymity of the research participants no names or any forms of identification are mentioned throughout the study. The following steps were also carried out to ensure the rights of the research participants.

- A cover page, including the name of the university concerned and the purpose of the research, was attached to each copy of the interview guide. The letter gave interviewees the right to withdraw from the process at any level if they felt uncomfortable about the way in which the research was being conducted (See Appendix 2).
- As the researcher, the interviewer was fully briefed on all of the ethical considerations of the study, and informed each interviewee accordingly.

4.4 Validity and reliability

Welman et al. (2005:142) define validity as the extent to which the research findings accurately represent what is really happening in the exercise. The authors add that research errors, such as poor samples and inaccurate measurements can undermine validity. On the other hand, according to Dey (2003:258) "... the essence of reliability is consistency through repetition". This entails that reliable study findings can be consistent if a study is repeated using the same procedures and processes. De Vos, Strydom, Fouché and Delport (2006:345) clarified that validity refers to the degree to which the measurement process measures the variable that it claims to measure, whereas reliability refers to the consistency of the stability of the study measurements.

The format of key informant interviews used in the study was adopted from the ILO recommended framework for measurement of decent work as well as from previous similar tourism employment and decent work studies, such as those done by Zampoukos and Ioannides (2011); Cohen and Moodley (2012); De Beer et al. (2013); Kokt and Strydom (2014), and Sibanyoni et al. (2015). To ensure reliability, the following steps were taken by the researcher:

- Errors and problems in the interview guide were detected by means of a pilot study (section 4.7.3.1) and rectified prior to final data collection.
- The researcher received in-depth training on how to conduct key informant interviews.

4.5 Research design

Bhattacherjee (2012:35) defines research design as a blueprint for empirical research aimed at answering specific research questions by specifying the data collection, instrument development and sampling processes. Jennings (2010:24) states that research design is the plan on which research participants are obtained and information from them is processed. Fieldwork on tourism graduates' perceptions of decent work in the Western Cape tourism industry was conducted over a two-month period between November and December 2015. The approach to this project was qualitative in nature. Qualitative research approaches gained popularity in social science because they are effective in obtaining culturally specific information about the values, opinions, behaviours, and social contexts of particular populations (Mack et al., 2005:1).

A qualitative approach was preferred as there is no agreed framework used to measure decent work in the South African tourism industry (SA.NDT, 2014:115; CATHSSETA (2015:26). In addition, the reviewed literature revealed a scarcity of research on decent work in the tourism industry, particularly in South Africa. Therefore, a qualitative approach facilitated the study to use open-ended questions and explorative methods such as probing questions for an in-depth understanding of the research problem.

Welman et al. (2005:6) state that qualitative and quantitative approaches are the main types of scientific research, and are easily distinguishable from each other (Finn, Elliot-White & Walton, 2000:8). Babbie and Mouton (2001:53) state that qualitative researchers attempt to study human actions from the insider's perspective, whilst systematically generating theory in the process using inductive and deductive thinking. In contrast, quantitative approaches produce research findings in numerical quantities, statistical analysis in the form of percentages, means, correlations, and averages, which can be displayed in tables and graphs (Wallace, 1984:181). Mack et al. (2005:4) argue that qualitative methods are flexible and allow in-depth understanding of the research problem compared to quantitative methods which are rigid. Moreover, Walle (1997:527) asserts that a quantitative approach is a rigorous scientific method, while a qualitative approach is a less rigorous scientific method that employs more flexible tools of investigation.

4.5.1 Sampling approach

Bhattacherjee (2012:65) defines sampling as the statistical process of selecting a study 'sample' (see definition under 4.5.1.3) of a population of interest for the purposes of making observations and statistical inferences about that population. The author further adds that the process comprises of three stages namely defining the target population, choosing a sampling frame and choosing a research sample from the sampling frame using a clearly

defined sampling technique. The following sections discuss how these stages were conducted in the study.

4.5.1.1   Research population

Gray (2004:82) defines a research population as the total number of possible units or elements that are included in a study. The author adds that in cases where it is impossible or not realistic to investigate the entire target population, a portion of the population called a sample may be selected. Bhattacherjee (2012:65) states that a study population can be defined as all people with the characteristics that one wishes to study. The population in the study was the CPUT's BTech: Tourism Management graduates as defined in Chapter One. Swart (2013:7) states that a study population comprises of a complete group of people relevant to the research project. This study's population was relevant since the years that they completed their studies coincide with the year 2011, the year when the concept of decent work was adopted by the South African tourism industry. The Tourism Management graduates also possess the information that the research project was designed to collect as they are susceptible to decent work deficits in the tourism industry (Sibanyoni et al., 2015:14). Moreover, the Tourism Management graduates' experiences as tourism employees strengthened the study.

CPUT's Tourism Management graduates were targeted since the university is the largest in the Western Cape and is among the first tertiary institutions to provide tourism studies as a degree course in South Africa (CPUT, 2015a). Furthermore, a GDS of graduates from the Western Cape Universities by the CHEC indicates that CPUT has the highest number of graduates employed in the Western Cape tourism industry (CHEC, 2013:14). For these reasons, it was concluded that CPUT's Tourism Management graduates should have an in-depth understanding of the research problem, and are therefore a representative population of tourism graduates in the Western Cape tourism industry.

4.5.1.2   Sampling frame

Bhattacherjee (2012:65) states that, "... a sampling frame is an accessible section of the target population (usually a list with contact information) from where a sample can be drawn". Table 4.1 below presents the study population, sampling frame and total sample for this study. CPUT's database of Tourism Management graduates was used as the sampling frame in this study. This study's sampling frame comprised of the total population of Tourism Management graduates, as they were accessible to participate in the study.

Table 4.1: Graduates for BTech: Tourism Management (2010 to 2014)						
Year of studies completion	2010	2011	2012	2013	2014	Total
Study population	26	23	20	26	40	135
Sampling frame	26	23	20	26	40	135
Total sample	8	7	6	8	11	40
Distribution of total sample in the Western Cape						
Cape Town	8	6	6	5	8	33
Garden Route	0	0	0	2	3	5
West Coast	0	1	0	1	0	2

Source: adapted from CPUT (2015b)

The sampling frame was based on the database of Tourism Management graduates, obtained from CPUT. Table 4.1 presents CPUT's database of Tourism Management graduates who completed their studies between the years of 2010 and 2014. The study comprised of a population of 135, a sampling frame of 135 as the total population and a total sample of 40 Tourism Management graduates. The sampling techniques used to select the research sample are explained in this chapter under section 4.5.1.4 and 4.5.1.5.

4.5.1.3   Sampling techniques

The last step in sampling is choosing a sample from the sampling frame using a well-defined sampling technique to obtain the information required for the study (Bhattacherjee, 2012:66). When dealing with people, Webster (1985) defines a sample "... as a set of respondents (people) that are selected from a larger population for the purpose of a survey". Bailey (1994:64) states that sampling reduces the time and resources required to survey an entire population and improves the accuracy of the research findings as being a true representation of the population under investigation. Sampling was effective for this study as surveying the entire population had time and resources constraints. Sampling techniques can be grouped under two broad categories namely: probability and non-probability sampling.

In this study a mixed sampling approach was adopted by combining probability and non-probability sampling techniques to obtain a representative research sample, as discussed in the following section.

4.5.1.4   Stratified sampling

The researcher used a stratified sampling technique to divide the Tourism Management graduates from the sampling frame into homogeneous and non-overlapping strata (subgroups); based on the year the Tourism Management graduates completed their studies. This ensured that Tourism Management graduates from each year were represented in the

final research sample and selected in proportion to the total population of the graduates using snow-bowling sampling as discussed in the following section.

4.5.1.5   Snowballing sampling

The snowball sampling technique was used to identify the 40 Tourism Management graduates from each homogeneous and non-overlapping stratum as previously discussed. Bhattacherjee (2012:70) states that snowballing hardly leads to representative samples. In this study however, this weakness was strengthened by combining snowballing with a stratified sampling technique. Mack et al. (2005:5-6) state that snowballing is often used to find and recruit populations that are not easily accessible to researchers through other sampling strategies.

The snowball sampling technique was also purposefully selected for the study in order to retain a proportional distribution of representative Tourism Management graduates from each year in the final research sample. Bhattacherjee (2012:96) states that the "... snowball sample is acceptable, as long as a diversity of perspectives is represented in the sample". In this study, interviewees were also selected based on their willingness to provide comprehensive information for the study and not simply based on convenience or access. Struwig and Stead (2001:118-119) also summarised that sample sizes depend on the:

- Basic characteristics of the population,
- Objectives set for the research,
- Data analysis undertaken,
- Level of credibility assured,
- Amount of time allowed, and the financial constraints imposed,
- Non-response factors involved, and
- Degree of statistical precision concerned.

Interview schedules with the final research sample were arranged using the snowball sampling technique, and a letter of consent obtained from the CPUT Tourism Department was included in the communication process. In cases where interviewees were not willing to participate in the study the next interviewee was drawn and contacted.

4.5.1.6   Personal interviews

The researcher scheduled all the meetings for personal (face-to-face) interviews with the identified Tourism Management graduates. The personal interviews were conducted in locations such as homes and offices, which were convenient for the interviewees, within the Western Cape. The meetings were scheduled between November and December 2015 and the majority of the interviewees were located in Cape Town while a few were in the Garden Route and West Coast regions (see Figure 4.1). These regions were easily accessed by the researcher due to well-developed surface transport networks.

4.5.1.7   The contents of the interview schedule

For the purpose of this study, structured key informant interview questions, which predominantly included open-ended questions and a few closed-ended questions on the monthly salary range of the respondents, were used to collect data from the Tourism Managements graduates. Interviews with all respondents were conducted face-to-face.

The survey was designed and guided by the research questions of the study, and included important issues on tourism graduates' perceptions of decent work; their responses to work in tourism; the current variables used to perceive/experience decent work in tourism and their suggestions of measures to sustain successful areas and improve areas that lack decent work in the Western Cape tourism industry. The survey used for this study is attached as Appendix 3.

4.6   The study area

The Western Cape Province was chosen as the study area in which to determine Tourism Management graduates' perceptions of decent work within the province's tourism industry, so as to sustainably retain professionals with industry-related skills for consistent service delivery in the Western Cape tourism industry. The numbers of interviews conducted in each study area within the Western Cape are shown in Table 4.1on page 62.

4.6.1   Justification of the use of the study area

The current success of the Western Cape as a leading tourism destination indicates that the province has many tourism enterprises and is a major employer of Tourism Management graduates. A study by the CHEC (2013:14) reports that the Western Cape tourism industry is one of the leading employees in the province. There is therefore a need to expand the knowledge base on decent work in the Western Cape tourism industry. This is crucial for the sustainable development of tourism work and for the province as a competitive tourism destination.

The Western Cape is one of South Africa's top tourist destination receiving about a quarter of all international visitors to the country (South Africa-The Good News, 2015). The province draws a greater number of visitors each year compared with other provinces in South Africa (SA-Venues, 2015). The Western Cape is also the largest province with a total area of 129 386 square kilometres (Western Cape Tourism, 2015). In addition, it is home to the City of Cape Town which is regarded as one of the most beautiful cities in the world, and is renowned for the world-famous Table Mountain, its vast Cape Winelands, and its most beautiful coastline (SA-Venues, 2015).

As previously stated, Cape Town has received numerous world prestigious accolades such as the CNN World's 10 Most Loved Cities, Second World's Favourite City and the Best Investor City of the Year 2013 (Cape Town Tourism, 2013). Moreover, the accreditation of Table Mountain as one of the New Seven Wonders of Nature further boosts the tourism profile of the Western Cape Province. This attracts potential investors which is a critical success factor for economic growth. The Western Cape Province also boasts a number of top attractions including Robben Island, the CTICC, the West Coast National Park, the Cederberg and the Garden Route. Other top attractions include the wine-growing areas of Stellenbosch, Paarl, Wellington, Franschhoek, Ceres, Worcester, Bonnievale and Robertson (SAT, 2015). The province is also the leading African destination for the gay and lesbian community (ITB Berlin, 2013).

In spite of the positive tourism growth in the Western Cape, the majority of successful tourism establishments in the province are owned by white South Africans due to the absence of successful black entrepreneurs in the tourism industry, which is a reflection of the apartheid legacy (Rogerson, 2004:117). This possibly indicates that employment in the Western Cape tourism industry is racially distributed. As noted in Chapter Three, tourism employment in the Western Cape is characterised by racial, age and gender disparities. The disparities were well-pronounced in terms of management profile, unemployment rate, wage levels and entrepreneurship.

Figure 4.1 below indicates that the majority of the sample was based in Cape Town and in the neighbouring towns of Paarl and Stellenbosch. The sample was also distributed across the Province along the Garden Route towns of Knysna and Plettenberg Bay, and the West Coast towns of Clanwilliam and Saldanha, which suggests that there are tourism employment opportunities in most parts of the Western Cape.
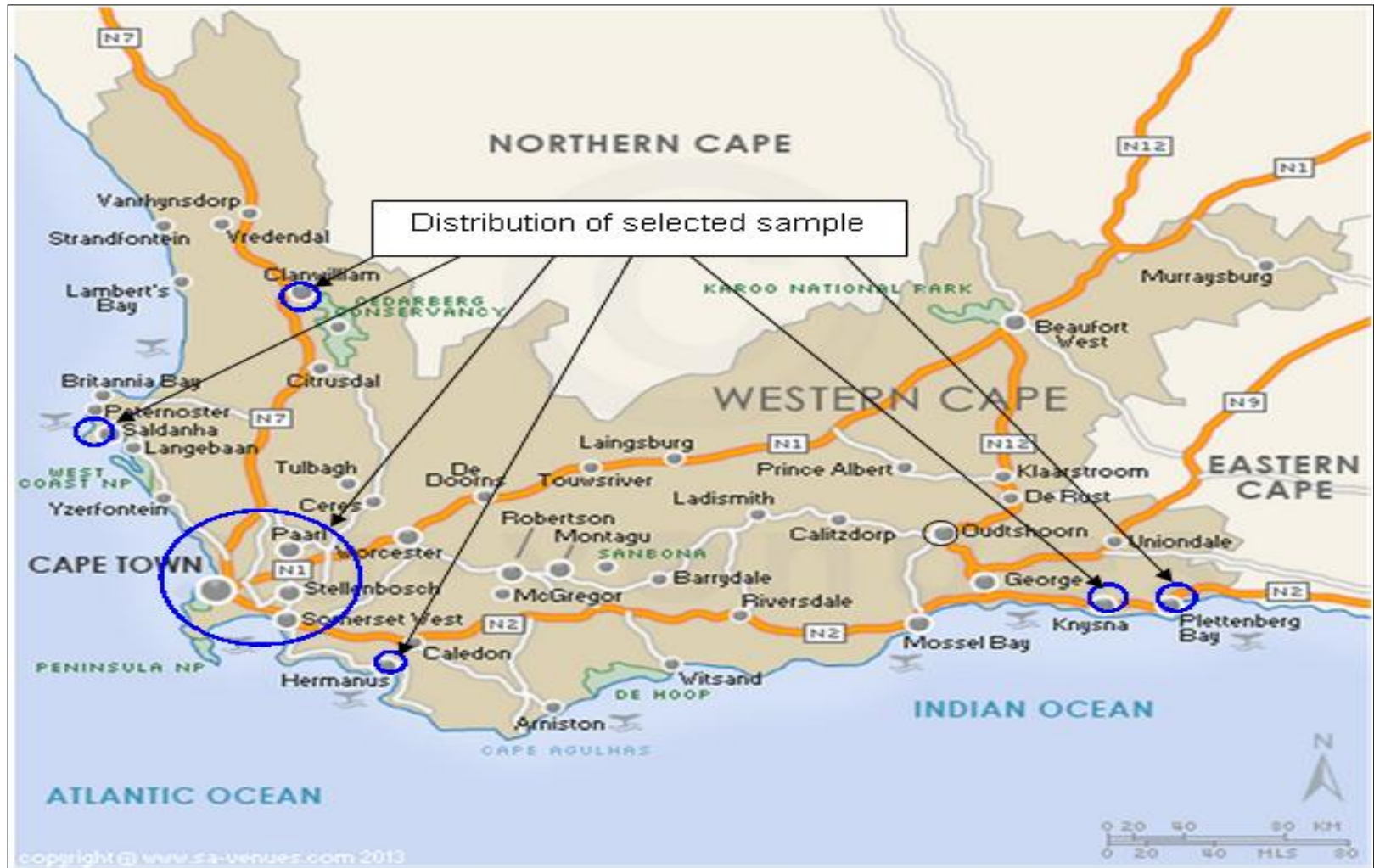
Figure 4.1: Map of the Western Cape

Source: SA-Venues (2015)

4.7   Methods of data collection

4.7.1   Research instruments and data collection

The instruments of primary data collection in the study were structured key informant interview questions. A discussion of how the research instrument was distributed and data collected from Tourism Management graduates', including secondary data collection, is covered in the following sections.

4.7.2   Secondary data sources

The literature review process of the study was conducted in relation to the concept of decent work in tourism and provided a theoretical framework of the study. The theoretical framework provided a benchmark against which study findings were compared and contrasted. The review of literature was discussed in Chapters Two and Three. Chapter Two provided an overview of the global context of decent work in the tourism industry and Chapter Three provided an overview of South Africa's context of decent work in the tourism industry.

The objectives of the research and the ILO's recommended framework for the measurement of decent work guided the review of literature, which primarily entailed a desktop search of information from the sources outlined below:

4.7.2.1   Journal articles

Articles from journals such as the *International Journal of Culture, Tourism and Hospitality Research; Tourism Management; GeoJournal* and the *South African Journal of Human Resource Management* were reviewed.

4.7.2.2   Internet websites

Information pertaining to the concept of decent work in tourism was obtained from Internet sites such as the official UNWTO, ILO and the National Department of Tourism (SA.NDT) websites.

4.7.2.3   Theses and dissertations

The researcher reviewed completed dissertations and theses for technical writing guidance and to gather secondary data regarding decent work in tourism.

4.7.2.4   Books

Several books covering the concept of decent work and employment in the tourism industry, and Human Resources Management were used to aid in the compilation of the literature review, and for obtaining relevant information to develop the research design and methodology of the study.

4.7.2.5 Government publications

The researcher consulted various government publications, such as the NTSS (SA.NDT, 2011a); SA.DWCP (ILO, 2012a), and the ILO decent work measurement framework (ILO, 2012b) in the compilation of the study.

Besides providing a theoretical framework of the study, the literature review process was crucial in guiding the researcher to develop an effective research design and methodology to collect primary data as discussed in the following section.

4.7.3 Primary data sources

From the reviewed literature, there appeared not to be a single standard interview survey suitable for the needs of this study. Therefore, structured key informant interview questions were designed by adopting questions similar in content to studies by Weaver (2009); De Beer et al. (2013), and other studies by the ILO researchers Sparreboom and Albee (2011); Grimshaw (2014), and Sparreboom and Staneva (2014). The structured key informant interview question-schedule used to collect primary data for the study is attached as Appendix 3.

4.7.3.1 Pilot study

The structured key informant interview questions were tested to ensure the validity of the study. This was done by interviewing five Tourism and Hospitality Management post-graduate students of CPUT at CPUT's Cape Town Campus in October 2015, before administering the key informant interview questions to the actual sample. The pre-test proved that the chosen procedures were valid and reliable for the study. It was also useful for the researcher to determine the approximate amount of time required to successfully complete all the key informant interview questions. Welman et al. (2005:148) summarised the purposes of a pilot study as:

- To detect flaws in the measurement procedures,
- To identify unclear formulated items, and
- To notice non-verbal behaviour which may signifies discomfort.

The key informant interview questions were adjusted in response to a few problems that were encountered during the pilot study.

4.7.3.2 Key informant interviews

For the purpose of this study, structured key informant interview questions (See Appendix 3) were used to collect primary data from the study sample. The key informant interview questions were all open-ended and explorative in nature and were designed for face-to-face

interviews of approximately 30 to 40 minutes. The research instruments were also designed to allow the researcher to elicit observable information during interviews; including information such as gender and race.

The researcher used probing questions intended to clarify unclear responses or to ask for further explanations on partial answers. Finn et al. (2002:73) state that "... structured interviews have specified questions but allow for more probing to seek clarification and elaboration and have more latitude than the structured interview". The aim of collecting primary data was to gain in-depth understanding of Tourism Management graduates' perspectives and experiences of decent work in the Western Cape tourism industry. Interview schedules were recorded using an audio recorder with hand-written notes as supplements. The following section discusses data analysis of the study.

4.8   Data analysis

The data collected as part of the research study was predominantly qualitative with a small amount of quantitative data. The qualitative data was in the form of interview responses and the quantitative data was the numeric information on gender and race of the interviewees. The qualitative data was transcribed onto a Microsoft Excel CSV file which could be read, edited for accuracy, and analysed using Leximancer software (version 4). Quantitative data was also recorded on the Microsoft Excel CSV file. The final Microsoft Excel CSV file containing primary data was analysed using Leximancer software, as discussed on the following section.

4.8.1   Data analysis using Leximancer software (version 4)

Smith and Humphreys (2006:271) state that Leximancer software is a computer assisted text-mining tool that can be used to analyse the content of collections of textual documents and to visually display the selected information. Leximancer software content analysis can be performed on numerous forms of qualitative data ranging from speeches to open-ended interviews (Leximancer, 2011:8). In addition, Leximancer software displays data output by means of a conceptual map of the main concepts contained within the text as well as information about how they are related.

In this study, data analysis was done through four distinct stages using Leximancer software. Each stage was executed in sequence to complete a specific function in the data analysis process. The four stages were:

- Loading of the Microsoft Excel CSV file containing primary data that required further analysis into Leximancer software as per the example shown in Figure 4.2 below.

- The second stage involved generating concepts using the uploaded data. Leximancer automatically identifies concepts by looking for words that most frequently appear in the text (Amaratunga, Baldry & Sarshar, 2001:11).
- The third stage involved editing the generated concepts to suit the requirements of the study. This stage also involved the removal of frequently occurring text known as 'stop-list' that held weak semantic information; including words such as: 'and', 'is', 'the', 'for', 'but', 'said', 'in', and 'were'.
- The final stage involved running the project to generate final concepts. The researcher then assessed and examined the final concepts to conclude the sufficiency of the research data and the credibility, usefulness, consistency and validation or non-validation of answers to the research questions.

	A	B	C	D	E	F	G	M
	A1	▼	●	f_x	Respondent #			
1	Respondent #	Family statu	Gender	Race	Age	Tourism sector	Position	Q1. tourism employment challenges
2	1	Single	Female	Black	24	travel distribution systems	Junior Tour Consultant	Jobs are mainly occupied by individuals who do not even have a tertiary education, which means whether I studied or not I would have attained the job.
3	2	Single	Female	Black	24	travel distribution systems	Junior Tour Consultant	The treatment also differs with race as I would be given the task of carrying bags yet my white colleague was checking guests and never carried bags yet we were doing same job. Racial segregation is always and it does not matter the experience you have, I did
4	3	Engaged	Female	white	24	travel distribution systems	Booking agent	The salary offered to graduates is also low and if you look at the South African Department of Labour their minimum wage for the tourism industry is 15 rand an hour but other industry is over 50 rand an hour, so money is a big challenge, it doesn't pay much, you work long hours, boring shifts, you do not have time to stay with your girlfriend as the industry does not allow social time as most of the time is centred
5	4	Engaged	Female	Chinese	24	travel distribution	Booking agent	Getting a job is the main problem.Language barrier is a great challenge for me due to
6	5	Single	Male	Black	29	other related services	Frontline staff	The type of jobs available does not need qualifications in my case I was scanning tickets for eight hours every day.
7	6	Single	Male	Black	29	other related services	Frontline staff	Finding work and remembering all the information you have learnt. Some tourists also expect you to know everything.
8	7	Single	Male	Black	24	accommodation and hospitality	Receptionist	There is the issue of racial segregation as well especially in Cape Town where you will than certain employees who are less educated than you will be paid better compared to you or even get better shifts than you because of race.
9	8	Single	Male	Black	24	accommodation and hospitality	Receptionist	The main challenge I can think of is that we do not have any work experience straight after graduating. Companies in the tourism industry requires more work experience than theoretical knowledge as this makes it easier to be more efficient in our daily
10	9	Single	Male	Black	24	other related services	Assistant Tourism	The major challenge faced by graduates is lack of experience as some may have good grades but lack of on job experience is the main challenge. Insufficient industrial
11	10	Single	Female	Black	23	accommodation and hospitality	Receptionist	The employers expect us to know everything yet what we are learning in class is different from the jobs in the industry. Other employees also undermine entry level employees and even take advantage of the new entry level employee. Racism at work

fixed data / Gender / Race / Family status

Figure 4.2: Transcribed primary data on Microsoft Excel CSV file

The final concepts generated by Leximancer software (version 4) represented the main ideas, concepts, and relationships contained within the research data. According to Leximancer (2014) identifying the concepts derived from interviews is central to understanding raw data. Leximancer software (version 4) was preferred for this study because, as Sotiriadou et al. (2014:230) state "... it is quick to identify concepts and produce objective data, as researcher-bias coder-subjectivity was removed. Table 4.2 below presents the added strengths and weaknesses of using Leximancer software for data analysis. In this study, the strengths of using Leximancer software for data analysis outweighed the weaknesses.

Table 4.2: Strengths and weaknesses of Leximancer software (version 4)

Strengths	Weaknesses
• Suitable for exploratory and predictive study • Effective for large volumes of data • Quick identification of concepts • Objective data analysis as researcher bias coder subjectivity is removed • Reliable as there is minimal manual intervention from the researcher • Suitable for a positivistic approach	• Text analysis only • Not able to capture the style or implied tone of voice • Findings may contain unexpected or unexplained concepts and relationships • Limited used for publication in three mainstream sport management journals

Source: adapted from Sotiriadou et al. (2014:13)

The following section discusses the field challenges and experiences encountered by the researcher.

4.9   Research experiences

The scope of the study covered a broad area in terms of data collection and conducting research. The Western Cape Province was covered, and specific areas were visited by the researcher, namely Cape Town, the West Coast and the Garden Route.

Specific challenges encountered included the following:

- Most of the CPUT staff members from the Department of Tourism and Events Management, and CPUT Department of Higher Education Management Information System (HEMIS), involved in the study were helpful and supportive of the research; however, some of the data provided did not have the complete information required for the study.
- In some instances, the research administrators encountered a lack of willingness from potential interviewees as they were busy with their daily schedules. In such cases they apologised for any possible inconvenience caused and proceeded to select other potential interviewees.
- Some potential interviewees were not based in the Western Cape and hence were not included in the study.
- High risk levels were encountered in certain areas as research administrators had to visit some areas for the first time to conduct the interviews. However, the researcher

was familiar with most parts of the Western Cape as his job involves travelling within the province.

Most of the Tourism Management graduates welcomed the study and stated that it was their first time sharing their views on the nature of employment in the Western Cape tourism industry. However, they were not all willing to disclose information regarding salaries. Generally, the research was welcomed by most of the CPUT Tourism Management graduates.

4.10   Limitations of the study

The original aim of this research study was to obtain South African tourism graduates' perceptions of decent work in the tourism industry. The envisaged target population was to include South African tourism graduates from several South African universities of technology, but this was considered to be too wide a sample.

The scope of the study was thus discussed and narrowed down to focus on CPUT's Tourism Management graduates employed in the Western Cape Province. The University departments involved in the study assisted with the information which was required to conduct the study. The Tourism Management graduates were also willing to participate in the study and assist with providing information. The researcher also accepted that the initial scope was too wide given his limited experience in research, as well as study costs. The limited budget could also have posed a challenge in terms of travelling to different provinces. Despite the highlighted limitations of the research study, it is believed that this study complements research decent work in tourism in South Africa and creates a platform for possible future studies on decent work in the tourism industry, as Rogerson (2012:38) described the nature of scholarly investigations on tourism work in South Africa as primarily unknown.

4.11   Summary

This chapter discussed the research design and methodology that was used in the research study. The research methods, tools and techniques utilised were aimed at addressing the aim, objectives and research questions of the study. The selected approach provided an opportunity to effectively explore and answer the research problem under investigation in a flexible manner. It also determined how to gather the required data accurately. Therefore, this study could be useful in the future development of decent work in the tourism industry.

The next chapter presents and analyses the research findings in relation to the study's objectives and research questions.

CHAPTER FIVE
RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

5.1 Introduction

The key aim of this study was to determine tourism graduates' perceptions of decent work, so as to sustainably retain professionals with industry-related skills for consistent service delivery in the Western Cape tourism industry. The preceding chapter provided a comprehensive description of the research design and methodology of the study, where the main aim was to describe the tools and techniques that were used to collect the research data. A structured interview schedule was used to solicit primary data, conducted with a research sample of 40 employed tourism graduates using face-to-face interviews. The responses received were transcribed and analysed using Leximancer software (version 4).

This chapter presents the research findings using tables, figures and quotations, along with analyses and discussions to provide a background and understanding of the responses received. Qualitative research findings are presented according to the order of themes guided by the predefined research questions of the study, whereas the quantitative data is presented in the form of tables and figures. To provide further guidelines and understanding of the research findings, the analysis will be based on the predefined research objectives, as outlined in Chapter One of the study.

5.2 Demographic profile of respondents

The following section is guided by the research questions of the study defined in Chapter One (under section 1.7). The data presented is related to the research objectives defined in Chapter One (under section 1.6), and are applicable to the key findings obtained regarding the demographic profile of the respondents, specifically:

- The gender of respondents
- The age of respondents
- The race of respondents
- The family status of respondents, and
- The salary range per month of respondents.

The demographic profile data was predominantly quantitative in nature, and a descriptive approach following each table or figure was used to summarise and interpret the data. Knowing the demographic composition of the respondents forms the backbone of the entire project as it can assist with establishing the school-to-work transition of the respondents (Sparreboom & Staneva, 2014:III).

5.2.1 Gender of respondents

Figure 5.1 indicates the gender of the respondents surveyed.
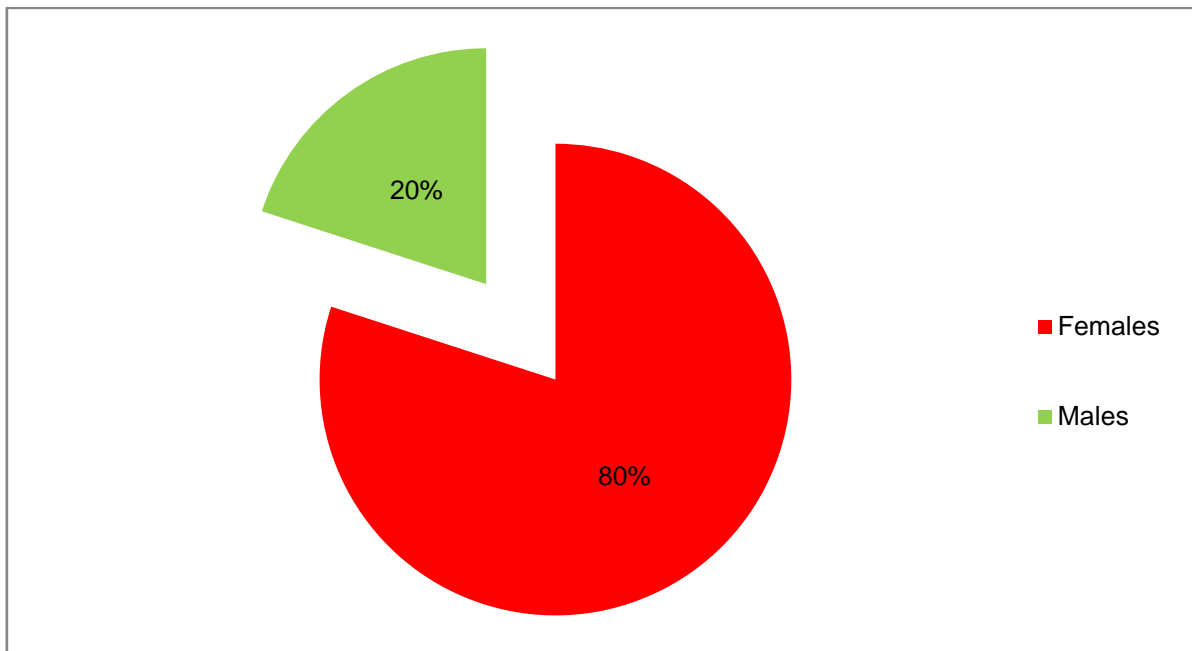
Figure 5.1: Gender of respondents surveyed (n=40, in %)

Respondents were asked to indicate their gender, using a close ended question. Figure 5.1 above shows that the majority of the respondents surveyed were females (80%) compared to males (20%), which reflects the population of the local tourism industry. The result suggests that in the Western Cape more women enrol for Tourism Management studies than men. Such a result supports a previous study by Baum (2012:126), who asserts that the service nature of tourism jobs predominantly suits and attracts more women than men. In addition, CATHSSETA (2015:4-5) established similar findings and argued that the predominance of female employees in the tourism industry is not a reflection of transformation or gender equality in the sector as the majority are employed as general employees. The seasonal nature of work in tourism could seemingly attract more women than men, as in African traditions women are expected to perform house-wife duties whilst men are expected to work to provide for the family. This result could also suggest that the tourism industry is less attractive to male students, as it is predominantly associated with poor decent work and low salaries as compared to other industries.

5.2.2   Age of respondents

The table below provides a breakdown of the age-classification categories of the surveyed respondents.

Table 5.1: Ages of respondents surveyed (n=40, in %)

Age group (years)	Total
21 – 25	42.5%
26 – 30	47.5%
31 – 35	2.5%
36 – 40	7.5%
Average age of respondents	**27**

Respondents were asked to indicate the age category to which they belong, because their tourism work experiences which are linked to age are interpreted as the strength of this study. Additionally, the ILO (2010) and Rogerson (2012:37) concur that the tourism industry employs high numbers of youth under 35 years of age; half of which are 25 or younger. Table 5.1 above shows the responses captured in four different age categories. The majority of respondents fall between ages of 26 to 30 years (47.5%); followed by 21 to 25 years (42.5%); 36 to 40 years (7.5%); and 31 to 35 years (2.5%). The average age of the surveyed tourism graduates was 27 years, and was obtained by dividing the sum total age of all respondents (1083 years) by the total number of respondents surveyed (40 tourism graduates).

This finding suggests that the majority of the respondents obtained their BTech: Tourism Management qualification under the age of 27, as the most noticeable age groups were 26 to 30 years (47.5%) and 25 years and younger (42.5%). Additionally, this reflects that the majority of the respondents enrolled for university studies straight after completing high school and before working in the tourism industry. This suggests that the majority of the respondents chose to study tourism with little exposure to the nature of work in the tourism industry. Such a finding could clarify the cause of a previous research finding by Sibanyoni et al. (2015:1) which states that after being exposed to the nature of tourism work, tourism graduates become uncertain of pursuing a long-term career progression in the industry.

A small percentage of respondents between the ages of 36 to 40 years (7.5%); and 31 to 35 years (2.5%) could be composed of respondents who enrolled for their BTech: Tourism Management qualification whilst working in the tourism industry and therefore with an understanding of the nature of work in tourism. The reasons for this cohort to further their tourism studies at a later stage, compared to the majority of the respondents surveyed, could

be to improve their tourism-related skills and chances of acquiring senior or managerial positions.

5.2.3 Historical race category of respondents

The following figure provides an indication of the historical race categories of the surveyed respondents. Historical race categories are probably an integral component in monitoring transformation in the South African tourism industry.
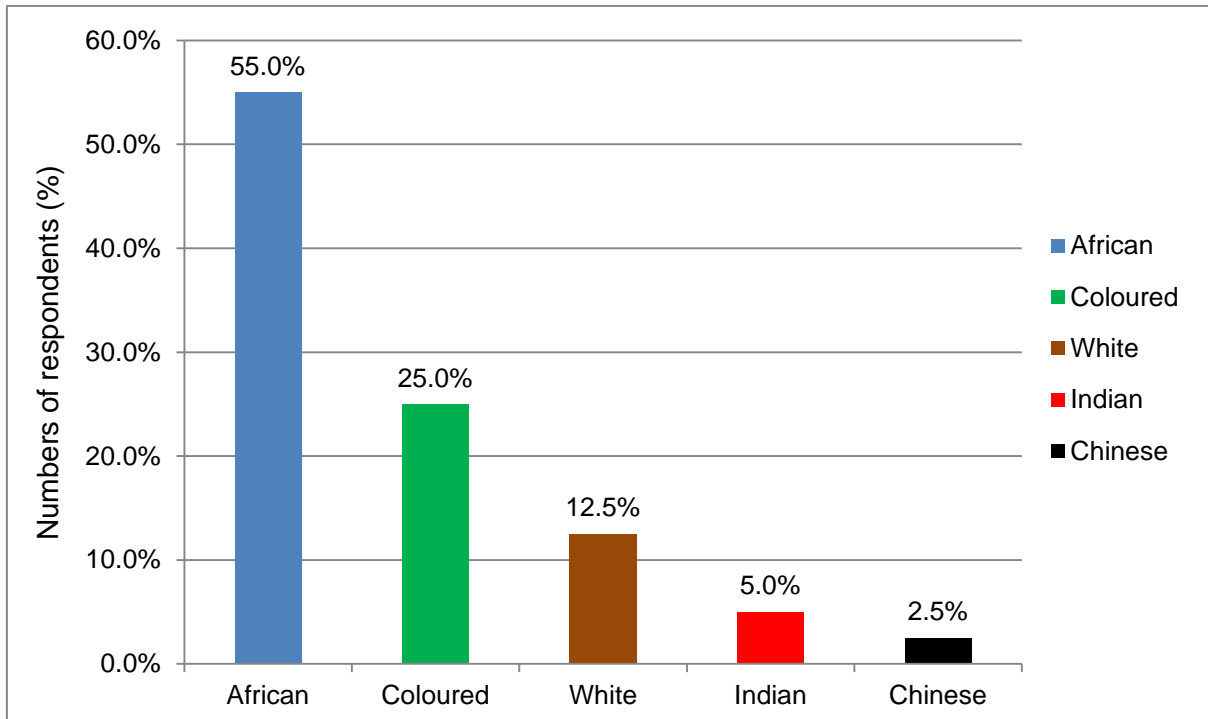
Figure 5.2: Historical race category of respondents surveyed (n=40, in %)

Figure 5.2 above illustrates that the majority of the respondents surveyed were African (55.0%); followed by Coloureds (25.0%); White (12.5%); Indian (5.0%); and Chinese (2.5%).This reflects the racial population of the local tourism industry. Such findings indicate that all historical race categories enrolled for university tourism studies in the Western Cape. Additionally, it underscores that the majority of tourism graduates were young African people, particularly women as previously indicated in Figure 5.1. Such a finding positions tourism as a priority sector in addressing issues ascertained by the SSA (2014b:35) that the Western Cape unemployment rate for Africans, particularly young women was highest compared to that of other historical race categories. The SA.NT (2011a:5-6) also summarised that the South African youth struggle to access employment and are the most vulnerable population group in the labour market. CATHSSETA (2015:24) established similar findings on the race profile of the tourism labour force with the majority of the employees being African (78%); followed by Coloured (11%); White (9%); and Indian (2%).

5.2.4   Family status of respondents

The figure below indicates the marital status of the surveyed respondents.
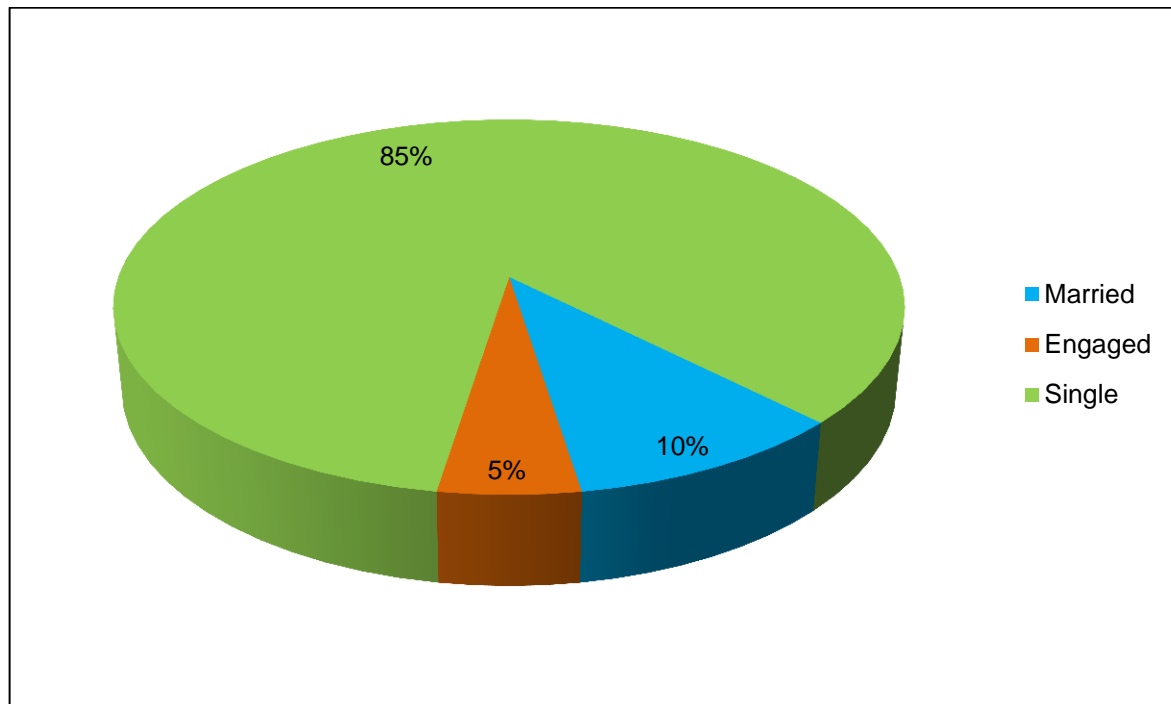
Figure 5.3: Marital status of the respondents surveyed (n=40, in %)

The respondents were requested to indicate their marital status and the results are illustrated in Figure 5.3. Marital status could reflect the nature of the respondents' employment, as Baum (2012:126) and the UNWTO (2014a:17) ascertained that tourism work has prevalent unsocial working hours, including family unfriendly shift patterns. These findings indicated that the majority of respondents were single (85%); followed by married (10%) and engaged (5%). The singles (85%) were expected to have fewer family responsibilities and dependencies compared to married (10%) and engaged (5%) respondents. These results are not surprising, as the average age of the respondents surveyed was 27 years (as indicated on Table 5.1). Additionally, a study by CATHSSETA (2015:3) reported that 61% of employees in the South African hospitality tourism industry are youth under 35 years old, 36% are adults between the ages of 35 and 55 years old and a small proportion 3% are mature employees over 55 years of age. This suggests that the subject of decent work in tourism should be centred on youth under 35 years old, as these findings indicate that they are the majority of employees in the tourism industry. Sibanyoni et al. (2015:14) added that tourism graduates have unrealistic expectations of career progression in tourism due to the predominance of poor work conditions. It can be concluded that poor career progress and the unstable nature of work in tourism are the main causes for the dominance of single (85%) respondents over married (10%) and engaged (5%) respondents.

5.2.5   Salary range per month of respondents

Table 5.2 below provides a breakdown of the categories of the monthly salary range of the surveyed respondents.

Table 5.2: Salary range per month of respondents in South African Rands (n=40, in %)

Salary range per month (ZAR)	Total
Confidential	5.0
2 000 – 2 999	7.5
3 000 – 3 999	10.0
4 000 – 4 999	5.0
5 000 or more	72.5
Average salary range per month of respondents	**7 007.35**
Average salary per tourism sub-sector	
Accommodation and hospitality	6 536.00
Other related services	6 745.00
Travel distribution systems	7 741.05

According to the ILO (2012b:7) a fair income is an integral component for achieving the creation of decent work as it supports people's aspirations, and improves employee and family social protection. It is important to measure salary levels of tourism graduates in the Western Cape tourism industry as their concerns and susceptibility to decent work deficits contributes considerably to a shortage of professionals with tourism-related skills and inconsistent service delivery in the tourism industry (Kokt & Strydom, 2014:121; Sibanyoni et al., 2015:14). As shown in Table 5.2 above, a small proportion of the respondents (5.0%) regarded disclosing their monthly salary ranges as confidential. Respondents who were not willing to disclose their salaries could be either employed and earning or unemployed and not earning a monthly salary.

Table 5.2 also indicates that the monthly salary of 7.5 % of the respondents (7.5%) ranged between R2 000.00 to R2 999.00; R3 000.00 to R3 999.00 for 10% and R4 000.00 to R4 999.00 for 5.0%. Respondents who earned salaries between a range of R2 000.00 and R4 999.00 per month, could be associated with entry level occupations such as Front Office staff, Assistant Travel and Reservations Consultants, Receptionist and Concierges. Maumbe and Van Wyk (2008:117) found that salary levels in the Western Cape tourism industry showed racial distribution, with white employees earning more compared to other races, such as coloureds and black Africans.

As shown in Table 5.2, the majority of the respondents (72.5%) earned a salary of R5 000.00 or more per month. This cohort of respondents could be associated with occupations such as Tour Guiding, Travel Consultant, Guest Relations, Duty Manager and Tourism Researchers.

Such occupations require more experienced and skilled employees hence they were paid a higher monthly salary. Overall, the average monthly salary per respondent was R7 007.35, and was obtained by dividing the total sum of monthly salary for all respondents (R280294.00) by the total number of respondents interviewed (40 tourism graduates). The travel distribution systems' sub-sector had the highest average monthly salary R7 741.05 followed by the other related services sub-sectors with an average salary of R6 745.00, and accommodation and hospitality sub-sector with R6 536.00. These findings suggest that the accommodation and hospitality sub-sector is the least attractive in terms of offering decent wages. These figures refer to the contract remuneration and do not include 'tips'.

Most respondents did not always feel comfortable disclosing their salaries as they indicated that the topic was more personal and confidential. This provided a challenge in determining a true reflection of the respondents' monthly salary. The use of a salary range on the questionnaire survey positively counteracted this challenge in that the respondents did not have to give their exact salary amount.

5.3   Respondents' perceptions of decent work in the Western Cape tourism industry
The following data presentation, analysis and discussion was guided by the main research question, namely "What are tourism graduates' perceptions of decent work in the Western Cape tourism industry?" This research question aims to address the main research objective, namely to determine tourism graduates' perceptions of decent work in the Western Cape tourism industry. As pointed out in Chapter Three, Sibanyoni et al. (2015:14) mention that knowing tourism graduates' perceptions of decent work is central towards improving work in tourism and service delivery in the sector.

The primary data related to respondents' perceptions of decent work was analysed using Leximancer software (version 4) as discussed in Chapter Four, under section 4.8.1. The analysis produced themes which are a collection of concepts that frequently appeared in the interview responses. According to Leximancer (2011:10) concepts are a collection of words or phrases with similar meaning. In addition, concepts can be combined to form themes. The concepts generated by Leximancer software (version 4), based on the respondents' perceptions of decent work in tourism, are presented in Figure 5.4 below, which shows a ranked concept list of frequent interview responses on perceptions of decent work. The ranked concept list was generated by Leximancer software (version 4) and represents all the concepts related to the responses collected on perceptions of decent work. Haropoulou (2013:85) states that in Leximancer software, ranked concepts list are classified as name-like when they refer to nouns with an upper case first letter and as word-like concepts when

appearing in lower case. As shown in Figure 5.4, all concepts generated in this study were classified as word-like concepts and appear in lower case.

The count column in Figure 5.4 represents the number of times a concept appeared in the analysed interview responses, and relevance is the value of a concept in comparison to the other generated concepts. The concept 'work' had the highest count of 523 and shows 100% relevance. As the count decreases so does the relevance. An example of this is indicated by the second ranked concept 'tourism' with a count of 287 and relevance of 55%.

Word-Like	Count	Relevance	
work	523	100%	
tourism	287	55%	
industry	265	51%	
job	250	48%	
employees	224	43%	
company	211	40%	
people	204	39%	
experience	199	38%	
qualification	172	33%	
time	137	26%	
graduates	130	25%	
employers	125	24%	
salary	125	24%	
paid	109	21%	
low	105	20%	
hours	102	20%	
feel	85	16%	
leave	85	16%	
season	79	15%	
long	77	15%	
different	74	14%	
level	69	13%	
managers	69	13%	
difficult	62	12%	
expect	59	11%	
pay	56	11%	
money	55	11%	
government	53	10%	
educated	47	09%	
family	45	09%	
tour	37	07%	

Figure 5.4: Ranked concept list of responses on perceptions of decent work (n=40)

Source: Leximancer software (version 4)

The following section discusses the ranked concept list of interview responses on perceptions of decent work, referring to Figure 5.4 above.

5.3.1 Respondents' perceptions of work in tourism

Figure 5.4 indicates that the concepts 'work' and 'graduate' were dominant in the interview responses. These two concepts provide an overview of tourism graduates' perceptions of work in the Western Cape tourism industry. The interviews revealed that the majority of the tourism graduates lamented their decisions to study and pursue careers in the tourism industry, due a deficiency of decent work for tourism graduates who find work and a shortage of decent work opportunities for those unemployed. As was stated in some of the interviews:

> ... if someone had told me before I would have not studied tourism as I have two years' experience yet I still cannot get a chance or good opportunity and the salary is very low as well. The last resort is to change jobs hoping for the better (Respondent 20).

> ... I feel stuck with no growth and career progression that I regret investing my money and time studying tourism. The owners are the highest position you can be and you will never be promoted because you cannot be the owner, so there is no room for growth (Respondent 21).

> ... as a tourism employee you are guaranteed unpaid overtime, poor employment benefits, low salary, low educated managers, outsourcing services to other companies, meeting new people, high turnover of colleagues looking for greener pastures, young workers, a few senior employees, more interns, and labour intensive (Respondent 39).

> ... working in tourism is disappointing and makes me nervous as people are badly treated in the industry, for example by not getting any benefits besides salary, long working hours, having poor job security, and no decent pay as it is always minimum wages (Respondent 23).

> ... the tourism industry does not pay much yet you work long hours, unfavourable shifts, you do not have time to stay with your family and friends as the industry does not allow social time as most of the time is centred around creating wealth for the employers. This industry is not for educated people (Respondent 5).

Such findings support a study by De Beer et al. (2013:102) which concluded that work in the South African tourism industry is characterised by inferior decent work and high staff turnover. These quotations emphasise a deficiency and lack of decent work opportunities for tourism graduates after completing their studies. This could be because tertiary tourism qualifications are not valued in the tourism labour market and that tourism graduate lacks work experience after completing tourism studies. Grimshaw (2014:1) summarised that graduates typically face higher unemployment rates due to limited work experience, and South African employers also consider inexperienced youths seeking jobs as a risky investment (SA.NT, 2011a:5).

The interviews also revealed that in order to acquire work experience, tourism graduates usually accepted any available jobs, as was indicated by some respondents in the interviews below:

82

> ... it is difficult to find a decent job when entering the tourism industry due to lack of experience so we end up taking any job and offers available. Tourism employers then see graduates as cheap labour yet we expect to be respected as we are highly trained to work in this industry (Respondent 25).

> ... without experience you will not get a better job as you need at least two years' experience to get a proper paying job. The qualification is not helpful as experience is valued more than qualifications. I worked for 6 months as an intern after graduating with a degree in April 2013 because I needed work experience (Respondent 17).

> ...when recruiting tourism employers mostly value work experience and prioritise what is best for the customer and what keeps the company going (Respondent 4).

This suggests that tourism employers do not comprehend the benefits of recruiting university tourism graduates compared to employees who can do the job based on work experience and without qualifications. Erasmus (1988:20) cited in Spencer (1995:12) noted that, "... diplomats of technikon courses received no recognition for the three years of study". This suggests that the poor recognition of tourism qualifications has existed for more than a decade in the South African tourism industry. Currently (2016) courses now contain a compulsory work-placement module, allowing for some tourism industry experience.

From a positive angle, interviewees revealed tourism job satisfaction:

> ... I feel good to work in tourism because if someone saves for years to travel they use me and I am the one who has to make sure that they have a good experience and if they do they will always remember when they travelled and it is a good credit for me for doing a good job (Respondent 29).

> ... I like that there is a variety of tourism jobs one can do. You can also learn a lot when it comes to operating a small business, which makes it easier to work your way up to start your own business. It is also fun in that work involves putting travel together (Respondent 23).

This finding suggests that work in the tourism industry fortifies entrepreneurial skills and such a finding is similar to the view held by the ILO (2010:18) that globally, the tourism industry is dominated by SMMEs. CATHSSETA (2015:11) argues that the South African tourism industry is highly fragmented due to the dominance of SMMEs.

The respondents also offered mixed perceptions of decent work in the tourism industry such as '... tourism work is quite hard but you get to travel' (Respondent 28), '... it is one of the envied industries by those outside the industry' (Respondent 31), '... graduates are ill-treated... (Respondent 7), '... it is nice you meet new people' (Respondent 17), '... free return flight ticket for immediate family members to a destination of our choice' (Respondent 28), and '... it makes one learn new cultures' (Respondent 37). Ferland (2011:24) asserts that work in the tourism industry is enjoyable because it involves opportunities to travel and experience other languages, cultures and interesting places. Overall, the positive attributes

highlighted in interviews about work in tourism are advantageous to youths with fewer responsibilities, as was stated in an interview below:

... good things and benefits about working in tourism such as travelling and meeting new people only works for single people and not for married people as it deprives family time (Respondent 28).

A study by CATHSSETA (2015:3) indicates that the majority of employees in the South African tourism industry are youth under 35 years old.

5.3.2   Respondents' perceptions of seasonal employment

The UNWTO (2014a:39) defines seasonal employment as any job that an individual is contracted to, based on varying seasonal and regional demands of tourism activities. Earle (2008:26) and CATHSSETA (2015:25) stress that seasonality negatively impacts tourism enterprises' ability to create decent work opportunities. From the interviews, it was apparent that seasonality is not a sole barrier to sustaining stable work environments in the Western Cape tourism industry, as was indicated by respondents below:

... expect poor job security especially from bed and breakfast companies and small tour operators as they are affected by seasonality to the extent that they cannot afford the salaries of their employees in low season (Respondent 14).

... I face different work problems like poor management not seasonality because I always feel that I am in high season as our tours run throughout the year but the pressure does become high a lot and stressful at times in season (Respondent 1).

... high season is great although at our company we are always busy throughout the year as we are not affected by seasonality although there is more pressure during high and peak season compared to winter and rainy months. High season also provides more and stable job opportunities and low season is quiet (Respondent 10).

... small accommodation establishments and transport companies usually do not abide with certain responsible authorities in terms of following certain rules and procedures especially when it comes to employing people, most of them they employ you today and cancel the contract tomorrow without any notice especially in low tourists' season. This rarely happens in bigger and more stable companies (Respondent 7).

These findings suggest that seasonal employment is common among tourism SMMEs such as bed and breakfasts, small hotels, tour operators, backpackers and travel agents and is less common among tourism market leaders.

An important set of findings was disclosed concerning the relationship between seasonality and salary levels in the tourism industry. The majority of the interviewees stated that they felt underpaid, despite the irrelevance of tourism seasonality to their revenue generation, as remarked in the excerpts below:

... the salary levels is solely based on the cash flow and income of the company and since this is a seasonal industry I think employers tend to play it safe and not commit to offering higher salaries (Respondent 33).

... salary levels is(sic) to know, but from what I see the revenue companies get and what they pay employees do not tally as companies seem to make a lot of profit than what they give back, as the salaries are very low and they give the blame to seasonality (Respondent 6).

These quotations allude to tourism seasonality as a major barrier in development towards decent work in the tourism industry. It also suggests that tourism employers could be paying employees low salaries as is the norm in the industry or due to low revenue generated during the low tourism season.

The interviewees also offered mixed perceptions on the effects of tourism seasonality on tourism employment. This finding is interesting since both high and low tourism seasons received mixed remarks from respondents, and could depend on the size of the organisation. Table 5.3 below reveals the mixed remarks as indicated in the interviews.

Table 5.3: Mixed remarks on high and low tourism season (n=40)

High tourism season	Low tourism season
• High employment opportunities • Dominance of contract and casual employment opportunities • More demanding work • Busy and overtime shifts • Fun and exciting work • Emotional and tiresome work • Can be very stressful • More gratuity from clients • No public holidays, weekends and annual leave during peak season months	• Limited employment opportunities • Termination of contract and casual work • Flexible time to interact with work colleagues • Boring shifts due to less work • Flexible time to research and prepare for upcoming high season • Flexible time to socialise with family and friends • It is great when not too quiet • Less gratuity as clients are few • Salary remains same although workload becomes less • Flexible time to take annual leave

Table 5.3 above indicates that both high and low tourism seasons influence the nature of work in the tourism industry. Additionally, it reveals that the high tourism season is characterised by poor work environments such as stressful work load, and contract employment. This suggests that the high tourism season is the period where tourism organisations generate more revenue and create more employment opportunities.

The interviews revealed that the low tourism season provides opportunities for employers to socialise with family and friends. Such findings portray the low tourism season as positive. The ILO (2014a) states that decent work environments allow adequate time to rest, taking into account families and social values. Baum (2012:126) adds that tourism seasonality can also be viewed as a positive opportunity to review business and labour market strategies, especially by lifestyle-seeking tourism workers such as freelance tour guides and food

vendors. This indicates that the low tourism season can be positive to selected employees in the tourism industry.

As presented in Table 5.3, low tourism season is also characterised by inferior decent work conditions which include limited employment opportunities and loss of employment. Overall, it can be concluded that tourism seasonality has positive and negative effects on the creation of sustainable decent work in tourism. This calls for organisations to craft strategies to overcome and improve employment challenges posed by tourism seasonality as discussed in Chapter Six under section 6.3.2.

5.3.3 Respondents' perceptions of career progression

Most of the concepts presented in Figure 5.4 influence the respondents' tourism career progression. These include 'work', 'experience', 'qualification', 'graduates', 'salary', 'season' and 'managers'. Costa et al. (2014:145) indicate that the majority of tourism graduates start their professional careers in the tourism industry and later exit to work in other sectors perceived to be more lucrative.

From the interviews it was apparent that the working career of the majority of tourism graduates was on average four to five years before exiting the industry to pursue a different career. This was mainly attributed to the predominance of unfavourable work conditions across the tourism industry, including high labour turnover, temporal and seasonal employment, long and stressful hours, poor job security, slim chances of career progression as most companies are family-run, and most commonly low salaries with no health care or retirement plan benefits. Shehu and Nilsson (2014:1) state that employed workers with less favourable decent work experiences will lower their social security expectations and be relatively more satisfied at a given job than workers with smooth school-to-work transitions. This alludes to a need to address the poor image and status of work in the tourism industry, particularly for tourism graduates.

A number of the respondents highlighted that chances for career progression are very limited in the tourism industry as most companies are SMMEs (the size of the organisation is relevant) and family-run, as stated in the excerpts below:

> ... the hierarchy of tourism employees is like a pyramid structure with the wider part being entry level positions, and as you go higher where the tourism graduates fit more there are a few jobs and is difficult to penetrate through (Respondent 31).

> ... the tourism industry offers limited career growth opportunities as the hierarchy is very small and is limited to the owner of the business who usually is hands-on and will promote people based on personal relationships and not on qualifications. The only option for graduates is to change jobs or changing the industry completely hoping for the better (Respondent 25).

This finding supports the view of Sibanyoni et al. (2015:14) that career progression in the tourism industry is dependent on managers' decisions rather than employees' skills or qualifications. Additionally, De Beer et al. (2013:102) found that the working career of entry level tourism employees is on average five years before exiting the industry to pursue a different career.

The interviews further revealed that a number of the respondents were considering leaving the tourism industry to pursue other professions, as stated by the respondents below:

> ... it is nearly five years in the industry now and I no longer have long-term career plans in tourism as I want to avoid being stuck in the industry forever. I will definitely move over to other professions as working in the tourism industry has poor career progression (Respondent 10).

> ... I doubt I will be in tourism for two more years as I am planning to move to another industry. I feel the growth in tourism is very slow that you will hardly reach an extent where you will really feel comfortable and be able to invest in myself. It takes long to be able to invest in oneself when working in tourism (Respondent 39).

These quotations reflect that the most common cause for poor career progression among the respondents was limited decent work opportunities in the tourism industry. This suggests that the majority of the respondents were dissatisfied with their current tourism jobs and hints at possible low job retention and poor career progression of tourism graduates. Furthermore, the tourism labour market could experience a high shortage of professionals with tourism-related skills due to the high turnover of tourism graduates.

5.3.4   Respondents' perceptions of the value of tertiary tourism qualifications

Wakelin-Theron (2015:253) concluded that the South African tourism industry is still highly fragmented and immature, which disadvantages institutions' aims to deliver quality training. From the interviews it was apparent that respondents were motivated to discuss the value of tertiary tourism qualifications in the tourism industry. As shown in Figure 5.4 the concept 'qualification' received high responses with a total count of 172 and 33% relevance. This could be attributed to the value placed on the tourism qualification by respondents as it is a major contributing factor to their careers in the tourism industry. The respondents also expected returns on investments made to obtain their tourism qualifications, as was disclosed in the interviews by some respondents below:

> ... a tourism qualification is very expensive to acquire so we expect more returns when in the industry but that is not always the case as the minimum is R15.00 per hour yet we spend more than R30 000.00 per annum for academics (Respondent 12).

> ... tourism teaches graduates a lot about errors done by institutions because for example the tourists guiding module from CPUT used to automatically qualify you to become an accredited tour guide. Now they ask you for your diploma and driving licence and on top of that a first aid certificate and from there you are asked to get a confirmation from the institution of all the routes you guided. Where is the value of our money if we are required to do everything on our own after graduating (Respondent 5)?

These respondents were not confident in a tourism qualification as an added advantage to obtain decent work and support for a career in the tourism industry, which suggests that tourism employers seemingly do not comprehend the benefits of recruiting university tourism graduates, compared to employees who can do the job without qualifications. Such findings agree with previous studies by Harkison et al. (2011:387) and Zwane et al. (2014:1) which established that the tourism industry places little value on a tourism degree, while students place more value on their qualifications and expect to earn decent work.

Christian (2012:7) articulates that normally tourism training institutions are accessible and common, but their quality and effectiveness are not understood within the tourism industry. This could suggest that the majority of tourism employers are not holders of tertiary tourism qualifications as they have limited information on the effectiveness of tourism qualifications on their businesses, as was indicated in the interview excerpts below:

> ... most employers are not aware of what tourism graduates are doing at universities as they confuse universities with small colleges and schools offering short tourism courses. They even see graduates from these colleges and small institutions as the same as university graduates with degrees. I see it as having a degree is more important than having a short course or qualification but employers are treating us the same (Respondent 22).

> ... it seems an academic qualification is not same as work experience and that a more experienced person without academic qualifications is better off in the tourism labour market than a graduate without experience because the employers do not trust the academic qualifications to suit the needs of their work.

This finding suggests that the majority of tourism employers are less educated about the tourism industry, and rely on industry experience to operate their organisations. In addition, tourism employers are less informed about the skills possessed by tourism graduates as they opt to recruit employees with work experience as proof that they are capable of accomplishing the required job descriptions.

5.3.4.1   The effectiveness and quality of tourism degrees
A majority of tourism graduates perceived the effectiveness and quality of tourism degrees as very poor compared to degrees in other academic fields. In addition, they complained that tourism organisations and the tourism industry are being led by people without tertiary qualifications in tourism, as was indicated in the following interview excerpts:

> ... my degree is of no use in this industry, my manager does not have a qualification even the owners do not have tourism qualifications ... professionalism is lacking in the industry because employers are not valuing our degrees, this is because graduates are not in charge of managerial roles in the industry and if they empower educated people in the industry something good will come up in the industry (Respondent 13).

> ... only few people working in tourism studied tourism, some studied other things but still work in tourism. Tourism degrees have no big value. Some studied marketing or other short business courses but still work in tourism (Respondent 3).

These quotations suggest that tourism entrepreneurship, managerial jobs and government posts in the tourism industry are not limited to people with university tourism qualifications Costa et al. (2014:144) state that the lack of recognition of tourism degrees forces tourism graduates to abandon the labour sector for which they created expectations and were highly trained for.

An important set of findings was disclosed in relation to the skills levels required for the jobs available in the tourism industry and those possessed by university tourism graduates. A number of the respondents argued that having a degree in the tourism industry was deemed as being overqualified as most low-level jobs are occupied by employees without tertiary qualifications, as was clarified in the interview excerpts below:

> ... employers are not keen to employ graduates as they see them as overqualified for most of the job positions in the tourism industry. Employers even get high school drop outs and train them to do the jobs compared to tourism graduates (Respondent 6).

> ... the tourism industry is flooded with Matric Certificate-holders and their work quality is lower than that of an experienced graduate ... having a degree or anything higher is overqualified unless if you become a manager. The tertiary qualifications are not valued because what student studies at university is different from the skills that are required at work. Tourism work is practical yet universities are teaching theories (Respondent 39).

> ... tourism companies look for experience and not that much of a qualification, some even say if you have matric but with four to five years' experience you get the job, yet us we focus much on our qualification (Respondent 14).

Tourism employers could opt for employees without formal education compared to university tourism graduates, as according to the UNWTO (2014a:16) less educated employees are less demanding. Sibanyoni et al. (2015:14) clarified that tourism employers replace university tourism graduates with employees who have no formal education as they have limited expectations of employment in tourism. Furthermore, Christian (2012:6) ascertained that in Africa, skills mismatches create a pyramid shaped labour market, with small numbers of Africans occupying strategic and destination development jobs at the apex and an overload of low-skilled workers performing general jobs.

On the other hand, other interviewees indicated that:

> ... employers when recruiting they prefer if you have a tertiary qualification because this determines how you handle yourself in a working environment as well as communication is very important however having a university qualification does not count in the salary you earn (Respondent 34).

> ... the degree adds a lot of value to curriculum vitae and employers prefer educated employees because they are professional, although salary is not based on qualifications (Respondent 4).

These findings support the view by Welgemoed (1989:16) that, "...professionalism is characterised by education and service, and hence that there is an urgent need for education

to professionalise the job of a tourist guide". They also revealed that tourism employers gamble between recruiting skilled yet demanding university tourism graduates and less demanding yet low-skilled employees without formal education. Baum (2012:124), and the UNWTO (2014a:16) call for labour in tourism to be treated as human capital and not as variable costs, as highly skilled and motivated human resources are important in ensuring greater competitiveness and innovation. Such an approach should also sustainably develop the tourism industry as Kokt and Strydom (2014:119) ascertain that a shortage of professional industry-related skills is one of the most pronounced challenges facing the South African tourism industry.

5.3.5   The respondents' university-to-work transitions

Understanding the labour market transition of university tourism graduates should be central towards assessing the accessibility of work in the tourism industry. According to Sara et al. (2015:33) graduates face more insecure school-to-work transitions. As shown in Figure 5.5, interviews revealed that the university-to-work transitions of tourism graduates involved three main stages:

- Searching for opportunities to obtain work experience
- Obtaining the required work experience, and
- Advancing career progression.

The black line in Figure 5.5 represents the pathway of university-to-work transitions of the interviewees. According to Leximancer (2011:24) the pathways tell stories emerging from the interviews and shows connections between concepts. The tab on the right of Figure 5.5 shows the concepts that are connected in the pathway, and represent interview quotations that connect the concepts involved on the pathway (Leximancer, 2011:24). Additionally, 'contribution' under the tab on the right measures the total weight of each term in building a concept in a sentence (Leximancer, 2011:10). For example, the total weight of the word experience was 0.03 in building the concept experience as shown in Figure 5.5. The colourful circles in Figure 5.5 below are clusters of concepts that fall within the same theme and where the circles merge; themes will have closely related concepts. According to Leximancer (2011:14) the grouping of themes into clusters of concepts in the circles aid in understanding the findings.

Shehu and Nilsson (2014:77) state that the university-to-work transition stages assist in understanding the type of employment accessible to the graduates. This suggests that the university-to-work transition stages are useful in developing strategies to empower university graduates in realising their aspirations and becoming competitive in the labour markets.
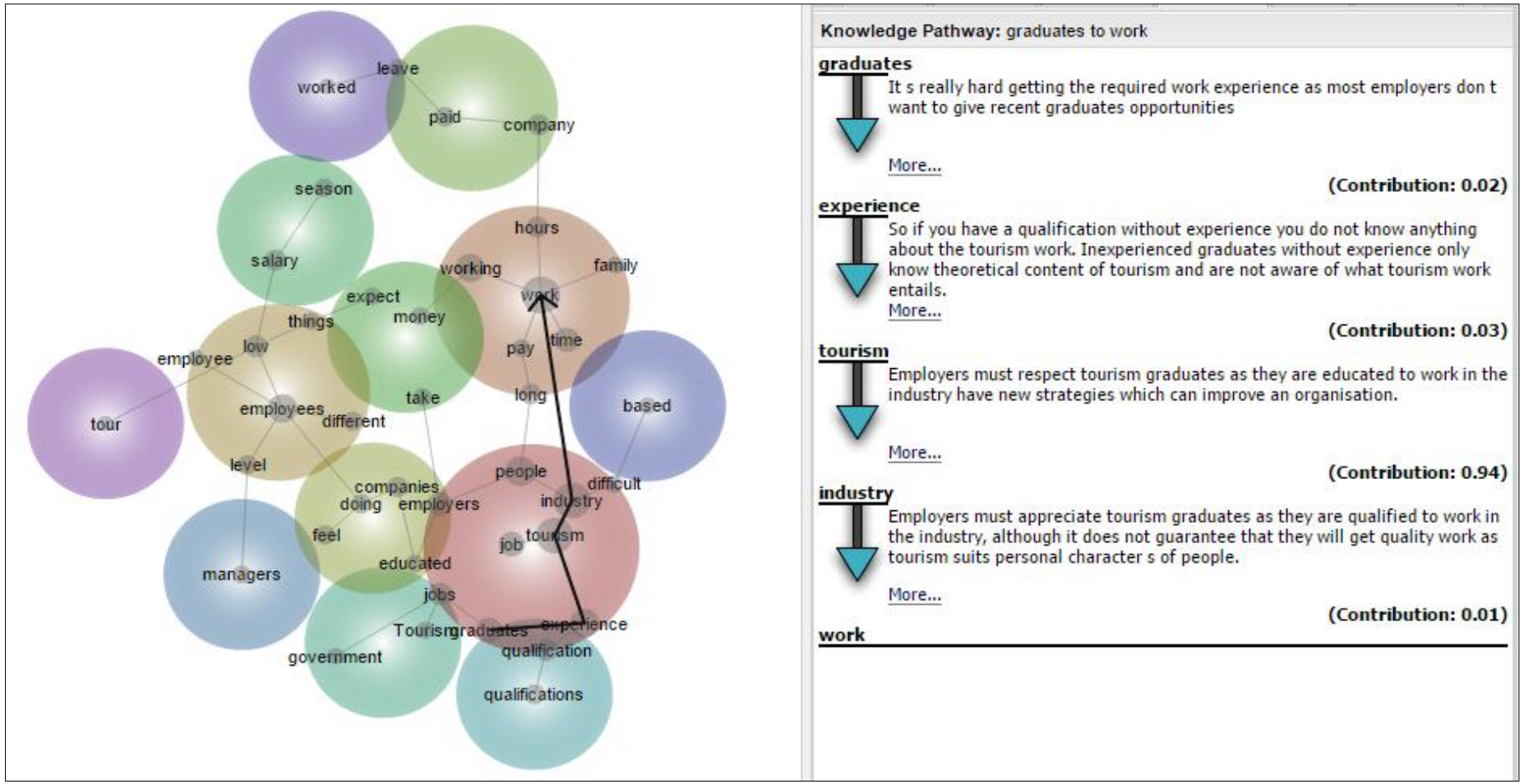
Figure 5.5: University-to-work transitions of the respondents surveyed (n=40)

Source: Leximancer software (version 4)

Figure 5.5 shows that the initial stage commenced when the surveyed tourism graduates completed their studies and entered the tourism labour market seeking employment opportunities. This was a very crucial stage, as accessible work opportunities in the labour market greatly dictates that tourism field graduates have to forecast their careers. Additionally, Respondent 17 disclosed that, besides the challenge of finding a suitable job opportunity to gain work experience, '... tourism employers exploit graduates as they are aware that they are desperate for work'. Shehu and Nilsson (2014:1) found that a previous unemployment spell pushed educated youth into unattractive jobs with poor or no social security.

A number of the respondents indicated that they did not struggle to find work after completing their studies, as was highlighted by the respondents below:

> ... tourism is very flexible you can work overseas and there are so many niches you can work in. We have sport tourism, events, environment and safaris, there is a great variety of jobs out there it is just that you have to look and decide what you want to do (Respondent 24).

> ... a lot of entry level jobs are available after graduation but I feel these jobs are not decent and you get a low salary that you can struggle to sustain your life. It is wise to apply for a low-level job you want to advance your career in as you need experience in the field (Respondent 11).

These responses suggest that tourism graduates should be proactive and competitive in the tourism labour market to better their chances of getting employment.

The second stage as shown in Figure 5.5 involves gaining work experience. At this stage the majority of the interviewees underlined that their monthly salary was very low, due to a lack of work experience, as conveyed below:

> ... on the first job you start with a very low income and you start from the bottom and basically take any job on temporary basis and not even in management or low management. I started off as an intern for three months and was later promoted to be an assistant (Respondent 18).

> ... once you graduate you first need experience so you start off mostly as an intern and earning little yet you do so much. After working for a few months and gaining a bit of experience you can expect a better salary if you get promoted but it is not guaranteed as you can still not get it. You will be asked to do so much without appreciation in terms of salary (Respondent 1).

> ... I started my first job last month but I have not signed a formal contract yet. The position I am working was for a full-time employee and I think she used to get a good salary but I do not get it. Sometimes I have to do reception duties during lunch which is not part of my contract and which is something they do not mention when I got the job (Respondent 21).

These quotations suggest that some of the respondents were employed on a temporary basis. This stage is not limited to any time span as it was dependent on job motivation and the possibility of moving to the next available opportunity.

The third stage was the most popular, as a majority of the respondents had considerable work-placement, the experience of working in tourism and were focused on career growth. The main barrier highlighted was the scarcity of decent work opportunities for skilled and experienced people in the tourism industry, as was pointed out below:

> ... most of the graduates do not stay in the industry for long as they feel like they are being lowered by the employers and they will not grow (Respondent 5).

> ... I am a senior employee but I feel I need something better in terms of my work responsibilities and the salary I am earning is not enough. It really frustrates me that I still do not see personal financial growth yet I have contributed a lot to this company. It is high time I move on for a new challenge ... (Respondent 9).

These quotations reflect that the respondents were dissatisfied with their current tourism jobs and may leave the tourism industry to look for greener pastures in other fields. Barsoum (2015:1) argues that educated youth are a politically volatile population and demand (expect) employment with sustainable social security.

In addition, tourism graduates at this stage had higher job expectations and intended to move to more senior or managerial positions:

> ... I want to be promoted from a junior to a senior role, but the main challenge is that I do not know how I can move from this position to the other position and when this will happen. I have seen that it is mainly a matter of whom you know and who you related to when it comes to promotions especially with family-owned small businesses (Respondent 14).

> ... it takes a lot of time and experience to get a promotion or a decent salary. You can spend seven years doing the same with a little salary increase, so the salary increase is very low. If I could get a chance with my experience and skills, I want to work for tour operators as they are better and you work during normal hours and it is different from the hospitality industry where you work odd hours and will not have social life (Respondent 15).

Overall, the interviewees revealed that the three stages on the university-to-work transitions were challenging for the majority of the respondents. Lack of work experience was underlined as the main barrier to accessing decent work in the tourism industry. The process of gaining work experience was difficult as the working environments favoured employers and disadvantaged employees. A number of the experienced interviewees disclosed that they were uncertain of their careers due to the scarcity of decent work opportunities in the tourism industry.

5.3.6   Respondents' perceptions of characteristics of work in tourism

Figure 5.6 below shows the respondents' perceptions of the characteristics of work in tourism.
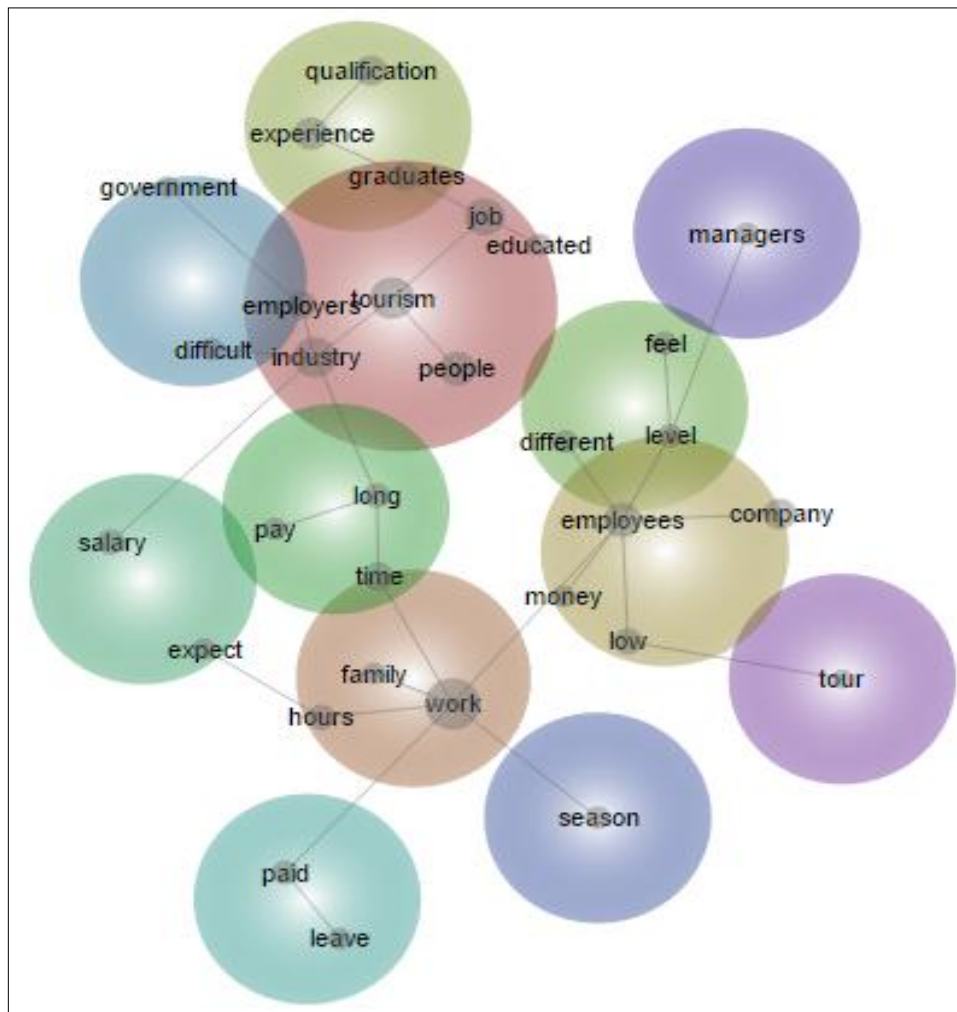
Figure 5.6: Cloud of respondents' perceptions of characteristics of work in tourism (n=40)

Source: Produced from Leximancer software (version 4)

Figure 5.6 shows a list of the main concepts contained in the research findings on the respondents' perceptions of the characteristics of work in tourism as generated by Leximancer software (version 4), and examples of the main concepts including 'season', 'work', 'employees' and 'tourism'. It also shows the relationship between the generated concepts. The size of the concept is related to how frequently it appeared in the interviews. As shown in Figure 5.6, the most frequent concept was 'tourism'. As reported earlier, the colourful circles in Figure 5.6 are clusters of concepts that fall within the same theme and where the circles merge; the themes will have closely related concepts. According to Leximancer (2011:14) the grouping of themes into clusters of concepts in the circles should aid understanding of the views of the respondents.

Ferland (2011:24) argues that work in the tourism industry is enjoyable because it involves opportunities to travel and experience other languages, cultures and interesting places. The majority of the interviewees indicated that they were attracted to study and pursue careers in

the tourism industry due to tourism attributes, which include (as reported earlier): '...going places' (Respondent 28), '... I love travelling' (Respondent 7), '... a chance to learn cultures' (Respondent 37), '... constantly meeting new people' (Respondent 17), and '... marketing my country to the world' (Respondent 18).

In addition, the interviewees assumed that a tourism degree was an added advantage to accessing varied job opportunities across the tourism industry, which proved to be a myth for a number of the respondents, as only a few respondents actually enjoyed working in the tourism industry:

> ... tourism work is quite hard but it is one of the envied industries by those outside the industry because I get to travel, meet new people and learn new cultures. This is great but it only works for single people and not for married people as it deprives family time (Respondent 28).

> ... tourism jobs are also very diverse but are generally of low standard in terms of job benefits when compared to other white-collar professions. The working environments look great and portray a dream job for many but the work is actually not that enjoyable (Respondent 14).

> ... the tourism industry is broad and what I like is the ability to engage with other people from all walks of life and it opens your mind more and you exposed more and it instils that interest to what to go or travel to other areas as well and you can get connected to other people international people through networking (Respondent 18).

As shown in Figure 5.6, the interviewees offered mixed perceptions of the characteristics of work in tourism. The perceptions highlighted both negative and positive characteristics of work in tourism. From a negative angle, a majority of the respondents were dissatisfied with the predominance of unfavourable characteristics of work in the tourism industry. These include:

- Long and odd working hours
- Ever changing work shifts
- Extremely labour intensive
- Seasonal and part-time employment
- Working over weekends and public holidays
- Poor job security due to tourism seasonality
- Limited opportunities for career progression
- High exploitation of inexperienced employees
- Unpaid overtime
- High labour turnover
- Low educated managers
- Poor employee recognition
- Understaffing the organisation and increasing work load on existing employees, and
- Preference of less educated employees who do not know their rights.

These findings agree with studies by Zampoukos and Ioannides (2011:30), Rogerson (2012:37) and the UNWTO (2014a:17) which concluded that tourism work is associated with high staff turnover, low salaries, seasonal employment, demanding work conditions and

family unfriendly shift patterns. However, the interviews revealed less about high staff turnover as a negative characteristic of work in the tourism industry.

An important set of findings which were seldom reported in existing literature was disclosed. That is, there is a predominance of understaffing in the tourism industry, as was stressed in the interview excerpts below:

> ... the work load is too much and you feel like you are doing three people's work as employers do not want to employ more people. This becomes stressful and draws out work energy and motivation after a while that it reaches a point where you feel it is enough (Respondent 34).

> ... they are understaffed and they do not want to employ a lot of people as they want to keep their riches and they end up exploiting the few employees to cover all the shifts and work load, by working long hours and weekends which are sometimes not salaried (Respondent 7).

From a positive angle, a number of the interviewees highlighted that work in tourism can be characterised by high job satisfaction, due to factors which can be paraphrased as follows:

- Varied travel opportunities, indoor and outdoor work opportunities in varied tourism sectors (Respondent 28)
- It broadens an entrepreneurial mind-set and opportunities to start up SMMEs (Respondent 14)
- Meeting new people and learning new cultures (Respondent 31)
- Reduces cultural barriers (Respondent 22)
- Earning gratuity from clients as an extra benefit to monthly salary (Respondent 35), and
- High networking opportunities with different people, such as tourists, suppliers and tour guides (Respondent 11).

Overall, the interviews unveiled more negative than positive comments on work in the tourism industry. Most of the negative characteristics identified are priority features of decent work deficits, for example unfavourable working hours, temporary employment, poor job security, stressful working environments and employee exploitation. Whereas there were a few positive comments that were priority features of decent work and these include varied work opportunities, varied entrepreneurial opportunities to start up SMMEs, and reducing cultural barriers. Such findings call for a need for tourism role players to collaborate and address the poor image and status of work in the tourism industry.

5.4 Tourism graduates' response to work in the Western Cape tourism industry

The second research question, namely "How do tourism graduates respond to work in the Western Cape tourism industry?" guided the following section. The research question was relevant to tourism graduates, as several studies underscore that they are susceptible to inferior decent work (Hedley, 2013; Kokt & Strydom, 2014:121; Sibanyoni et al., 2015:3). Existing literature indicates that tourism graduates are abandoning the labour sector for which they were highly trained (Costa et al., 2014:144). In addition, several South African

tourism organisations indicated that they are struggling to recruit competent employees due to a scarcity of qualified personnel within the tourism labour market (Tourism Update, 2016b).

The data reflects the responses of tourism graduates towards work in the tourism industry, and this addressed the second research objective, namely "To determine tourism graduates' responses to work in the Western Cape tourism industry". The data is predominantly qualitative in nature.

The reactions of the respondents towards work in the tourism industry were either positive or negative depending on their employment situation, for example '... high exploitation of labour' (Respondent 11), '... working hard and getting paid little' (Respondent 12), '... do not think in future I will remain in the industry' (Respondent 30), '... it is fun you get to meet new people every day' (Respondent 19), '... the work makes me nervous' (Respondent 1), and '... it is better to own a business or SMME' (Respondent 9). Tourism Update (2011) reported that in 2011 over half of the hospitality establishments in South Africa transgressed employment legislation, mostly breaching employment contracts. Shehu and Nilsson (2014:1) argue that informal employment is the only option for the majority of young tourism workers. These studies suggest that tourism graduates' reactions to work in the tourism industry should be predominantly negative due to dominance of unfavourable work conditions. Shehu and Nilsson (2014:III) add that the dominant feature of informal employment is limited and does not protect employees from healthy risks or guarantee any social security.

5.4.1   Tourism graduates and tourism entrepreneurship

The ILO (2014a) advocates creating conducive environments for entrepreneurship growth as a critical component of the four strategic pillars of creating and sustaining decent work. A majority of the interviewees indicated that work in tourism equips employees with entrepreneurship skills, as was stated in an interview that, '... the work in tourism in broad and makes you learn a lot about running a small business in the tourism industry' (Respondent 3). Rogerson (2012:39) states that the tourism industry is multifaceted with a wide range of entrepreneurial opportunities in industries such as events, arts and crafts, and agriculture.

A number of the respondents disclosed that owning and operating a small tourism business should fulfil their passion as it was perceived as more financially lucrative compared to working for big companies in the tourism industry. The small businesses they intended to venture into include food and beverages, bed and breakfast accommodation, guest houses and tour operations, as stated by respondents below:

... I am still passionate about the industry and Cape Town and that is why I am still working in the tourism industry. But what comes to my mind is start your own businesses if you want more money (Respondent 23).

... the best thing to do is to start your own company as the industry has more business opportunities which do not need a lot of money to start up (Respondent 16).

... I am hoping to start my own business and slowly I am getting more motivated and I am gathering my own ideas. I am passionate about certain things and hopefully it will take off, I just need more confidence and intake of what happens in a business to start my own (Respondent 24).

These responses agree with a study by Ghani et al. (2011:177) which found that tourism is more lucrative to entrepreneurs in terms of monthly income than general employees.

None of the interviewees had started operating their own small tourism businesses. Nevertheless, a number of the interviewees were fully aware of the type of business they intend to venture into, as stated below:

... I am currently busy crafting my business plan. I want to run my own business but first I must be a registered tour guide' (Respondent 23).

... I would like to own my own hotel maybe in three years' time (Respondent 26).

... I do not plan to work in the industry; I plan of being an employer in the industry by establishing my own lodge and trying to improve the work environment of my employees (Respondent 12).

An important set of findings was disclosed in the responses above. That is, after establishing a small tourism business, the interviewee proposed to formalise the work environments. This finding is of paramount importance since a study by CATHSSETA (2015:11) concluded that the tourism industry is highly fragmented due to the dominance of SMMEs, which in turn provides work which is characterised by low wages, low levels of skills requirement and seasonal work.

5.4.2   Respondents' future plans in tourism

Costa et al. (2014:145) assert that tourism graduates pursuing long-term career progression in the tourism industry usually face difficulties in advancing their professional career. The interviews reflected that career progression in tourism is dependent on an employee's level of work experience as employers do not value qualifications when recruiting candidates for senior and managerial job positions as reflected below:

... I would like to gain as much experience as I can and hopefully use it to get a job in one of the world's top tour operators' (Respondent 22).

... I am eyeing for a managerial role in one year's time at my company because I deserve it with the experience I will be having ... maybe I will move to our other branch in Cape Town, fingers crossed (Respondent 33)!

These quotations highlight the limited career growth for the majority of tourism graduates.

A majority of the interviewees stressed that they intended to change their career path due to limited opportunities for decent work and career progression in the tourism industry:

> ... I want to venture into the events industry for project management tasks, which I am currently studying. I do not have future plans in the tourism industry as I don't see any career growth (Respondent 17).

> ... I do not think I have long term plans in this industry as I am planning to move to another industry. I feel you can grow in this industry but not to the extent where I will really feel comfortable and be able to invest in myself. It takes long to be able to invest in oneself when working in tourism (Respondent 10).

These responses suggest that professionals with tourism-related skills exit the tourism industry due to predominance of decent work deficits. Ferland (2011:25) and Costa et al. (2014:145) argue that work in tourism provides uncertain opportunities to support a decent career progression and it involves working during the night, public holidays and weekends.

5.4.3   Respondents' plans to advance studies

A review of previous studies indicated that there is a scarcity of scientific research on tourism graduates' motivation for pursuing post-graduate studies (Sibanyoni et al., 2015; De Beer et al., 2013). The interviews disclosed that a number of the respondents were motivated to undertake post-graduate studies solely to avoid experiencing unfavourable working environments related to the private tourism sector. As was stated in the interviews:

> ... I prefer not to work in the industry and to focus on academic research in tourism because when it comes to working for a company you cannot choose the days you will be off or have leave as they usually detect the days you will be off or you will have leave, and some days you can have leave on days which contradicts with your family times (Respondent 8).

> ... with a post-graduate qualification, I will have opportunities to work in academic institutions or government policy formulation and implementation. I do not see myself staying in the private sector as there is no potential for growth beyond managerial positions (Respondent 1).

These quotations highlight that a post-graduate qualification should widen the respondents' chances of accessing decent work opportunities in various sub-sectors. Nevertheless, none of the interviewees indicated that they had completed their first post-graduate qualifications.

It was apparent that the majority of the interviewees undertaking post-graduate studies were not satisfied with work in the tourism industry, as stated below:

> ... I worked for a hotel group serving different establishments within the portfolio and I resigned because the salary was very low and unfair as I was working very long shifts. I then decided to do a post-graduate degree in tourism (Respondent 12).

> ... graduates end up taking what is available, no wonder why some of us have decided not to work in the industry and focus on post-graduate qualifications. As we do not feel it is good to

study for years and still do not get appreciation of the qualification and they pay us nothing yet we paid a lot to the institutions. A post-graduate qualification is my passport to not work for these private organisations (Respondent 7).

... I do not see myself having long term plans in tourism. I see myself in the academic side of tourism and becoming more of a researcher and increasing the knowledge base in sport-tourism, events and perhaps the side of tourism development rural areas (Respondent 19).

These quotations assert that unfavourable work conditions are a major barrier for tourism graduates in advancing their careers in the tourism industry.

5.4.4 Respondents' response to work in tourism

The following figure presents an overview of the respondents' perceptions of work in the three tourism sub-sectors. Figure 5.7 was developed using a number of favourable and unfavourable terms generated by Leximancer software (version 4) during data analysis. As shown in Figure 5.7 below, 'favourable' represents positive opinions such as interesting and enjoyable, including fringe benefits, and 'unfavourable' represents negative opinions such as stressful, boring and poor as identified by Leximancer software (version 4).
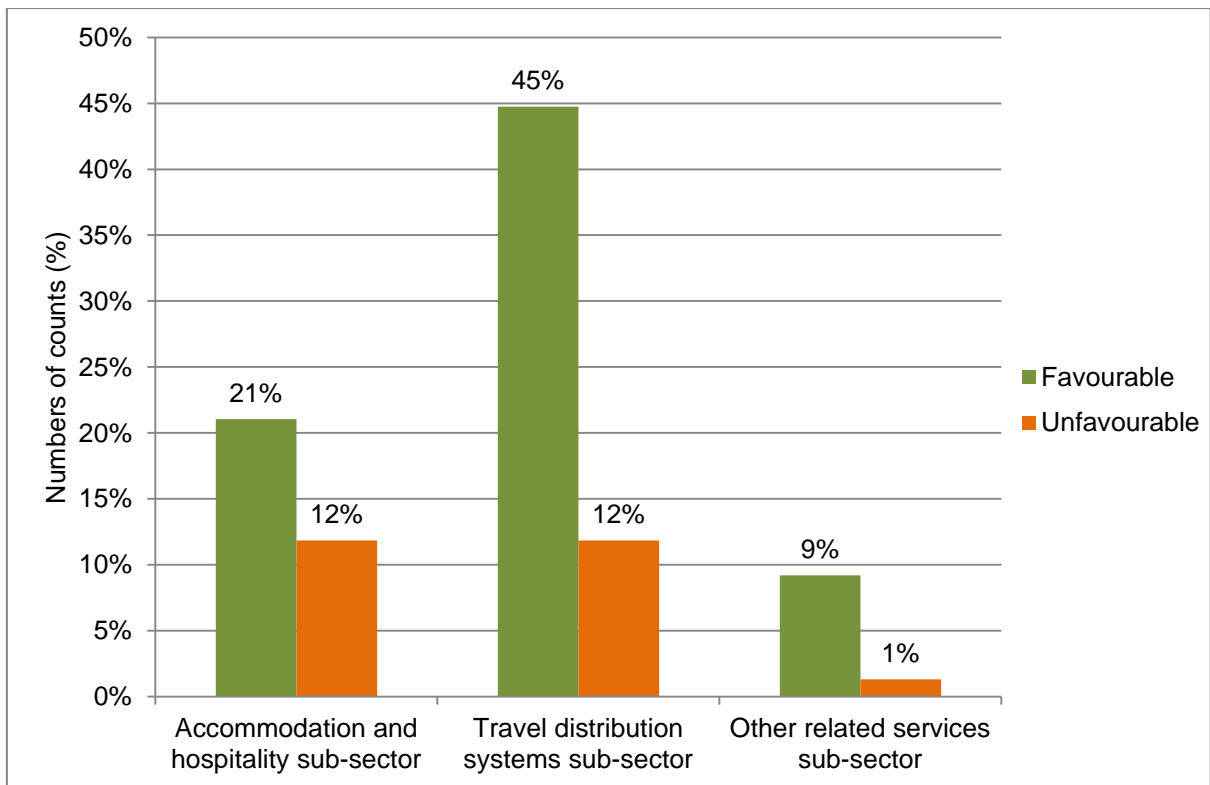
Figure 5.7: Respondents' perceptions of work in the three tourism sub-sectors (n=40, in %)

As shown in Figure 5.7 above, the respondents highlighted more positive responses compared to negative responses about work in the three tourism sub-sectors. The travel distribution systems sub-sector received more favourable term counts (45%), followed by, the accommodation and hospitality sub-sector (21%) and lastly, by the other related services

sub-sector (9%) which included professions in tourism research and the events industry. This seemingly could be because of the high employment stability and more favourable work conditions associated with the travel distribution systems sector compared to the other sub-sectors.

Stacey (2015:11) calls for action to address the poor image and status of work in tourism, and help raise the profile of tourism as an attractive and rewarding industry in which to start or build a career. In terms of unfavourable term counts, the travel distribution systems sector and the accommodation and hospitality sector received the same number of counts (12%), followed by the other related services sector (1%). Such findings suggest that the travel distribution systems sub-sector and the accommodation and hospitality sector have comparably similar decent work deficits, which include low salaries, temporary employment, poor job security, limited opportunities for career progression and a high labour turnover. The low unfavourable terms count recorded on the other related services sector (1%), could be because few respondents were familiar with jobs in this sector.

As shown in Figure 5.7, favourable perceptions outweigh the unfavourable perceptions across the three tourism sub-sectors, although the interviewees call for a need to address negative aspects of work in the tourism industry; stating in the interview that, '... the only option for graduates is to change jobs hoping for the better or changing the industry completely looking for greener pastures' (Respondent 25).

5.5   Current variables used to perceive decent work in the Western Cape tourism industry

This section focuses on the variables used to perceive decent work in tourism and is guided by the third research question, "What are the current variables used to perceive decent work in the Western Cape tourism industry?" The findings address the third research objective, namely "To ascertain the current variables used to perceive decent work in the Western Cape tourism industry". As highlighted in Chapter Three, the South African tourism sector does not have agreed decent work priority areas. The following sections were guided by the ILO's decent work focus areas, where the ILO (2012b:15) stated that decent work focus areas are tools for measuring progress made on creating decent work agendas. This could be a step towards identifying decent work priority areas for the Western Cape tourism industry. The data is qualitative in nature and comprises of information that reflects the following decent work priority aspects:

- Social dialogue, employers' and workers' representation
- Combining work, family and personal life
- Adequate earnings and productive work

- Work that should be abolished
- Decent working time
- Employment opportunities
- Stability and security of work
- Equal opportunity and treatment in employment
- Safe work environment, and
- Social security (ILO, 2012b:15).

The analysis provides a qualitative, descriptive overview of the progress made to advance the variables used to perceive decent work in the Western Cape tourism industry. According to Adhikari et al. (2012:64) these variables form the decent work framework which represents people's aspirations for opportunities and sufficient incomes, rights at work, representation and a voice at the workplace, family stability, personal development and gender equality. The ILO (2014b) added that these variables are important for the poor and vulnerable populations as they are a means of providing better standards of living and a shield from inequality and forced labour (ILO, 2014b). These variables are relevant to tourism graduates, as existing literature underscores that they are leaving the labour sector for which they were highly trained (Hedley, 2013; Kokt & Strydom, 2014:121). Nevertheless, CATHSSETA (2015:26) reports that the collaborative decent work project between the Departments of Labour and Tourism, and CATHSSETA was put on hold in spite of the identification of the programme as crucial for the long-term success of the South African tourism industry. The following section discusses the focus areas used to perceive decent work in the tourism industry.

5.5.1   Respondents' views of social dialogue in tourism

ILO researchers assert that social dialogue helps tourism enterprises to strategically face challenges such as shift work regulations, Occupational Safety and Health (OSH), job classification, payments and wages including tips and service charges, skills development, gender equality, youth employment, migrant labour and child labour (ILO, 2010:18). The interviews revealed that relationships between the public sector, tourism employers and tourism employees were not conducive enough to increase productivity in the private tourism sector, to avoid disputes, and to build cohesive work environments.

An important set of findings disclosed was that in some cases the public sector-imposed legislation which hindered tourism business growth, as disclosed below:

> ... there are many reasons which can cause people not to travel such as Ebola outbreak and government immigration laws such as abridged birth certificates. This makes it difficult for organisations to grow, same as work as the outside environment will be affecting your job. It is difficult for tourism organisation to keep up with external changes (Respondent 29).

> ... our business is going because it is now difficult to organise trips for school kids coming to South Africa. This started after the introduction of the new immigration laws which require birth certificates with both parents' names when children travel to South Africa. We mainly organise sports trips for overseas clients travelling to South Africa (Respondent 11).

These factors could discourage tourism employers from addressing the decent work deficits in the tourism industry. It could also be difficult for tourism organisations to sustain decent work due to unpredictable business environments caused by factors such as disease outbreaks, inflation and government policies which seem unfit for tourism growth.

Boardman and Barbato (2009:9) ascertained that formal social dialogue with external employee organisations, such as trade unions, rarely exist in tourism. The research findings revealed that there are several South African trade unions that represent employees in selected tourism sub-sectors, and examples include:

- South Africa Commercial, Catering and Allied Workers Union (SACCAWU) – which predominantly targets employees in the hospitality sector
- United Association of South Africa (UASA) – targets employees from well-established tourism organisations such as airlines
- South African Transport and Allied Workers Union (SATAWU) – mainly targets employees from the travel and distribution sub-sector

The South Africa Department of Labour (SA.DOL) also terminated the operational licence of two tourism trade unions, namely the Hospitality, Industrial, Catering, Retail and Allied Workers Union (HICRAWU) in 2009, and the Hospitality, Catering and Farm Workers Union (HOCAFAWU) in 2015 due to incompetence (SA.DOL,2009:1; 2015c:1). Despite the presence of these trade unions in the South African tourism industry, Respondent 29 described them as '... inoperative'. This finding suggests that the high fragmentation of the tourism industry could be the main cause of the ineffectiveness of trade unions. Poor unionisation in the tourism industry is evident from the findings as none of the trade unions represent employees from more than one tourism sub-sector.

A number of respondents generalised that employees across the tourism industry are not affiliated with workers' organisations, and that the absence of worker-organisations promotes poor social dialogue in the tourism industry, as mentioned below:

> ... employees are exploited in the sense that they work ridiculous long hours and they do not have a say and most people in the tourism industry are generally not educated as they just have work experience and such people do not know their work rights (Respondent 14).

> ... honestly employees are not treated well in the tourism industry through exploitation, long working hours and no acknowledgement. The companies make a lot of money but they do not give back to employees and if they fire you there is the next person looking for a job so they do not worry much. They are also understaffed as they do not want to employ a lot of people so as to budget of employee salaries. They end up exploiting the few employees to cover all the shifts and work load by working long hours, weekends and holidays yet they do not paid overtime (Respondent 18).

These quotations suggest that poor social dialogue in the tourism industry is mainly caused by tourism employers, as they are not motivated to address decent work deficits associated with tourism work. Such findings agree with the ILO researchers who generalise that tourism enterprises are not sufficiently engaged in social dialogues and are characterised by limited communication between management and the workforce (ILO, 2010:18; Ferland, 2011:66).

Overall, the findings on social dialogue in tourism revealed that sustainable tourism growth is dependent on successful social dialogue between the government, tourism employers and tourism employees. However, it seems the public sector is not fully supportive of vulnerable tourism employees' access to knowledge, such as the basic conditions of employment. This suggests that vulnerable tourism employees are not aware of work rights and legal actions to take against tourism employers who transgress the basic conditions of employment. The causes of poor social dialogue in the Western Cape tourism industry can be summarised as follows:

- Adverse environments hindering sustainable growth of tourism organisations
- Poor regulatory measures to monitor employment in the tourism industry
- No participation of tourism employees in workers organisations
- Predominance of vulnerable employees with limited knowledge on work rights
- Predominance of owner-run tourism SMMEs, and
- Predominance of seasonal and part-time employment.

5.5.2   Respondents' views of combining work, family and a personal life

The interviews underlined that it is difficult to combine work, family and a personal life as the tourism industry is labour intensive and operates 24 hours a day, especially on weekends and public holidays, as emphasised in the interview excerpts below:

> ... when employed in tourism you will lose a lot in terms of friends and colleagues as you will rarely have time to meet them. Family times are also affected a lot when in the tourism industry (Respondent 25).

> ... I was a travel desk consultant based at hotel. The reason I left this company was because I was working long shifts and I missed out on too many family functions and being a family-orientated person I resigned after one year (Respondent 37).

These finding agree with a study by Hofäcker and König (2013:629) who ascertained that the more an individual works, the more restricted time resources within the family are, and the more likely individuals will experience conflict when trying to balance work and family demands.

A number of the interviewees highlighted that they preferred to work during peak tourist periods as it is more rewarding financially compared to the low tourism season:

... high tourism season is exciting, you get more tips although you work long hours and when demand is low during low season you get a few tips (Respondent 7).

... it is more fun and exciting to work in high season as you will not count the clock; the only drawback is working during public holidays and weekends. Low season is boring as there is not enough work to do. In low season I sometimes go on social media or research for the season (Respondent 10).

These responses are contrary to the recommendations by the ILO (2013b:95) that work must be flexible to provide employees with time to associate with family, especially during public holidays and social hours. The findings of this study suggest that interviewees spent more hours at work during public holidays and social hours and less time with their family and friends, as stated below:

... we compromise a lot because some of us come from religions like Christianity and go to worship on a Sunday yet my company always offer me double shifts on a Sunday and public holidays at a better hourly rate. This always makes me compromise between money and religion (Respondent 5).

... you hardly have time to spend with your family and friends as you are always missing out on family functions, religious holidays and you never get to make use of the public holidays offered by the country you reside in. This is why I say that this industry is for the younger generation who has no responsibilities and can afford to work long hours and miss out on family time. As a personal experience, I missed out on funerals, weddings and even Eid (Islamic religious holiday) (Respondent 33).

These responses suggest that work in tourism is demanding, and that tourism employees compromise their values and beliefs.

From the literature review, (the study was limited to three areas in the Western Cape) the researcher understands that globally employees are entitled to benefits such as maternity protection and benefits, remunerated overtime, sick leave, annual leave, family responsibility leave, and other forms of leave (ILO, 2012a:95; 2013b:82). However, the interviews reflected that such benefits are rare in tourism. This could be caused by the seasonal and informal nature of the tourism industry, which enables tourism enterprises to sidestep and deprive employees of decent work benefits, as highlighted by a respondent:

... tourism employers rarely follow the employment rules and regulations especially when it comes to vulnerable employees like inexperienced graduates and women. Sometimes they pay less compared to the hours worked or they breach the contacts by forcing employees to work not as contracted. This can range from unpaid overtime, limited paid leave, no maternity leave or no pay for sick leave (Respondent 25).

... I do not get anything extra besides normal salary even for working on public holidays and weekends. Sometimes I feel bad going to work on a Sunday instead of going to church or relax at home as I do not get rewarded for sacrificing my family time and holidays (Respondent 15).

... they used to pay for overtime and they stopped and we complained and they then started paying overtime again. I am being paid for annual leave and sick leave only, maternity and responsibility leave is not paid or covered by the employers. These companies make no effort to provide employees with medical or retirement benefits (Respondent 21).

These quotations highlight the need to address the employment situation in the Western Cape tourism industry. It also reflects the need to empower tourism employees and to improve their participation in worker organisations. Such findings also prompted the call by De Beer et al. (2013:101) for the South African National Government to depart from countless policy rhetoric about promoting decent work in the tourism industry to being more practical in addressing decent work deficits in the country's expanding tourism economy. Unfortunately, over four years have passed since the National Department of Tourism (SA.NDT) declared work in tourism a priority interest. Yet no noticeable progress has been made; a reflection that a priority objective in the National Tourism Sector Strategy (NTSS) has become policy rhetoric without practical means to improve work within the sector (CATHSSETA, 2015:26).

5.5.3   Respondents' views of adequate earnings and productive work in tourism

The ILO (2012b:69) states that in order for work to be decent, it has to be productive and provide workers with adequate earnings. The interviews underlined that tourism work rarely provides adequate earnings, as highlighted below:

> ... when you look at your pay cheque you feel like shoo! I did a lot of work but here is what I have to show for it yet I have to make sure all the necessities are in place. ... also, they do not provide medical aid or provident funds and that all comes from my salary (Respondent 22).

> ... employees are under-paid and they are working to just survive. Seasonality is also a disadvantage as sometimes you are laid over and you are not paid for the time you will not be going to work (Respondent 10).

These quotations suggest that some tourism employers do not invest in the future and wellbeing of their employees as they do not provide decent work benefits such as health care and retirement plans. Such findings may be attributed to reasons ascertained by Stacey (2015:69) that due to the seasonal nature of the tourism industry, tourism enterprises struggle to meet the capacity, resources and motivation to invest in workforce development.

The ILO (2012b:3) states that equal promotion of adequate earnings and productive work is determined by the fair sharing of company benefits and by providing minimum living wages for employees. This is contrary to a finding which reflected that there is a wider salary and employee benefits gap between managerial and low-level employees in the Western Cape tourism industry, as stated below:

> ... in the Western Cape low-level employees are not treated equally as managers at the work place, for instance low level employees have more work load compared to managers yet the salary gap between managers and low-level employees is huge (Respondent 30).

> ... managers were promoted based on experience, not academic qualifications and salaries levels are also based on experience so managers getting far better compared to us the low-

level employees. ... graduates cannot wait for a promotion or a better salary which is based on work experience without valuing our qualifications (Respondent 6).

These quotations suggest the need to improve social dialogue between managers and low-level tourism employees in the Western Cape. Christian (2012:7) concluded that low-skilled tourism wages are low, whereas high-skilled wages, such as hotel or tour operator managers, can be stable or high.

In addition, the interviewees accused the public sector of legislating labour laws which seem unfavourable to tourism employees, a noticeable one being the July 2015 to June 2016 hospitality sector minimum wage of approximately R15.00 per hour. This minimum wage is for employers with more than 10 employees (SA.DOL, 2015a:1), as shown in Table 3.2 on page 53. The lowly remuneration does not distinguish between skilled and semi-skilled workers, or those with tertiary qualifications. It is clear from the study that most graduates criticised this minimum wage as gazetted, as stated in the interview excerpts below:

> ... the salary offered to tourism employees is very low and if you look at the South African Department of Labour (SA.DOL), their minimum wage for the tourism industry is R15.00 per hour but other industry is over R50.00 per hour, so money is a big challenge (Respondent 16).

> ... the government can increase job opportunities for tourism graduates by regulating work and implementing favourable labour laws to govern minimum salary in the industry, as employee exploitation is high due to the 24-hour nature of the industry. At the moment the government is doing nothing for us graduates (Respondent 34).

> ... working long hours, getting paid R15 an hour as per legislation which amounts to R3 000.00 rand a month, is creating wealth for other people yet you remain poor. Depending on how desperate, if very desperate you can do extra things which are not on your contract which include working more hours than contracted yet you are not paid for those hours, and if you do not work your contract can be terminated (Respondent 40).

The July 2015 to June 2016 hospitality sector minimum wage of R15 per hour is less than the lowest civil engineering sector minimum wage of R20.50 for the period September 2012 to August 2013 (SA.DOL, 2012:1). Additionally, the minimum wage for the hospitality sector was slightly higher than the R11.44-hour rate for domestic workers for the period December 2015 to 30 November 2016 (SA.DOL, 2015b:1).

A majority of the interviewees highlighted that employment in the tourism industry does not provide adequate earnings and productive work:

> ... the salary covers basic costs of my life and nothing extra. You cannot start a family on this salary as it is very little (Respondent 15).

> ... they do not provide additional benefits besides salary (Respondent 40).

These findings are similar to those from a study by Stacey (2015:69) who summarised that there is limited incentive for individuals working within the sector to invest in training and

professional development, due to the relatively low salary levels, limited recognition and rewards (pay and non-pay) for up-skilling, lack of value placed on skills by some employers and poor access to advancement opportunities.

5.5.4   Respondents' views of work that should be abolished in the hospitality sub-sector

According to the ILO (2012b:101) all forms of unlawful work should be abolished, and this includes child and forced labour. The majority of the interviews described work in tourism as predominantly characterised by very long and unusual working hours. They added that the unusual working hours are unavoidable due to the 24 hour daily operational nature of the tourism industry. However, if not carefully exercised, very long and unusual working hours could be a form of forced labour, as indicated below:

> ... the jobs are quite challenging and demands long hours to the extent that at one point I worked 12 hours a day for 10 consecutive days, which was very unfair to my personal wellbeing (Respondent 16).

> ... people are exploited but the form of exploitation is not visible as working hours are not respected and you are forced to work overtime without payment, most of the exploitations happens when you want to save your job (Respondent 13).

These quotations suggest that the respondents were working unlawfully, as the Basic Conditions of Employment Act (BCEA) states that employers shall not allow employees to work more than 45 hours a week (SA.DOL, 1997:1).This Act does not apply to senior managerial employees, employees engaged as sales staff who travel and employees who work less than 24 hours a month (SA.DOL, 1997:2).In addition, the quotations affirm the type of employment that should be abolished in the hospitality sub-sector. However, the majority of businesses in the tourism industry are small and micro, and family-owned where the Act is not applicable.

Overall, the interviews reflected less on work that should be abolished in the tourism industry, seemingly because the respondents were employed and well-versed on the nature of employment in formal tourism organisations. The ILO (2012b:17) ascertained that child labour is the predominant form of labour which must be abolished in the tourism industry. The research findings however suggest that there was no observable form of child labour in the Western Cape tourism industry. This suggests that work that should be abolished might not be a priority focus area in the Western Cape tourism industry.

5.5.5   Respondents' views of decent working time in tourism

Tourism work is prevalent with unsocial working hours and family unfriendly shift patterns (Baum, 2012:126). The aspect of decent working time received mixed responses from the

interviewees. From a negative angle, a number of the interviews indicated that work in tourism is predominantly characterised by poor decent work times. For example:

> ... some of the working hours the employers permit are illegal, and shows great exploitation as they usually breach the agreed employment contracts. I think of our weekends and holidays, the 12 hour overnight shifts (Respondent 11).

> ... I worked a few unpaid overtimes outside my contracted work time to maintain a good relationship and make the managers happy. This has become routine and they now schedule my shifts as they wish and when I complain my voice is not heard. They really take advantage of employees. They even make sure you do not take a full lunch (Respondent 39).

These interviewees, who showed dissatisfaction with the aspect of decent work time, were based in the accommodation and hospitality sub-sector. This finding supports a finding by Christian (2012:6) who ascertained that working hours and conditions in tourism differ depending on the position and segment. The findings on negative decent work time can be summarised as follows:

- Working during weekends and holidays
- Irregular shifts
- Unsociable and odd hours, and most commonly
- Long shifts.

From a positive angle, a number of the interviewees showed job satisfaction with their working times. Such findings were irrespective of the nature of working time as a few interviewees were more motivated by generating income than when they had their work shifts, as was stated in the interview excerpts below:

> ... I like working long hours to get more money through tips than when I have short day shifts which are usually quiet. I am making use of qualifications but I make good money. Sometimes I feel I overwork myself (Respondent 7).

> ... my working hours are quite favourable and normal. I work Monday to Friday with an eight hour shift a day. I also have flexible working hours as I can start my eight hour shift anytime between seven and nine o'clock in the morning (Respondent 39).

Respondent 7 worked in the food and beverage industry, and Respondent 39 was employed as a consultant in the travel and distribution sector. These quotations suggest that work in tourism can have normal day working shifts and decent work times as prescribed in the Basic Conditions of Employment Act (BCEA).

5.5.6   Respondents' views of employment opportunities

The ILO (2012b:45) states that employment opportunities measure the quantity of labour demand and supply in the economy. The interviews indicated that labour market conditions in tourism are not favourable for tourism graduates, as graduates are perceived as over-qualified and expensive by tourism employers. As was mentioned in the interviews:

... employment opportunities are very limited for tourism graduates due to lack of experience, yet it is really hard to get the required work experience, as most employers prefer cheap labour from low-skilled employees and do not want to give recent tourism graduates opportunities (Respondent 17).

... the main challenge in the tourism industry is finding decent work ... When you finally find employment, you find that your work colleagues and even managers do not have the relevant qualifications or did not study tourism at all yet they earn far more than you (Respondent 15).

... there are very limited permanent positions as most of the contracts are temporary and can be renewed based on performance and willingness of the managers. Most of the graduates do not get promoted and continue to do the same thing again and again (Respondent 9).

This could seemingly be contributing to the constantly increasing South African unemployment rate which was reported at 25.1% in 2015 and is predicted to rise to 25.5% in 2016 and 25.7% in 2017 (ILO, 2016b). In addition, these quotations suggest that the skills possessed by tourism graduates are not perceived as valuable by tourism employers. It also suggests that the tourism labour market conditions are favourable to experienced and less educated employees.

Overall, the findings on the respondents' views of employment opportunities in tourism, underlined that there is high demand for, and reduced supply of, employment, especially for tourism graduates in the tourism industry, as was stressed below:

... there are a lot of tourism graduates and the jobs are reduced hence employers pay less as there is high demand for jobs (Respondent 11).

... it seems the job market is full of qualified people without jobs which makes it difficult to get a job as a graduate without experience and relying on qualifications only (Respondent 38).

These quotations agree with Christian (2012:6) that the oversupply of low-skilled and inexperienced workers in developing countries creates fierce competition in the tourism labour market and further downgrades wages.

5.5.7   Respondents' views of stability and security of work in tourism

Baum (2012:130) found that the operating features of tourism enterprises in terms of remoteness, access and, above all, seasonality placed tourism in a really challenging situation in promoting stable and secure work conditions. From the interviews it was apparent that the tourism industry predominantly consists of unstable and insecure work environments, as was indicated in the excerpts below:

... I have worked for two tourism organisations thus far and I had to leave my employment as my contract expired after high season. I was a casual employee for both companies during high tourism season (Respondent 14).

... seasonality is really a challenge because I was employed during high season and after season my six month contract expired and was not renewed. I then moved to my current job on a contract basis and was made permanent when other workers left their jobs (Respondent 13).

> ... I have worked for three organisations. I left my first employer after the internship contract ended. The second one was a tour operator and after training I left as the contract they offered was as good as being unemployed. My current one is a contract job and after my contract I want to leave this current employer because the work rules are just difficult (Respondent 20).

These quotations reveal the excessively unstable and insecure work, and the existence of precarious and short-term employment relationships in the Western Cape tourism industry. They also suggest that the main cause of poor job security was tourism seasonality. The findings also highlight that the respondents experienced extremely unstable and insecure work conditions as some were employed by at least two organisations on a contractual and seasonal basis. On the other hand, the findings also reflect on the employee setting too high a demand for his/her service.

The interviews also described the South African Department of Home Affairs' (SA.DHA) new immigration laws as unfit, controversial and volatile to tourism growth and particularly to the stability of work in tourism, as stressed in the interview excerpts below:

> ... I do not see myself working for a long time in this industry as there is no job security and look there has been a decrease of tourists due to changes of immigration laws in South Africa. It raises a question of what is happening to the employees and the jobs (Respondent 18).

> ... the Tourism Ministry is not helpful and cannot even discuss with the Home Affairs Department to improve the immigration laws that are reducing tourists' numbers. They are also failing to improve the way employers are treating employees in this industry. What is the use of having a Department which is invisible even to us tourism graduates (Respondent 6)?

The new immigration laws contributing to the decline in arrivals to South Africa from emerging markets like China, Russia and India, includes the requirement for travellers to make visa applications in person and children under 18 years old to produce an unabridged birth certificate at entry ports (Tourism Update, 2015).These quotations suggest a need for the public sector to closely collaborate with the tourism sector when developing immigration laws, including tourist requirements, which could negatively affect sustainable tourism development. According to Tourism Update (2016a) overseas arrivals in year 2015 dropped by 5% compared to 2014 for the first time since hosting the 2010 FIFA World Cup. This could suggest that the new immigration laws are unfavourable towards tourists visiting South Africa. Botha (2015:11) cited poor legislation by the South African government as the main cause of the 13% drop tourist arrivals to South Africa in 2014.

A few respondents indicated that work in the tourism industry could also be characterised by very stable and secure work environments in large organisations, and this is closely related to job positions and the tourism sub-sector, as was stated in the interviews that:

> ... if you work for tour operators or travel companies your salary is fixed and seasons will not affect you (Respondent 38).

... I have been with this company for four years as a consultant and I will only leave if I am offered a more senior position some else. ... I am not applying new jobs but it is something that I always think about sometimes (Respondent 12).

As reported earlier, these quotations suggest that employment in the travel and distribution sector is more stable and secure compared to the accommodation and hospitality, and other related services tourism sectors.

5.5.8   Respondents' views of equal opportunity and treatment in tourism

Sparreboom and Staneva (2014:31) argue that globally finding work is more difficult for younger than older workers, and that job opportunities available for the former cohort often fall short of decent work standards, and can only serve the need to make a living with poor career progression. The interviews underscored that the youth, especially tourism graduates, rarely have equal opportunities and fair treatment as compared to adults in the tourism labour market. This is highlighted in the interview excerpts below:

... the qualification is there but it is not considered than experience that you start from the very bottom and basically take any job and offer available yet you studied for four years (Respondent 11).

... in most cases graduates are ill-treated or not recognised as the tourism industry is full of people without qualifications and it becomes difficult for graduates to get positions as most positions are occupied by people without qualifications (Respondent 11).

These quotations suggest that tourism graduates have limited job opportunities and are not fully utilising their skills in the field for which they studied. This could be predominantly caused by tourism graduates' lack of work experience after completing their studies, and predominance family-owned small businesses.

The interviews did not disclose any other forms of employment and occupational discrimination related to the gender, race and ethnicity of indigenous, migrant and rural workers. This could possibly be ascribed to the nature of the study population which is composed of tourism university graduates.

5.5.9   Respondents' views of a safe work environment in tourism

Overall, the study indicated that none of the respondents were working in unsafe environments, as a majority of the jobs involved indoor administration work such as receptionists, concierges, front office and duty managers, guest relations officers and reservations consultants.

... you can work overseas and there are so many niches you can work in, we have sport tourism, events, environment, safaris, there is a great variety of jobs out there it is just that you have to look and decide what you want to do (Respondent 23).

... we get good food and we eat a lot at work and when travelling for work and during marketing as we stay in nice hotels. ... tourism jobs put you front and centre with rich and famous people. I would say it does carry some prestige to it (Respondent 19).

The findings above agree with a study by Costa et al. (2014:141) which states that work in tourism is mainly dominated by favourable working environments, which can be considered as better than working in factories. Therefore, the decent work priority area can be regarded as less important in the creation of sustainable decent work in the tourism industry. The ILO (2012a:22) also urges its member states and public organisations to identify key decent work deficits areas within different sectors, and to develop focused strategies to address these deficits.

5.5.10 Social security

The ILO (2012a:147) defines social security as all measures that provide employee benefits, whether in cash or in kind. From the interviews, it was apparent that employment in tourism predominantly does not provide employees with decent social security benefits. As a number of the respondents generalised:

... it a matter of being poor yet you are working, as these employers take advantage of their employees and maximise their profits by not paying sick leave or even a work bonus. Yet these people do not get long-term benefits which can benefit them in a long run like pension funds (Respondent 6).

... tourism employment only covers present financial needs and basic living costs every month is long as you will be waiting for a salary for food to month expenses (Respondent 20).

... the salary is basic and nothing exciting it does not protect workers against any future problems or a family. You cannot wait to retire working in this industry... I do not belong to a medical scheme or retirement plan (Respondent 2).

These quotations suggest that work in tourism does not provide social security benefits such as pension funds, health care and funeral plans. This could be because of reasons established by Shehu and Nilsson (2014:1), which are that employed workers with less favourable labour market experiences will lower their social security expectations and be relatively more satisfied with any given job than workers with smooth school-to-work transitions.

An important set of findings disclosed is that tourism graduates and other population groups, who are not well educated, are highly susceptible to work with no social security due to limited decent work opportunities in tourism, as highlighted below:

... it is difficult to find a decent job when entering the tourism industry that you become so desperate that you will end up taking any job and offer available. This is a great disadvantage as employers end up seeing tourism graduates as cheap labour (Respondent 25).

... in other professions people know more about their work rights as they are well educated and they cannot be exploited compared to desperate people in tourism who are not well aware of their work rights and are exploited because of that. As much as tourism is a big thing in the country, in terms of employees they get nothing (Respondent 14).

... annual leave I was paid, sick leave it is a challenge as they expected me to work to cover the days I was sick because we are limited staff. They do not expect employees to be sick and they did not pay me for my sick leave when I was sick. They do not cover for maternity leave and for the days you are off they do not pay maternity employees. I am entitled to responsibility leave as per contract but the employers do not easily give in when you want it. So the employee has to fight to get the leave and to be aware of these rights (Respondent 17).

... medical scheme is offered to employees who have worked for the company for more than three years. Maybe because of high staff turnover the company do not want to invest on employees who are not loyal. No one gets a retirement plan (Respondent 31).

These quotations affirm the reasons cited by Shehu and Nilsson (2014:1) namely that a previous unemployment spell also pushed educated youth into unattractive jobs with poor or no social security. Such findings call for an urgent need to develop tourism employment policies which eradicate poor social security in the tourism industry, as educated youth can be a politically volatile population when demanding employment with sustainable social security (Barsoum, 2015:1). The Basic Conditions of Employment Act (BCEA) states that:

… a pregnant employee is entitled to four consecutive months' maternity leave. An employee is entitled to six weeks paid sick leave in a period of 36 months. During the first six months an employee is entitled to one day's paid sick leave for every 26 days worked. An employer may require a medical certificate before paying an employee who is absent for more than two consecutive days or who is frequently absent. Full time employees are entitled to three days paid family responsibility leave per year and an employer may require reasonable proof (SA.DOL, 1997:3-4).

The findings reflect that some tourism employers were violating the Basic Conditions of Employment Act (BCEA), particularly on maternity, sick and family responsibility leave.

A few of the respondents had employment benefits which included paid overtime, annual leave, sick leave, maternity leave, responsibility leave, medical scheme, retirement and pension plans, transport for late shifts and incentives:

... I do have a medical scheme and the company pays half of it. They also contribute towards my provident fund (Respondent 22).

... no medical scheme and no retirement plans (Respondent 13).

... no other benefits besides salary (Respondent 2).

... we get nothing at all, and that is the shocking thing as we expect benefits such as transport after late shifts and even getting accommodation (Respondent 7).

... annual bonus which is based on the company's performance and I got it once in three years (Respondent 5).

These quotations reflect a conflict on contractual obligations between the respondents who expected their employers to fulfil duties which were not legally agreed in the employment contract. These duties included providing transport for late shifts, extra benefits besides salary and medical cover. The SA.DOL (1997:2) states that employees who work at night between 18h00 and 06h00 must be compensated financially or by a reduction of working hours and must be provided with transport. Overall, the responses on social security in the Western Cape tourism industry can be summarised as follows:

- Lack of access to health care benefit
- Unpaid sick leave
- Unpaid or unfavourable maternity leave conditions
- No retirement plan benefits
- Lack of access to financial support for death of a family member, and
- Insufficient income.

5.6   Measures to sustain successful areas and improve areas that lack decent work in the Western Cape tourism industry

The following section is guided by the last research question, "What can be done to sustain successful areas and improve areas that lack decent work in the Western Cape tourism industry?" The data is a rich text of variables that addresses the last research objective, which determined measures to sustainably promote the creation of decent work in the Western Cape tourism industry. The data is predominantly qualitative in nature and includes views on successful areas and others that were lacking decent work elements in the Western Cape tourism industry. The data analysis and discussion cover three tourism role player-groups:

- The public tourism-sector
- Tourism training institutions, and
- The private tourism-sector.

Existing literature underlined that the three tourism role players-groups are crucial for the creation of sustainable decent work in the tourism industry (Christian, 2012:7; Heath, 2014:281; Costa et al., 2014:145). The analysis is predominantly descriptive in nature and makes use of interview quotations to support the research findings.

5.6.1   Measures for the public sector to address the decent work needs in tourism

According to the National Department of Tourism (SA.NDT) (2011a:13) the South African public tourism sector is committed to developing conducive environments for the creation of sustainable decent work in the tourism industry. From the study a majority of tourism graduates underlined that the public tourism sector was ineffective in addressing decent work deficits in the tourism industry, especially for vulnerable population groups like unskilled women and youth, as stated below:

... many people in this industry do not know their work rights. The government must create awareness by having different educational classes to enlighten people of their work rights, as tourism employers are really taking chances. Personally, I reported my employer and we are waiting for the Cape Town Labour Court hearing because they ill-treated me by breaching the agreed employment contract. ... if people are enlightened about their work rights tourism employers will desist from mistreating employees(Respondent 13).

... the government should intervene and make sure that all the workers in the industry are paid accordingly and strengthen a system for levels which workers can qualify for their salary (Respondent 7).

... the government must do awareness campaigns to empower employees to know their work rights. People in this industry do not know their work rights; they are just working like slaves, the government must do something (Respondent 5).

... the government must monitor the minimum salary levels in the tourism industry to avoid exploitation of employees. The salary is very low in the industry as they take advantage of the low minimum wage as it does not state which employees must get paid that minimum wage (Respondent 21).

These quotations suggest a need to empower vulnerable tourism employees with knowledge on employment rights and on public employee representatives such as the National Department of Labour (SA.DOL) and Commission for Conciliation, Mediation and Arbitration (CCMA), but as there is no trade union these matters are not addressed. They also indicate that some respondents challenged the public tourism sector on the nature of unprotected, vulnerable employees in the tourism industry. These findings (as reported earlier) also reveal that the public sector legislate labour laws which seem unfavourable towards vulnerable tourism employees, a noticeable one being the 2015 hospitality sector minimum wage of approximately R15.00 per hour. It is clear from the study that most graduates criticised this labour law.

An important finding disclosed that the public sector should maintain conducive business environments for sustainable creation of decent work in tourism, as stated below:

...Departments must monitor external business environments such as disease outbreaks, political stability, security, unlawful and violent protests, and maintain favourable immigration regulations to encourage sustainable growth of visitor numbers.... immigration laws such as abridged birth certificates make it difficult for organisations to grow...as the outside environment will be affecting your job (Respondent 29).

... the government must reduce the visa regulations to promote more tourists to come to South Africa and create more jobs. The effects of these travel regulations and Ebola are too much for the industry to make profit, so it is high time the government must pull tourists by relaxing the travel regulations to counter the effects of Ebola (Respondent 4).

These responses challenge the public sector to implement policies which promote the creation of sustainable decent work in tourism. CATHSSETA (2015:26) reported that the collaborative decent work project between the National Departments of Tourism (SA.NDT) and Labour (SA.DOL), and CATHSSETA was put on hold due to lack of funding and

expertise, in spite of the identification of the programme as crucial for the long-term success of the South African tourism industry.

Overall, the responses on measures for the public sector to address decent work needs in the Western Cape tourism industry suggests a focus on the following aspects:

- Conducting awareness campaigns to empower vulnerable tourism employees, with knowledge on employment rights
- Developing immigration laws which facilitate tourism growth
- Empowering unskilled and vulnerable tourism employees
- Monitoring external business factors such as disease outbreaks and security
- Allocating the tourism ministry an adequate national budget, to facilitate business initiatives by university graduates and youths
- Developing and monitoring tourism employment policies, and
- Reviewing the minimum wage for the tourism industry.

De Beer et al. (2013:101) concluded that despite the critical need to address employment challenges in tourism, no progress was made by the public tourism sector on the implementation of decent work in the industry since 2011. Additionally, over four years have passed (2011) since the department showed priority interest on work in tourism. Yet no noticeable progress has been made, a reflection that a priority objective in the National Tourism Sector Strategy (NTSS) has become policy rhetoric without practical means to improve work in the sector. This strongly challenges the public tourism sector to speed up the implementation of the decent work programmes in the South African tourism industry.

5.6.2   Measures for academic institutions to address the needs of tourism graduates

Costa et al. (2012:85) ascertain that the tourism labour market does not adequately recognise and value the skills earned by tourism graduates. In a bid to improve the skills level of tourism graduates, the CPUT Department of Tourism conducted a Develop a Curriculum (DACUM) exercise which involved a committee of various public and private tourism role players (Scholtz, 2012:2). The CPUT Department of Tourism added that the DACUM committee struggled to reach consensus on the entry level position for a university tourism graduate, as the tourism industry is very broad and composed of a wide spectrum of occupations.

A majority of the interviewees emphasised that a relationship between the tourism industry and tourism training institutions is non-existent, yet institutions are referred to have active liaison committees. This could possibly result in institutions having outdated syllabi and the tourism industry not knowing what is taught at universities, as was revealed in the interview excerpts below:

117

... there is not a relationship between tourism employers and tourism training institutions. Universities are training things which the tourism employers deem useless in the industry. At the end it is us graduates who suffer from investing lots of money on qualifications which are not helping us to find better jobs (Respondents 3).

... academic institutions should make it clear in terms of the jobs tourism graduates will access after graduation as the current methods of recruiting hundreds of students and offloading many graduates who do not find work is not good. ... it's like making a business with our life. The industry also does not know what academic institutions are doing because they do not value our qualifications and skills (Respondent 36).

... the institutions are letting us down as tourism graduates by not equipping us [with] the skills needed in the tourism labour market. I think the main problem is that institutions are more theoretical and lack practical methods to improve practical skills of the students. For example, tourism institutions are still training manual ticketing of flights and car rental, yet such manual systems no longer exist in the tourism industry (Respondent 19).

These findings could be because of constant poor consultation and collaboration between the tourism industry and educationalists as reported by Spencer (1995:10):

It is interesting to note that not a single educationalist was invited to sit in the Training Board as proposed in 1987. It is of further interest that the Board noted the criticism levelled at education and training in South Africa, namely that it was inadequately related and responsive to the needs of the [tourism] industry... [but that] the willingness of colleges to co-operate [with the tourism industry] was not matched by a timely and appropriate articulation by the industry of its education and training needs.

It is evident that the tourism industry does not know what is taught at universities and are unwilling to admit this. Christian (2012:7) articulates that normally tourism training institutions are accessible and common, but their quality and effectiveness are not understood in the industry. These findings challenge tourism training institutions to periodically liaise with the tourism industry and update their academic syllabi to suit the industry's requirements. Spencer (1995:5) notes that, "... training and education for the (tourism) industries is in fact taking place, but it is fragmented and apart from the technikon movement and the Institution of Travel and Management, totally un-coordinated". Additionally, Spencer (1995:16) cites Hirst (1989:2) who says that there is, "... confusion regarding training for the tourism industry ... (which was) not moving with the demands for the future ... because of the simplistic three-year courses in so-called tourism studies.

A number of the respondents recommended that tourism training institutions incorporate labour laws into tourism studies, to counteract the exploitation of vulnerable tourism employees, as stated below:

... a module that focuses on tourism labour laws should be added to teach university tourism students about their rights, labour equity and the different types of work leave (Respondent 18).

... graduates are not treated well at work but sometimes they do not know what to do in these cases as we are not being taught labour law at universities. Even if we become managers we

will not know labour laws which I see as not good for us. In an industry with many employment problems we must be taught labour law (Responded 23).

This is an important set of findings as it challenges the tourism sector to exercise formal human resources management (HRM). A study by Christian (2012:5) and the ILO (2010:18) bemoans a high proportion of young and marginalised tourism workers who are unaware of their rights, as the main cause of the precarious work conditions within the tourism industry.

Overall, the responses on measures for academic institutions to address the needs of tourism graduates suggest a focus on the following shortfalls to improve chances for graduates to access decent work in tourism:

- Improving relationships between the public and private tourism sector
- Maintaining relationships with tourism alumni and providing networking support
- Including more practical training on tourism computer systems such as Amadeus, Galileo, Tour Plan, Travel Logic and Opera; in addition to end-user computing
- Increasing the internship period to one year, to improve the work experience of tourism graduates, and
- Ensuring that students access internships in reputable tourism organisations such as tourism government bodies and industrial market leaders.

These recommendations should be valuable for tourism training institutions to implement, as they represent the views of tourism alumni with intensive knowledge of tourism-related skills and demand in the labour market, and are discussed in more detail in Chapter 6. There were no successful areas highlighted about universities training tourism graduates.

5.6.3   Measures for the private tourism sector to promote decent work in tourism

Several South African tourism organisations indicated that they are struggling to recruit competent employees due to a scarcity of qualified personnel in the tourism labour market (Tourism Update, 2016b). A number of respondents challenged tourism employers to improve the image of work in tourism without being governed by stringent labour laws:

... the industry is not attractive at all and they act like they can only improve the industry if the government enforces strict labour laws. They will not budge to respect their greatest assets which are the people working for them.... employers treat us without respect in this industry. Maybe it is time the government must make a move (Respondent 4).

... how can we work or try to pursue careers if we cannot see our value in the industry. It is not about tourism graduates only; everyone in the industry is taken for granted. There are too many vulnerable and desperate people and a few employment opportunities that's why this is happening. No one would want to work in this industry if there were plenty jobs out there (Respondent 12).

This is an important set of findings as a prolonged negative image of work in tourism could cause the government to develop strict labour laws, which in turn could inhibit sustainable tourism growth. In addition, the National Departments of Tourism (SA.NDT) has already

adopted the concept of promoting the creation of 'decent work' in the tourism industry as a strategic objective of priority (SA.NDT, 2011a:13). This indicates that the public sector should be fully aware of the nature of work in the South African tourism industry. The private tourism sector should embrace the initiative of creating decent work within the tourism industry as a strategy to attract competent employees and for sustainable tourism growth.

A number of the respondents generalised that the private tourism sector was not being operated professionally, especially when related to human resources management (HRM), as highlighted in the interview excerpts below:

> ... tourism organisations do not have a human resource department to manage human resources matters, and in most cases line managers perform HRM roles(Respondent 34).

> ... tourism employers should operate the tourism industry professionally when it comes to human resources to avoid high job turnover and improve their competitive advantage (Respondent 8).

> ... organisations must stop thinking of serving money by employing cheap labour of less educated employees and start employing educated people or at least have a mixture of educated and less educated people and also promote educated people to improve their companies (Respondent 13).

These findings reflect an ineffective approach to HRM as employees find it difficult to express their concerns to managers. Such findings challenge the private tourism sector to address the nature of work in tourism.

The interviewees also revealed that the private tourism sector seems incapacitated or perhaps not motivated in adhering to labour laws, due to operational and financial challenges related to tourism seasonality, as highlighted below:

> ... tourism employers are very secretive especially about the organisation's financial performance. Most of the time they partially report negative things about profit generated and they never report that the company is stable or making a profit, which make employees feel not involved and tricked as we do not know whether to request pay increase or not as it is dependent on the company's performance. ... we always notice company growth, [for] (sic)example when the owners purchase new vehicles or employ more staff yet their reports are always negative and against investing back to the staff doing the work (Respondent 1).

> ... employers must not be a stranger to employees and be only good to customers. Companies must teach managers how to treat employees, but I see this as difficult as there are no human resources department in place to represent employees. All the meeting[s] we have are about business and we never discuss how we feel as employees (Respondent 35).

This raises a need to promote social dialogue within tourism organisations, relating especially to employment benefits. The ILO (2014a) states that promoting social dialogue establishes sound labour relations, and adapts labour laws to meet the changing economic and social needs and to improve labour administration. Effective social dialogue should

promote employee retention in the tourism industry, particularly amongst tourism graduates as they are highly trained to pursue tourism careers.

The predominance of poor working conditions could be a major cause for the high turnover and limited career progression in the tourism industry. Respondent 17 took legal action against her employer because of this:

> ... I have reported my employer to Commission for Conciliation, Mediation and Arbitration (CCMA) because they breached the agreed work contract and we are waiting for the hearing because they ill-treated me. ... it is unfortunate that they realised too late that they were being unfair and unprofessional.

This quotation emphasises the need to improve the human resources management (HRM) as well as the nature of work in the Western Cape tourism industry. It also challenges the private tourism sector to consider investing in employment benefits such as decent salaries, formal human resources management (HRM), retirement plans and health care.

The findings on measures to promote sustainable decent work in the private tourism sector urged employers to address the following areas:

- Incorporate formal HRM to deal with human resources issues
- Investment into employees' retirement plans and health care
- Adherence to labour laws
- Promote organisational social dialogue, and
- Commitment to promotion of decent work in tourism.

Overall, there were no successful areas highlighted in the findings above, which supports the stance by Costa et al. (2014:145) that it is important to raise the private sector's awareness of the benefits that they can obtain from employing graduates as well as addressing the unfavourable work conditions in the tourism industry.

5.7   Summary

This chapter is a synopsis of tourism graduates' perceptions of decent work in the Western Cape tourism industry, based on the survey findings. A descriptive approach was predominantly used to analyse the research findings, and quotations from the interviewees were used to support data presentation. The study findings were, in most instances, very constructive about the ways of improving work in the Western Cape tourism industry. The tourism graduates were motivated to answer certain questions particularly regarding the availability of decent work opportunities and career progression in the tourism industry, as they were highly trained for the industry.

The challenges mentioned identified that work in tourism rarely meets decent work standards as it is predominantly associated with unfavourable work conditions. These conditions mainly included poor employment security, no health care or retirement plan benefits, very low salaries, seasonality, poor recognition of tourism qualifications by the industry, predominance of informal contracts and temporary work, preference for hiring low-skilled employees, and no career progression as most companies are family-run. Furthermore, a majority of tourism graduates intended on exiting the tourism industry to pursue a different career, yet there were no immediate measures being taken to address the precarious nature of work in the tourism industry. A majority of the tourism graduates were widely employed in vulnerable, and flexible or labour-intensive segments. The exodus of tourism graduates will cause shortages of professionals with industry-related skills within the tourism industry. Tourism graduates also find it difficult to access decent work as tertiary tourism qualifications are not valued in the tourism labour market. Trade unionism is virtually non-existent in the tourism industry so there is no collective movement to change conditions.

Overall, the research findings revealed that tourism employees are vulnerable within the current state of work in tourism as the public and private sectors in tourism have neglected to improve work in the industry. Key areas needing future attention include establishing decent work-focus areas for the tourism industry as a step towards addressing the poor image and status of work in the industry in order for organisations to attract competent employees. In addition, tourism training institutions as well as the public and private tourism sectors should collaborate in developing decent work focus areas in order to address the unfavourable work conditions, so as to retain professionals with industry-related skills for consistent service delivery in the Western Cape tourism industry. These are addressed in Chapter Six.

CHAPTER SIX
CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter provides a concluding summary of the main research findings, including the recommendations and areas needing further research based on the findings. In particular, this chapter notes the objectives of the research outlined in Chapter One that were addressed.

The research objectives set out for this study were related to decent work in the Western Cape tourism industry. The specific areas under investigation included determining tourism graduates' perceptions of decent work, their experiences of work in the tourism industry [in order to ascertain the current variables used to perceive decent work in tourism], and to determine measures of sustaining successful areas and improving areas that lack decent work in the Western Cape tourism industry. Overall, the study aims to focus on the status of decent work particularly for tourism graduates in the Western Cape tourism industry, so as to sustainably retain skilled people for consistent tourism service delivery.

The research objectives were critically examined and addressed using CPUT Tourism Management graduates as the study population. A mixed sampling approach was adopted by combining stratified and snowball sampling techniques to obtain a representative research sample. The research surveys were conceptualised based on existing data sources and primary data collection techniques. Secondary data sources were obtained from sources highlighted under section 1.8.3 in Chapter One, and structured key informant interview schedules were used to collect the primary data.

The following section provides a summary of the main research parameter, namely the aim, objectives and questions of the study. It further provides recommendations to enhance sustainable development towards decent work in the Western Cape tourism industry.

6.2 Summary of key findings

The following section highlights key findings and is guided by the research objectives.

6.2.1 Demographic profile of respondents:

Table 6.1 below provides key findings regarding the demographic profile of the respondents.

Table 6.1: Demographic profile of respondents

Characteristic	Key findings
Gender	Women 80%; Men 20%
Age	Average age 27 years: 90% of respondents were aged 30 and younger; 10% were 31 years and older
Race	African 55%; Coloured 25%; White 12.5%; Indian 5%; Chinese 2.5%
Family status	Single 85%; married 10%; engaged 5%
Salary range per month	Average salary R7 007.00: 23% earned less than R5 000.00; 72% earned R5 000.00 and more; confidential 5%

Source: Researcher's construct from survey data

In terms of gender the majority of the tourism graduates surveyed were women (80%), compared to men (20%). Their average age was 27 years, and the majority were 30 years and younger, and a few were 31 years and older. As shown in Table 6.1, Africans were the most predominant historical racial category, followed by Coloured, White, Indian and Chinese. This reflects the racial population of the local tourism industry. The findings regarding family status indicate that the majority of the respondents are single, followed by married and engaged. A few of the respondents regarded information on their monthly salary range as confidential, but the average salary of the respondents surveyed was R7 007.00 per month.

6.2.2   Respondents' perceptions of decent work in the Western Cape tourism industry:

The following summary of findings is guided by the main objective of the research, which was to determine tourism graduates' perceptions of decent work in the Western Cape tourism industry. The key findings revealed that the majority of the tourism graduates were dissatisfied with their decision to pursue careers in the tourism industry due to the scarcity of decent work, despite being highly educated and trained. The respondents underlined lack of work experience as the main barrier in accessing decent work in tourism, as well as their university qualifications not being valued in the tourism labour market. Tourism seasonality was also highlighted as a major contributing factor to the predominance of unstable work condition in the industry.

Furthermore, the findings underlined that the working career of the majority of tourism graduates was on average four to five years before they exited the industry to pursue a different career. This was mainly attributed to the predominance of unfavourable working conditions across the tourism industry. These included high labour turnover, long and stressful hours, poor job security, slim chances for career progression as most organisations are family-run; and most commonly low salaries, as well as no health care or retirement plan

benefits. From a positive angle, the interviewees labelled work in the tourism industry as productive as it includes travel opportunities, varied work and entrepreneurial opportunities, learning new cultures, and networking opportunities. Government should create mentorships and SMME programmes to allow graduates to start a business after gaining tourism industry experience.

6.2.3   Responses of tourism graduates to work in the Western Cape tourism industry:

The following findings are guided by the second research objective, which was to determine the responses of tourism graduates to work in the Western Cape tourism industry. A number of the interviewees indicated that they intended to start up small tourism businesses, to avoid facing poor career progression and the scarcity of decent work opportunities in the tourism industry. They also highlighted that tourism entrepreneurship is a more sustainable and profitable career than general work in the industry.

The majority of the respondents intended to exit the tourism industry to change their career path, mainly due to low job satisfaction. A few of the respondents also enrolled for Master's and Doctoral studies, solely to avoid experiencing unfavourable tourism work conditions and to broaden their chances of accessing decent work in various tourism-related industries. Overall, the findings underlined a high labour turnover across the industry, a shortage of dedicated professionals with tourism-related skills, and a predominance of precarious working conditions, particularly for low-skilled women and inexperienced tourism graduates.

6.2.4   Current variables used to perceive decent work in the Western Cape tourism industry:

The findings concluded that the South African tourism sector does not have an established framework or variables used to measure decent work. This study adopted the ILO's decent work focus areas to address the research objective, which ascertained the current variables used to perceive decent work in the Western Cape tourism industry. The research findings identified eight key decent work focus areas for measuring the progress of sustainable decent work development in the Western Cape tourism industry. These areas include:

- Effective social dialogue between tourism role players
- Balancing work and social life
- Sufficient work benefits and sustainable work
- Lawful working times
- Decent work opportunities
- Sustainable and secure jobs
- Equal chances for employee career growth
- Social security (ILO, 2012b:15).

The suggestions to sustainably develop decent work within the above key focus areas are discussed in detail under the recommendations section in Table 6.1on page 124.

The findings underscored that tourism employment only covers the present financial needs and does not protect employees against possible future unemployment, illness, or old age. This is due to the industry's poor performance on the eight focus areas stated above.

6.2.5   Measures to sustain successful areas and improve areas that lack decent work in the Western Cape tourism industry:

The following section provides a summary of findings from the fourth research objective, which was to determine measures to sustain successful areas and improve areas that lack decent work in the Western Cape tourism industry. The findings covered three tourism role players namely the public tourism sector, tourism training institutions, and the private tourism sector. The findings predominately disclosed unsuccessful areas by the three tourism role players.

The findings underlined that the public tourism sector was ineffective in addressing decent work deficits in the tourism industry, especially those being faced by vulnerable women and youths. The public tourism sector was also criticised for legislating labour laws which are unfavourable to tourism employees, a noticeable one being the 2015 hospitality sector minimum wage of approximately R15.00 per hour. Additionally, the findings revealed that since 2011 over four years have passed since the public tourism sector showed priority interest on development towards decent work in tourism. Yet no noticeable progress has been made, which shows that the priority objective was side-lined and not addressed.

In terms of tourism training institutions, the findings highlighted that there was a wide gap between the skills expectations of tourism employers and those provided by tourism training institutions. This is mainly caused by poor collaboration between tourism employers and tourism training institutions, and has resulted in institution having outdated syllabi, despite studies and recommendations dating back to the 1980s.

The majority of the interviewees indicated that the private tourism sector is adamant in embracing the initiative of improving working conditions in tourism, as they are failing to improve the image and status of work in the industry. The majority of tourism organisations do not have a human resource department to manage human resources matters. Thus, the findings generally described the private tourism sector as unmotivated to adhere to labour laws, due to operational and financial challenges related to tourism seasonality.

6.3   Recommendations

The following section provides the recommendations based on the findings of the study. The recommendations are essential for tourism role players in developing decent work, so as to

sustainably retain professionals with industry-related skills for consistent tourism service delivery. The recommendations are grouped into broader themes based on the research objectives.

6.3.1 Demographic profile of respondents

The following recommendations were derived from the findings related to the demographic profile of the respondents.

The South African National Department of Tourism (SA.NDT) and the private sector should support the tourism industry in order to advance transformation and gender equality agendas related to South African women as they are the majority (80%) of employees in the tourism industry. CATHSSETA (2015:4-5) established similar findings and argued that the predominance of female employees in the tourism industry is not a reflection of transformation or gender equality in the sector as the majority are employed as general employees. The SA.NDT and the private tourism sector should catalyse this agenda by creating empowerment programmes aimed at increasing the numbers of young women in senior and management positions in the tourism industry. Such programmes minimise the levels of vulnerability and the unemployment rate of young women. The SSA (2014b:35) reported that the Western Cape unemployment rate for Africans, particularly young women was highest compared to that of other historical race categories. Furthermore, the tourism industry should play an integral part in advancing transformation agendas as a majority of its workforce falls under the previously disadvantaged historical races. This could be achieved by revitalising BBBEE policies, and programmes such as those the CATHSSETA and making them more accessible, especially to tourism graduates. Magi (2010:125) and CATHSSETA (2015:5) states that a review of employment equity trends in tourism highlights that the senior and management profile of historically disadvantaged South Africans, especially women in the top echelons of decision-making, is still very small.

The National Department of Tourism is also challenged to effectively collaborate with other tourism role players such as the Tourism Business Council of South Africa (TBCSA), Tourism Enterprise Partnership (TEP) and the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) to create policies which mutually benefit the private sector and formerly disadvantaged communities. Such an approach should reduce the levels of policy resistance by the private tourism sector. CATHSSETA (2015:11) confirmed that a successful and sustainable career in the tourism industry is uncertain as the industry is highly fragmented.

6.3.2   The image and status of work in tourism

This section presents the recommendations which emanated from two research objectives, which are to determine tourism graduates' perceptions of decent work, and their responses to work in the Western Cape tourism industry.

Tourism employers are recommended to exercise fairness and involve employees when scheduling shifts during public holidays, weekends, and odd hours. They should also comply with labour laws regarding working on public holidays, overtime and night work. The Basic Conditions of Employment Act (BCEA) states that:

> … work on a public holiday is by agreement and paid at double the rate. Overtime must be paid at 1.5 times the employee's normal wage or an employee may agree to receive paid time off. Employees who work at night between 18h00 and 06h00 must be compensated by payment of an allowance or by a reduction of working hours and transport must be available (SA.DOL, 1997:2).

Tourism work environments should also include travelling opportunities, learning new languages and cultures and networking with the industry stakeholders, as these are the primary reasons for attracting the majority of tourism professionals to pursue careers in the tourism industry. It is also recommended to give permanent employees off days during personal events related to family responsibility leave, as the BCEA states"…full time employees are entitled to three days paid family responsibility leave per year, on request, when the employee's child is born or sick, or in the event of the death of the employee's spouse or life partner, or the employee's parent, adoptive parent, grandparent, child, adopted child, grandchild or sibling" (SA.DOL, 1997:3).

Tourism employers should base salary levels on employee performance and contribution to the sustainable growth of the organisation, and not strictly based on historical race categories, bias or favouritism. Maumbe and Van Wyk (2008:117) found that salary levels in the Western Cape tourism industry showed racial distribution, with white employees earning more compared to other races, such as coloureds and black Africans.

It is further suggested that tourism organisations develop varied products and services targeted at different market segments to counteract tourism seasonality. For example, tour operators should develop itineraries which feature destinations with different seasonal periods; such destinations in southern Africa include Cape Town, Victoria Falls, Okavango Delta, and Kruger National Park, as destinations such as national parks have a high tourism season during winter, whilst cities and natural attractions predominantly have a high tourism season during the summer months. Such strategies should evenly distribute revenue generation throughout the year and aid tourism organisations in sustainably creating decent work in the industry. Accommodation suppliers should improve their marketing especially

when targeting tour operators so that their establishments can be featured on the itineraries which combine destinations with different seasonal periods. These recommendations should assist South African tourism organisations in recruiting competent employees, and inform of the negative aspects of the work, as Tourism Update (2016b) reported a shortage of skilled personnel due to scarcity of qualified personnel in the tourism labour market.

6.3.3   Focus areas for sustainable decent work development in tourism

The recommendations presented here are guided by the research objective which ascertained the variables used to perceive decent work in the Western Cape tourism industry. The study suggested eight decent work focus areas for addressing poor working conditions and sustainable development towards decent work in the Western Cape tourism industry, as presented on Table 6.2 below:

Table 6.2: Suggested key focus areas for sustainable decent work development in tourism

Key decent work focus areas	Suggestions for addressing key decent work focus areas
Effective social dialogue between tourism role players	The participation of tourism employees in workers organisations should be improved, particularly for vulnerable cohorts such as tourism graduates and low-skilled women as they are unaware of their work rights. The South African National Department of Tourism (SA.NDT) should conduct national awareness campaigns on radio and television to enlighten vulnerable employees about their employment rights, and about employee representatives such as the SA.DOL and the Commission for Conciliation, Mediation and Arbitration (CCMA). The National Departments of Tourism and Labour should collaborate with other tourism role players when developing and implementing crucial legislations and policies which affect sustainable tourism growth. Furthermore, these departments should improve regulatory measures to monitor adherence to employment rights in the tourism industry.
Balancing work and social life	Tourism organisations must abide to the Basic Conditions of Employment Act (BCEA), especially on the ordinary hours of work, overtime, compressed working week, averaging of hours of work, meal intervals, daily and weekly rest period, pay for work on Sundays, night work and public holidays (SA.DOL, 1997:1).Additionally, employees should be given adequate leave to spend time with their family and friends. This can be in the form of maternity protection, remunerated annual and sick-leave and family responsibility leave, as stated in the BCEA (SA.DOL, 1997:2).The National Departments of Tourism and Labour should also monitor the level of compliance to these employment benefits in the private tourism sector. This could be achieved by making it compulsory for the basic conditions of employment on leave and regulation of working time to form part of the contract of employment of tourism employees. Additionally, severe penalties and strict legal actions should be taken against tourism employers who transgress against the basic conditions of employment.
Sufficient work benefits and sustainable work	Tourism employers should invest in the future and wellbeing of their employees by providing employment benefits such as health care and retirement plans. To achieve this, provision of health care and retirement plans should compulsorily form part of the contract of employment of tourism employees. The salary and benefits gap between managerial and low level employees should also be narrowed to promote equal distribution of company resources. The SA.DOL should reconsider the minimum wage to discourage exploitation of labour within all the tourism sub-sector. The minimum wage should also distinguish between skilled and semi-skilled workers, or those with tertiary qualifications.

Key decent work focus areas	Suggestions for addressing key decent work focus areas
Lawful working times	It is recommended that unsociable working hours and family unfriendly shift patterns should be discouraged within tourism organisations. In cases where unsociable working hours are unavoidable, employees should be entitled to benefits such as free transport during the night and a double hourly salary rates as stipulated in the BCEA (SA.DOL, 1997:1). Additionally, employees must be entitled to 21 days paid annual leave to allow for social time with family and friends (SA.DOL, 1997:4).
Decent work opportunities	Tourism training institutions should raise the tourism industry's awareness of the skills possessed by tourism graduates by involving the private sector when Developing a Curriculum (DACUM), so as to improve the chances of tourism graduates accessing decent work opportunities. The tourism industry should also provide sustainable work opportunities.
Sustainable and secure jobs	Tourism employers should address the predominance of casual and temporary employment related to tourism seasonality by implementing suggestions provided under section 6.3.2.
Equal chances for employee career growth	The tourism industry should provide equal chances of employment for all South African historical race categories and vulnerable employees such as disadvantaged women and youth. Female employees in tourism should also have equal share of employment in management roles.
Social security	Tourism employers should provide benefits that cover present financial needs and protect employees from possible future unemployment, illness, or old age. It is also suggested that tourism employers improve employees' access to health care benefits and pension scheme. This can be achieved by providing fair income, job security, employee and family social protection, and promoting work environments that give employees the liberty to communicate their concerns and participate in decision-making. Furthermore, decision-making should involve all employees in order to improve employee recognition and cohesive employee participation in the daily operation of the organisation.

Source: Researcher's construct from survey data

6.3.4 Tourism role players

This section presents recommendations which originate from the fourth research objective, which was to determine measures to sustain successful decent work areas and improve areas that lack decent work in the Western Cape tourism industry. The recommendations are categorised into three sections of tourism role players which include the public tourism sector, tourism training institutions, and the private tourism sector. These role players are crucial in addressing poor working conditions facing tourism graduates, and Wakelin-Theron (2015:253-254) calls for:

> ... a compelling need for closer collaboration between all the (South African) role-players involved, namely the tourism industry (private and public), higher education institutions and tourism graduates, to work in unison within both the tourism industry and higher education institutions to find solutions to problems relating to work in tourism.

6.3.4.1 Tourism training institutions

Tourism training institutions should strengthen career guidance programmes in order to avoid enrolling students without a broader perspective of work in the tourism industry, and just to make viable numbers in class. This can be achieved through creating social media

awareness campaigns, targeting Grade 11 and 12 learners, especially from formerly disadvantaged communities to inform them about the various university courses. This should furthermore reduce the numbers of tourism graduates who are misinformed about work in the tourism industry.

Several South African studies reveal that there is growing concern of a skills mismatch between tourism graduates and the skills expected by tourism employers (Jugmohan, 2010:34; Zwane et al., 2014:1; Kokt & Strydom, 2014:119). Spencer (1995:2) stated that:

> ... many of the jobs in tourism are full-time and available all year round. Hence the need for relevant, up-to-the minute education and training that will give the industry the professionalism it desperately needs to avoid negative criticism.

Training institutions should structure tourism curriculums in such a way that tourism graduates possess at least one year of hands-on work experience by the time they complete their studies. The current tourism curriculum of CPUT requires students to undertake a six months internship period. The curriculum should also place more emphasis on practical work situations than on theoretical work about the tourism industry. For example, a module on tour operations should include a practical introduction to the development of inbound and outbound travel packages as well as the different reservation systems used for the development of travel packages. Examples of reservation systems include Worldspan, Sabre, Tour Plan, Opera, and Travel Logic. Other institutions should be slowly incorporating the training of these reservation systems as they are vital for graduates in the tourism labour market. There is also a need to evaluate the quality of training being received by students during their internship periods, and to ensure that students are accessing internships in reputable tourism organisations as envisaged by the Tourism Enterprise Partnership (TEP), CATHSSETA, the National Department of Tourism, the Western Cape Tourism, Trade and Investment Promotion Agency (WESGRO), South African Tourism (SAT) and market leaders in the private tourism sector. Universities should host workshops at least twice a year to support the tourism alumni in creating local and international business networks, which should give tourism graduates an advantage in accessing decent work and in improving their entrepreneurship skills in the tourism industry. It should also facilitate a smooth school-to-work transition for tourism graduates.

Furthermore, universities should reconsider their tourism curriculums also to incorporate some legal modules in tourism curriculums as a strategic move to increase the number of tourism professionals with knowledge of employment rights. Tourism entrepreneurship is another academic area which should be strengthened within the tourism curriculum, in order to enhance the entrepreneurial skills of tourism graduates.

Universities should also strengthen the tourism industry's awareness of the employability and skills possessed by tourism graduates. There is also a need for universities to regularly conduct Develop a Curriculum (DACUM) workshops with the private and public tourism sectors to update the tourism curriculum to match the skills required by the industry, perhaps every three years. This should improve the value of tourism qualifications in the tourism labour market.

Nevertheless, previous studies emphasised that the tourism industry ignores such research findings as Spencer (1995:4) emphasised:

> ... the fact that South Africa faced these problems (professionalism), despite what other countries had been through, and despite the fact that it had numerous role models (the USA, Britain, Canada and other tourist destinations) to provide guidance, is probably indicative of the fact that South Africa has not clearly identified goals and objectives in formulating policies for course design in tourism education and training.

6.3.4.2   The public tourism-sector

The South African National Department of Tourism (SA.NDT) must depart from policy rhetoric without implementing practical means to improving work in the tourism sector, as it has been over four years (2011) since the Department declared a priority interest in promoting development towards decent work in the tourism industry. To achieve this, the National Departments of Tourism and Labour should collaborate in conducting research to determine key decent work deficit areas and develop policies to govern the promotion of decent work within the tourism industry. It is also suggested that the National Department of Tourism conduct national awareness campaigns such as road shows and workshops to empower low-skilled and vulnerable tourism employees with knowledge on employment rights. In terms of promoting entrepreneurship among tourism graduates, the South African National Treasury (SA.NT) should allocate the Tourism Department an adequate financial budget to enable the Tourism Enterprise Partnership (TEP) (since discontinued) to facilitate sponsorships and technical support of business initiatives by graduates and youths.

The development of new immigration laws and tourism employment policies should facilitate tourism growth. For example, the expected South African decent work framework for the tourism industry should be well-informed in facilitating sustainable tourism growth and avoid resistance from other tourism role players. To achieve this, the National Department of Tourism should approach and allow tourism stakeholders to actively participate in the development of the tourism decent work framework.

6.3.4.3   The private tourism-sector

The private tourism sector should incorporate a human resource management (HRM) division within organisations to properly manage human resources issues. It is also

suggested that tourism employers invest in the future of their employees through offering fair income, further training, retirement plans, and health care benefits. There is also a great need to promote organisational social dialogue within tourism organisations, especially between business owners, managers, and low-level employees. For example, decision-making within an organisation should involve all employees in order to improve employee recognition and cohesive employee participation in the daily operation of the organisation.

The private tourism sector should also be committed to addressing poor working conditions by facilitating the expansion of research knowledge on the status of work in the tourism industry. To achieve this, tourism employers should collaborate with training institutions to allow students to conduct academic research on different aspects within the private tourism sector, particularly on human resources issues, in order to determine areas needing improvement to retain professionals with tourism-related skills. Such an approach enables tourism organisations to develop human resources planning and management strategies to improve working conditions without incurring any financial and labour costs. This approach should also improve relationships between training institutions and the private tourism sector, and retain professionals with industry-related skills since as De Beer et al. (2013:102) found, a working career of entry level tourism employees is on average five years before exiting the industry to pursue a different career.

6.4   Limitations of the study

Due to the inaccessibility of tourism graduates residing in smaller towns within the Western Cape, the majority of the interviewees were based in Cape Town. The research budget also limited the researcher in conducting repeated trips to various towns within the study area. However, efforts were made to include respondents from popular tourism regions in the Western Cape, and these included Cape Town, the Cape Wine-lands, the Overberg, and the West Coast. For similar future studies, particularly when using a quantitative approach, researchers should vary research techniques to improve the survey response rate and to minimise study costs. Interviews were conducted during November and December (2015), which is always a busy time for the whole tourism industry.

The original aim of this research study was to measure the perceptions/experiences of decent work in the tourism industry by/of South African tourism graduates. The initial envisaged target population included South African tourism graduates from several South African universities of technology. The scope of the study however was discussed and narrowed to focus on CPUT's Tourism Management graduates employed in the Western Cape Province; employment is concentrated in urban, at the expense of rural, areas. The University's departments involved in the study assisted with the required information to

conduct the study. The Tourism Management graduates were also willing to participate in the study and to assist with providing information. The researcher also accepted that the initial scope was too wide and too broad, given limited research experience and study costs.

Despite the highlighted limitations of the research study, it is believed that this study complements and developed a foundation to assess the status of decent work in the South African tourism industry. It also further created a platform for many future studies on decent work in the tourism industry, as Rogerson (2012:38) described the nature of scholarly investigations on tourism work in South Africa as primarily unknown.

6.5   Future research

This study provided a foundation to assessing the status of decent work in the tourism industry. It further provided recommendations for addressing decent work deficits and assisting tourism role players in the sustainable development of decent work in tourism, so as to retain professionals with industry-related skills in the industry. Future research on the status of decent work in tourism should be conducted for verifying, strengthening and comparing the study findings, as well as broadening the knowledge base on decent work in the tourism industry. Comparative research on the status of decent work in other South African provinces should also be conducted to determine the national status of decent work in the South African tourism industry. Such studies will assist tourism role players in establishing national decent work focus areas for the sustainable development of the tourism industry. A comprehensive decent tourism work framework for guidance and measuring progress towards decent work should be established to assist tourism role players in promoting decent work in the South African tourism industry.

Other areas in which to conduct studies include:

- How to improve the reliability and comparability of employment data in the South African tourism industry
- Longitudinal investigations on school-to-work transition of tourism graduates
- Motivation for graduates to enrol for post-graduate studies in tourism
- How to improve collaboration of tourism role players in tourism development
- Determining focus areas for addressing poor working conditions in tourism
- How to improve the effectiveness of labour laws in the tourism industry
- Referring to section 2.4.1 on page 19, the value of the tourism degree, this could be further researched in the study area of the Western Cape.

6.6   Concluding remarks

The study concludes that development towards decent work is a sustainable approach in retaining professionals with tourism industry-related skills, and ensuring consistent service delivery in the tourism industry. In the case of South Africa, there is a need for the South

African National Department of Tourism (SA.NDT) to depart from policy rhetoric and focus on implementing practical means to progress decent work, as it has been over four years (2011) since the department declared priority interest in promoting decent work in tourism. The predominance of poor working conditions challenges the private tourism sector to improve its human resources management (HRM) by embracing development towards decent work and facilitating the expansion of the knowledge base on the status of work in the tourism industry. The study also calls for training institutions to improve the industry's awareness of the employability and quality of the skills possessed by tourism graduates, as there is a need to improve the value of tourism qualifications in the tourism labour market.

Overall, cohorts of low-skilled women, youth, and tourism graduates are vulnerable to the current precarious state of work in tourism, as the National Department of Tourism and private tourism sectors are neglecting to promote any development towards decent work in the tourism industry. This calls for a need to enhance social dialogue and collaboration among tourism role players, so as to improve the reliability and comparability of tourism employment data, and to develop a South African tourism decent work framework. The study further suggests eight tourism decent work focus areas for addressing poor working conditions, and for sustainable development towards decent work in the Western Cape tourism industry. The knowledge base on the decent work focus areas should be expanded in order to establish a national decent work framework for the tourism industry.

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APPENDICES

APPENDIX 1: LETTER OF CONSENT

Cape
Peninsula
University
of Technology

1 June 2016

Prof Simeon Davies
Chairperson: Faculty of Business Ethics Committee

Dear Prof Davies,

RE: Permission to conduct research regarding South African BTech: Tourism Management graduates' perceptions of decent work in the tourism industry

Mr L Tsangu (210227001) has requested permission from the Tourism and Events Management department to conduct surveys for his Masters studies, involving department alumni.

This letter serves as a notification of approval for his request.

Kind Regards

Snyman Ohlhoff
Head of Department
Department of Tourism and Events Management
School of Sport, Events, Tourism and Hospitality
Faculty of Business
Cape Peninsula University of Technology
Tel. (021) 460 9002
Cell. 083 442 8475

PO Box 1906 Bellville 7535 South Africa
086 123 2788

APPENDIX 2: COVER PAGE

Cape Peninsula
University of Technology

Good day (Sir/Ms),

My name is Lastman Tsangu (student number 210227001). Firstly, thank you for agreeing to, and allowing me your time to conduct this interview.

The aim of the research is to determine the perceptions of tourism graduates of the concept of decent work, so as to sustainably develop work in the tourism industry, and the Western Cape as a competitive tourism destination. The purpose for today's interview is to obtain your perceptions of decent work in the Western Cape tourism industry.

The concept of decent work is defined as creating opportunities for productive work that delivers a fair income, provides job security, employee and family social protection, and gives employees the freedom to express their concerns and participate in decision-making (ILO, 2014a).

The interview will be semi-formal, and last approximately 30-40 minutes. If at any time you feel uncertain about a question, please feel free to ask. You may withdraw at any time as there is no penalty for withdrawing. All information will be treated with the utmost confidentiality. Your personal information will only be used for classification purposes (this includes information on gender, race, and year you completed studies).

Thank you

Lastman Tsangu
Department of Tourism and Events Management
Faculty of Business and Management Science
Cape Peninsula University of Technology
Cell: 073 181 8994

November 2015

APPENDIX 3: INTERVIEW GUIDE

Location: _____   Respondent number: _____

INTERVIEW QUESTIONS:

1. What are the tourism employment challenges facing tourism graduates when entering, and when fully employed in the tourism industry?

2. Tourism employers place little value on a tourism degree, while tourism graduates place more value on their qualifications and expect it to earn them rewarding jobs. How do you explain your experience of this statement?

3. What comes to your mind when you think about work in the tourism industry today?

4. Describe how fair do tourism employers treat employees?

5. What are the common things to expect when working in the tourism industry?

6. If you are able to, how do you compare tourism jobs to other professions in terms of prestige?

7. The tourism industry operates 24 hours a day and is often busy over public holidays. How do you manage your resting and social time with family, friends and other people in your life?

8. What is your view of work in high and low tourism season?

9. What do you like/dislike about the different jobs in the tourism industry?

10. How many tourism organisations have you worked for after completing your studies? What were the reasons you retained/ left these jobs?

11. Employment in the tourism industry does not require a university qualification. How do you respond to this statement?

12. What influences salary levels of employees in the tourism industry?

13. What is your view of the extent tourism employers are making use of the work skills of tourism graduates?

14. Are you aware of any exploitation of employees in the tourism industry in the Western Cape?

15. Are you paid for working overtime, annual leave, sick leave, maternity and responsibility leave?

16. Describe the relationship between management and low level employees in tourism?

17. Do you belong to a medical scheme, and a retirement plan? If yes, please specify?

18. What other benefits do you get from work besides salary?

19. What are your long term plans for your career in the tourism industry?

20. What do you recommend academic institutions training tourism students, tourism employers, and the government to do, to improve decent work in tourism?

21. Profile of respondents

Family status	
Gender	
Race	
Age	
Tourism sector	
Highest qualification	
When acquired	
Position	

Salary range per month
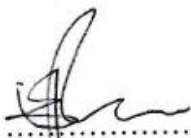
R1000 – R1999	R2000 – R2999	R3000 – R3999	R4000 – R4999	R5000+ specify	Confidential

Thank you for your time

Appendix 4: Language editor certificate

Declaration in respect of Lastman Tsangu's thesis titled: *South African Tourism Graduates' Perceptions of Decent Work in the Western Cape Tourism Industry*

Please note that I, Unathi Nopece, edited Lastman Tsangu's (Student No. 210227001) thesis titled *South African tourism graduates' perceptions of decent work in the Western Cape tourism industry*. My qualifications are as follows: BA (Hons) (Applied Language Studies) I am a qualified proofreader with 2+ years of experience editing university documents, Honours, Master and Doctoral thesis.

Unathi Nopece (Ms)