ASSESSING THE EFFECTS OF INADEQUATE HUMAN CAPITAL AFFECTING
BRAND IMAGE OF THE HOSPITALITY AND TOURISM INDUSTRY

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DECLARATION

I, the undersigned, ADELAIDE RETHABILE MOTSHABI PITSO, do hereby declare that unless otherwise indicated, this dissertation submitted to Durban University of Technology for Masters in Management Sciences: Hospitality and Tourism is solely the result of my own work. This work has not been submitted to any other university for a degree award or other purposes and all the authors whose work contributed to this study have been accordingly referenced.

I hereby give consent for this work to be made available for inter-library loan, photocopying, and made available to interested organisations and students.

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Adelaide Rethabile Motshabi Pitso   Date

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I can never be thankful enough to the Almighty God for my life and all the blessings, love, care, protection, guidance, inspiration and good health. God, I will hold onto the promises! I am a living testimony.

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DEDICATION

I dedicate this work to Almighty God, who made it possible for me to successfully complete this study. This project is also dedicated to my family who has been with me, believed in me, and supported me since birth.

ABSTRACT

The demand for educated, trained, professional and skilled employees in the hospitality and tourism industry (HOSTI) has grown drastically. HOSTI is one of the biggest industries in the world; World Tourism Organisation estimated that one in ten jobs depends on the HOSTI. (CTH 2016:3). Yet, literature still reveals inadequate *human capital* (HC) in the HOSTI. Inadequate HC may be influenced by how people perceive the industry. How people perceive the industry affects the brand image.

The aim of this research was to assess the effects of lack of HC on HOSTI brand image. Identifying the effects will assist the entire HOSTI to avoid negative impact of lack of HC for lasting improvements in the industries. Qualitative design was employed to carry out this research through non-probability particularly purposive sampling. Thus, semi-structured interviews and focus group discussions (FGDs) were conducted. To gather relevant information hospitality and tourism DUT students and lecturers were interviewed. 61 individuals were interviewed and 4 FGDs were conducted. This research gathered an empirical data that went through a thematic process of data analysis. This research used thematic framework as a guide of semi-structured interviews and FGDs.

Empirical outcomes of this research revealed that both DUT hospitality and tourism students and lecturers agreed that lack of qualified personnel in the industry exists. They further stated that HOSTI is a very attractive industry even though family and friends do not regard it as a professional career. The research recommended few strategies that employer's may use to enhance the HOSTI brand image. Recommendations included that frequent auditing of employees qualifications and skills level should be an ongoing process. In addition, employers should change all negative attributes towards the industry. The research also recommended further research should employ a larger sample and other institutions.

Keywords: *Hospitality and tourism industry, human capital, brand image*

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LIST OF ABBREVIATIONS

CSR   Corporate social responsibility

DUT   Durban University of Technology

FGD   Focus group discussion

GDP   Gross domestic product

HC   Human capital

HOSTI   Hospitality and tourism industry

HR   Human resource

KZN   KwaZulu-Natal

SPSS   Statistical Package for Social Science

CHAPTER 1:   INTRODUCTION

1.1   CONTEXT OF THE RESEARCH

The research was carried out in Durban, KwaZulu-Natal (KZN), South Africa. The population was students and lecturers in the Department of Hospitality and Tourism at Durban University of Technology (DUT), a well-known institution with a good reputation and long service. The hospitality industry dates back 2000 years due to evolvement of the transport industry which led to the demand for educated and skilled personnel (Kamau and Waudo 2012:55). Durban was chosen because it has many tourism and hospitality institutions and the researcher has knowledge of the area. The effects of lack of *human capital* (HC) need to be assessed.

According to Chu Ju and Lo (2014:25), lack of HC has become a challenge for the hospitality industry in countries such as China, Taiwan, Cyprus, Australia and many more. Sibanyoni, Kleynhans and Vibetti (2015:3) state that KZN has also entered the world tourism and hospitality stage, and pressure to become technologically more advanced and the effects of increased global competition have increased the demand for highly skilled workers.

Josan (2013:42) and Chu Ju and Lo (2014:26) mention some causes of the lack of HC, including low wages, long working hours and unqualified managers. However, none of the authors mentioned the effects of lack of HC on the hospitality and tourism brand image specifically. Sulkunen (2012:4) states that brand image plays a crucial role in the success story of an organisation. Additionally, the author mentions that the brand image assists organisations or businesses to be able to differentiate themselves from one other. The researcher assessed the effects of HC on hospitality and tourism brand image.

Purposive sampling was used to conduct this research. Potential respondents with hospitality and tourism industry knowledge were interviewed. The sample size for this

research was 101. Registered DUT hospitality and tourism students and lecturers participated, both males and females.

1.2 RESEARCH PROBLEM

Sibanyoni, Kleynhans and Vibetti (2015:6) state that the challenges of the hospitality and tourism industry (HOSTI) in South Africa include the lack of HC. The authors add that staffing hotels and restaurants with willing and qualified employees has become a challenge. Kapondoro *et al.* (2015:2) concur with the view that the lack of HC is due to the fact that most organisations are unable to retain qualified personnel. The authors further added that a shortage of qualified personnel in the hospitality industry is also felt in South Africa. However, the authors do not mention the effects of this problem within the HOSTI in Durban specifically.

Alamu (2016) and Kapondoro *et al.* (2015:2) concur with other authors that the problem of shortage of personnel HC or lack of skilled employees in many industries is becoming a global challenge. In a recent study, Han (2014:78) identified numerous causes including bad reputation, working hours, poor salary, and limited opportunities in the HOSTI. Furthermore, Chu Ju and Lo (2014:26) mention that the HOSTI is not valued in society. Brown, Arendt and Bosselman (2014:2) argue that people enter the hospitality industry without accurate understanding of the industry, which results in many people deciding to leave the industry with a negative attitude.

The problem has been stated, also the cause of the problem has been laid out, but what does this problem do to the image or brand image of the industry? Does it have a positive or negative impact on the image? What effects does lack of HC have on the HOSTI's brand image? This is the question that this research aimed to answer. Drawing from these questions, this research intended to determine the effects of lack of HC on the HOSTI.

1.3   AIM OF THE STUDY

The aim of the research was to assess the effects of lack of human capital on hospitality and tourism industry's brand image.

1.4   RESEARCH OBJECTIVES

- To investigate the effects of lack of human capital on the hospitality and tourism industry's brand image.
- To identify the factors that influences the lack of human capital in the hospitality and tourism industry.
- To ascertain the benefits of human capital.
- To analyse the Durban University of Technology students' and lecturers' perception of the brand image of the hospitality and tourism industry.

1.5   RESEARCH QUESTIONS

- What are the effects of lack of human capital on the hospitality and tourism industry brand image?
- What are the factors that influence the lack of human capital in the hospitality and tourism industry?
- What are the benefits of human capital?
- What are Durban University of Technology students' and lecturers' perception of the brand image of the hospitality and tourism industry?

1.6   BACKGROUND

The literature reviewed was based on *human capital*, hospitality and tourism brand image as well as perceptions regarding the HOSTI. Various sources from different environments and countries were reviewed.

1.6.1 Definition of human capital

Human Resource (HR) is one of the most important assets for every business or organisation. *Human capital* is one of the contexts addressed through human resources. Esu (2012:278) defines HC as "a stock of competences, knowledge and personality attributes embodied in the ability to perform labour. It is the attributes gained by a worker through education and experiences, so as to produce economic value".

Josan (2013:43) conducted research to analyse the relationship between HC and organisational effectiveness. The author discovered that organisational effectiveness is characterised by competitiveness, excellence and innovation. Competitiveness depends on skills and HC investment. HC investment is characterised by investing in education, health and training. Research conducted by Saeedi *et al.* (2012:10365) assessed the relationship between HC and employee performance. The findings showed that HC increases employees' productivity within the organisation. Furthermore, employees' performance improves when their qualifications are enhanced and their involvement in decision making is increased.

1.6.2 Perceptions of the hospitality and tourism industry

Sibanyoni, Kleynhans and Vibetti (2015:14) studied graduates' perceptions regarding employment within the hospitality industry in South Africa. The study reported that graduates and employee's perceptions are influenced negatively by poor working conditions in the hospitality industry. Han (2014:37) and Brown, Arendt and Bosselman (2011:18),found that poor working conditions, long hours, poor salary and minimum employment opportunities are the causes of negative attitudes and perceptions in the hospitality industry.

Research conducted by Chu Ju and Lo (2014:26) examined the perceptions, attitudes and needs in the hospitality industry. The authors found that people see the hospitality industry as a last resort, characterised by lack of family life, unqualified managers, unsatisfactory and unfair promotions.

1.6.3 Brand image

Image is an important tool and has the ability to influence customer and employees' perception of goods and services offered and thus have an impact on customer buying behaviour. Malik *et al.* (2011:634) studied the impact of perceptions on Parasuraman's proposed SERVQUAL dimensions on the brand image of four and five star hotels operating in Pakistan. The study revealed that factors such as empathy, responsiveness and reliability perception were the drivers to build the hotel brand image. Moreover, perception of service quality is an important factor in influencing brand image.

Keller (2008:9) examined the measuring and managing of brand. Findings showed that image is a crucial factor and maintains a relatively high rating among loyal customers as well as influences customer enthusiasm and satisfaction. Successfully branded hotels use their brand as a strategic weapon and apply their resources to reinforce their brand advantages over their competitors (Cheung *et al.* 2014:1163).

1.7 RESEARCH METHODOLOGY

The methodology for this research is presented in Chapter 3, but a summary is presented in this chapter as an introduction.

1.7.1 Research design

Research design is the planning of the process of gathering and analysing data in such way that it can generalise the findings of the sample of the population (Pandey and Pandey 2015:18). According to Sekaran and Bougie (2013:336), the qualitative method involved gathering data in the form of words. The qualitative method was the selected method for this research because semi-structured interviews were used to collect data, that is, data collected was in the form of words.

Objective number one and two of this research, which aimed to investigate the effects and factors of lack of HC, required responses in the form of words. Moreover, 'true' or

'false' questions were not used as they would not be able to provide adequate data. The other two objectives which were based on benefits of HC and perceptions of the HOSTI were also extracted through words and emotions. The researcher further used the survey strategy to collect data. Sekaran and Bougie (2013:102) defined survey strategy as a system used to collect data from and about people and their knowledge, behaviour and attitude. A survey strategy allows the researcher to collect qualitative data. Knowledge was extracted from lecturers and students because they have knowledge about the industry.

Data collected was in the form of words from interviews. Individuals were the unit of analysis for this research. According to Sekaran and Bougie (2013:104), 'unit of analysis' refers to specific people, groups or divisions that will provide the desired information. Respondents respond according to the way they feel and according to what they understand and know. Obtaining data from what the respondents know, understand and feel assisted the researcher to address the effects of lack of HC, identify factors that influence *human capital*, and analyse students' and lecturers' perception of the hospitality and tourism industry.

1.7.2 Population\target population

Population is described as a group of people, events or things of interest with knowledge and information that the researcher wishes to acquire (Kumar, 2011). The population of this research was Durban University of Technology (DUT) hospitality and tourism students and lecturers. Sixty-one individual interviews and four focus group discussions with 10 members in each group were conducted by the researcher. Lecturers and students participated by contributing their knowledge and feelings about the HOSTI.

1.8 SAMPLING

Kumar (2011) states that sampling is a way of selecting a small sample from a large group of the population to become the focus for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group.

Non-probability was used as the sampling method for this research. The sampling of this research was not randomly selected because the information needed required interviews with a relevant sample. Purposive sampling is a form of non-probability sampling, and enables the researcher to obtain information from specific target groups who can provide the desired information. Hospitality and tourism lecturers and students were able to provide the required data.

Sample refers to a certain number of people in a population that will represent the whole population. The sample assisted the researcher to be able to draw conclusions that are generalisable to the population of interest. Only hospitality and tourism lecturers and registered students were interviewed in this research.

1.8.1 Purposive sampling

Purposive sampling is a method of the research according to the way respondents are selected following certain criteria that are relevant to a certain research question (Kumar, 2011).The researcher found it necessary to gather data from a particular target group. Hence, the researcher selected DUT hospitality and tourism students and lecturers. The mentioned respondents have adequate information about the HOSTI as they have practical experience of it. Purposive sampling has two types which are judgement and quota sampling. This research utilised judgement sampling. Sekaran and Bougie (2013:252) define judgement sampling as a method that includes the choice of subjects who are most advantageously placed to provide the needed data. The researcher did not choose just any students or lecturers at DUT, but chose hospitality and tourism students and lecturers due to their experience in the HOSTI.

1.9 MEASURING INSTRUMENT

1.9.1 Measuring instrument

Sekaran and Bougie (2013:112) describe measuring instrument as tools used by a researcher to gather data to answer research questions. Interviews were used as an

instrument for this research; DUT hospitality and tourism lecturers and students were interviewed to obtain required data.

This research used semi-structured interviews, because the researcher had knowledge about the kind of information needed. The needed information for this research was related to HC, factors affecting HC and perceptions of the image of the HOSTI. The researcher personally conducted the interviews at DUT Ritson campus.

Interview questions were formulated based on the HOSTI as well as its effects on the industry's brand image. The researcher was able to understand the perceptions and feelings of DUT hospitality and tourism lecturers and students regarding the HOSTI.

1.9.2 Interview design

The instrument (Appendix F) was divided into five sections as follows:
- First: demographics. This included race, gender, age, marital status, number of dependants, qualifications, and employment status. This section assisted the researcher to ascertain if a certain age group see or understand things in a particular way. Furthermore, to see whether being a student or a lecturer affects perceptions of the industry.
- Second: effects of lack of HC on HOSTI brand image.
- Third: factors that influence the lack of HC in the HOSTI.
- Fourth: the benefits of HC in HOSTI.
- Fifth: perceptions regarding the HOSTI.

The researcher asked the Head of Department for permission to conduct interviews with lecturers and students. Then, the researcher made appointments with the respondents for an interview on a date and time that suited them. The researcher used a pen and note pad to take notes. The interview sessions were recorded. A quiet place was utilised to avoid a noisy setting. The individual interviews took 10 to 15 minutes. The focus group discussions took 35 to 55 minutes. Sixty-one respondents were interviewed individually and four focus groups discussion consisting of 10 members each were conducted.

A letter of information was distributed to the desired sample to invite individuals to participate in this research. The letter of information contained important information about the research that the respondents needed to know, such as what the research is about and the importance or significance of the research. Furthermore, details about the benefits, confidentiality and withdrawing from the research was included in this letter. When respondents confirmed their participation, they were requested to sign consent forms as evidence that they have agreed to participate and what benefits they will gain and what they will contribute to this research.

1.10   DATA ANALYSIS

Data analysis is where by the researcher aims to make valid inferences from the collected data by reducing data, displaying data and drawing conclusions (Sekaran and Bougie 336:239). Qualitative data analysis was used with the help of a computer. SPSS software assisted the researcher with data storage because it stores data in one place. It is also suitable for the researcher obtaining a master's degree. It will assist the researcher to reach valid conclusions. Buchanan and Jones (2010:3) mention that the process of qualitative data analysis includes coding or categorising data. Neil (2011:11) states that qualitative data analysis is the procedure of structuring, bringing order and meaning to the mass of collected data. Digital recordings were transcribed into text which were analysed. The findings of individual interviews and focus groups are discussed in Chapter 5.

1.10.1   Pretesting

Hurst *et al. (*2015:56) explained pretesting as simulating the formal data collection process on a small scale to identify practical problems with regard to data collection instruments. Pretesting is an opportunity to see what questions work well, what questions sound strange, what questions can be eliminated, and what needs to be added.

Firstly, the researcher went through the interview questions alone, then with colleagues and friends, taking notes on problematic words or questions and revising the interview questions accordingly. Then, pre-test took place with friends, colleagues and family as respondents. The researcher asked follow-up questions to be sure valid answers were acquired. Furthermore, the researcher took notes of respondents' reactions and interest regarding the interview.

1.11 LIMITATIONS AND DELIMITATIONS

1.11.1 Limitations

Yazan (2015:148) defined limitations as potential weaknesses in a research study which are out of the researcher's control. The first limitation of this research was time and budget, which limited the researcher from using other institutions. Non-responsiveness of respondents was due to the respondents not understanding the purpose of the research. Only DUT hospitality and tourism lecturers and students participated in this research.

1.11.2 Delimitations

Delimitations of the study are the characteristics that arise from the limitations in the scope of the study (Simon and Goes, 2013). The first delimitation of this research was the chosen problem; the researcher could have chosen any other problem but decided to research the effect of lack of HC on the hospitality and tourism brand image. The other delimitations of this research were the objectives and questions that the research aimed to answer. Furthermore, research design for this research was one of the delimitations of this research as the researcher had a choice to choose from qualitative, quantitative and mixed methods. The researcher chose to utilise a qualitative method. Moreover, the researcher could have chosen anyone involved in the hospitality and tourism industry such as hoteliers, tour operators, events planners, etc. But, the researcher chose students and lecturers as they also have sufficient knowledge and experience of the HOSTI.

1.12 VALIDITY AND RELIABILITY/TRUSTWORTHINESS

1.12.1 Validity

According to Kalk *et al.* (2014:124), validity is defined as the extent to which the research results accurately represent the collected data and can be generalised or transferred to other contexts or settings. Validity concerns quality, rigour and trustworthiness (Msweli 2016:15). The researcher ensured that the research was well designed and conducted in order to achieve appropriate results. The researcher avoided bias and was rigorous, and did not ask leading questions which forced the respondents to give specific answers. The researcher conducted a pilot study that helped to eliminate biased questions and ensure validity. The researcher collected data from DUT hospitality and tourism lecturers and students because they were relevant according to the objectives of this research. The researcher ensured validity by presenting truthful and reliable results. Validity was guaranteed by the type of measuring instrument that was used, the interviews were appropriate for finding out the feelings and perceptions of lecturers and students.

1.12.2 Reliability

As indicated by Howell, Miller, Park, Sattler, Schack, Spery, Widhalm and Palmquist (2012:1), reliability is the extent to which any form of experiment, test, research or any measuring tool yields similar outcomes. In this research reliability was very important because it tested if the research fulfilled its proposed aims to investigate the effects of lack of HC on the brand image of hospitality and tourism image. Furthermore, the researcher ensured that the findings were the same even if the research was to be done again. Pretesting assisted with reliability.

1.13   ANONYMITY AND CONFIDENTIALITY

1.13.1   Anonymity

Sekaran and Bougie (2013:153) explain anonymity as being an omission of any information that could identify the respondents on an interview or survey. Anonymity for respondents is assumed to be an integral feature of ethical research. In this research the names of the respondents were not mentioned, and their occupations and titles were not mentioned. Addresses and contact details of the respondents were not made public.

1.13.2   Confidentiality

Confidentiality is explained as information about individuals that needs to be protected from inadvertent disclosure to others by physical means, such as a locked cabinet; legal means such as signed confidentiality statements; or methodological means such as the use of coded files (Sekaran and Bougie 2013:153). Data or sensitive information was not included and any information that the respondents gave was kept confidential. The researcher worked alone on this project and no one else except the supervisor had access to confidential information. Information was stored on a flash disc owned by the researcher with a security code. Confidentiality was assured in writing. Confidentiality consent was signed by the researcher and the parties concerned.

1.14   STRUCTURE OF DISSERTATION

Chapter 1: Introduction
This chapter introduces the research by highlighting the background and problem statement, as well as aims and objectives.

Chapter 2: Literature
In Chapter 2, literature is reviewed consisting of information, data evidence and ideas on the topic from secondary sources such as journals, case studies, text books and

other more. This chapter focuses on the following topics: hospitality and tourism industry, HC, brand image and perceptions towards hospitality and tourism industry.

Chapter 3: Methodology

This chapter presents the design of the research, the type of target population chosen, the process of measuring instrument design and how the researcher ensured validity and reliability.

Chapter 4: Findings

Chapter 4 presents the findings extracted from the interviews (primary data). Graphs, tables and charts are used to interpret and discuss the findings.

Chapter 5: Conclusions and recommendations. Conclusions and recommendations are drawn in this chapter from the literature review and primary data gathered by the researcher. Limitations and suggestions for further research are presented.

1.15 CONCLUSION

This chapter introduced the context, background, aims, and objectives of this research. Furthermore, this chapter discussed the problem statement and introduced the research methodology as well as the delimitations and limitations of the research. This chapter also presented the outline of the research. In the following chapter, literature will be critically reviewed including brief overviews of the hospitality and tourism industry, HC and brand image.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter represents not only a critical part of research projects but also for theses and dissertations (Jesson, Matheson and Lacey 2011:4).Literature surveyed focused on the HOSTI of South Africa. Other areas covered in this chapter included the general definitions of the key concepts of brand image and HC, and the relationship between brand image and its effect on the HOSTI. The aim of the literature review process was to assess the effects of HC on the brand image of the HOSTI. Literature was sourced from the internet, academic journals, theses and related dissertations.

2.2 BRIEF OUTLINE OF THE HOSPITALITY AND TOURISM INDUSTRY

2.2.1 The global perspective, Tourism Industry

The concept of tourism has been around for decades; it began during the times of the Greeks and Romans. During those times the summer holidays primary reasons to visit then later it developed as a leisure and business activity. Carr (2011:5) explains the word tourism as being derived from the French term *turisme* which means travel and tour. The author further describes tourism as a phenomenon that characterises humans and relates it to travels and tours to certain areas, places, sites and localities. However, travelling to specific places without reason cannot be related to the concept of tourism.

Saayman (2013:347) said there are many discussions and arguments regarding the definition of tourism. Holloway and Humphreys (2012:7) cite a definition from the World Tourism Organisation (WTO) that tourism is the movement of people who travel to and stay in destinations outside their usual environments for less than a year, for either business or leisure purposes. The International Labour Organisation (2010:2) defines tourism as a component that includes specific divisions of transport, travel agencies and tour operators. Saayman (2013:3) interprets tourism as being the total experience

that originates from interactions between tourists, job providers, government systems and communities through the processes of providing attractions, entertainment, transport and accommodation to tourists. Cooper (2012:13) points out that tourism has many different dimensions that touch many lives at various levels of economic activities.

Tourism is where by people travel to places, sites and destinations away from their usual environment for many and different reasons (Carr 2011:5). Carr (2011:5) suggests that in order to have a clear understanding of tourism it is very important to understand the word 'tour'. According to Oxford dictionary 'tour' is a journey, during which one visits several areas of interest. Moreover, 'tour' is derived from the Latin word *toumel* or *tourness* from Greek which refer to circle. For example, travelling from one point and ending at the same point the journey started from.

The Tourism Society of United Kingdom describes tourism as the temporary movement of people to destinations outside of the places where they normally live and work, and their activities during their stay at these destinations. According to Singh and Mulla (2011:23), the concept of tourism has been characterised by movement of people and their interaction with certain destinations. As the tourists travel world-wide for fun, business conferences and other destinations of economic and social significance.

As the tourism industry continues to grow, it has been connected with significant increase in government revenue, increase in job opportunities and considerable growth in household income (Havadi-Nagy and Marosi, 2016). In 2013, the contribution of travel and tourism to global GDP was 9.5% and close to 266 million jobs have been created, which is about 8.9% of total employment (World Travel and Tourism Council (WTTC), 2014).

The 2015 WTTC report (WTTC 2015) estimated that US$ 2 trillion of Gross Domestic Profit (GDP) and 100 million jobs were contributed by the tourism industry. Furthermore, in 2015 the tourism industry added an enormous amount of R315.4 billion to South Africa's GDP with the potential to generate even more jobs. The tourism sector is massive, and it is likely to become the primary economic stimulant

and developer in global terms. The tourism industry also tackles unemployment as well as underemployment because it has the power to invent jobs in all areas of the economy (Turner and Sears 2013:63). According to Shukla and Ansari (2013:59) the tourism industry shows a positive effect on the local population in terms of employment through increasing employment opportunities and decreasing poverty.

The tourism industry plays a significant role in the economic growth of many countries. As a result, the tourism industry is also important for regional and local development of any region or country (Bardarova, Zlatko and Koteski 2013:74). Economic growth of tourism at the regional level is generally calculated by the real value of GDP per capita, although in some cases it should be available in other variables associated with regional per capita income. Cooper (2012:13) pointed out that the tourism industry needs to develop a capable and flexible workforce in order to compete in the twenty-first century. This can be achieved by investing in education and training programmes.

The elements of HC acquired through education means that higher education institutions and associations that take care of the training of HR have a crucial role to play. Investment in HC is necessary to ensure the appropriate management of HR. However, lack of funding is the main reason that managers decide to eliminate the cost of investing in the education of employees (Bardarova, Zlatko and Koteski 2013:75).

2.2.2 The global perspective, Hospitality Industry

In global context, the hospitality and travel industry has evolved into a new growth era (Delloitte 2017:3). Global Hospitality Insights (2015), states that the origin of the hospitality industry dates back to 2000 years. The state of the industry improved when people started travelling in England; early travellers were soldiers and people who travelled for business meaning buying and selling, as well as explorers.

Hospitality entails a pleasant and generous welcome and the general amusement of strangers or guests based on commercial or social values (Raghubalari and Raghubalan 2010:4). Hospitality is defined in several ways. Chan and Mackenzie

(2013:11) and Nestoroska and Petrovska (2014:437) state that the hospitality industry serves as a vital object of exchange that links tourist demand and supply. According to Skripak (2016:334), the industry offers assistance to people to feel welcome in a relaxed climate. The hospitality industry does not offer beverages and accommodation only, the industry also provides varieties of food to customers (Carr 2011:14). According to Rao (2014:1) the hospitality industry is seen as a commercial activity that takes into account people's needs.

According to Popova (2012:11-14) there are four sectors of the hospitality industry: food and beverage, lodging, recreation, and travel. Skripak (2016:335) adds clubs, conventions and events management as another sector of the hospitality industry.

Popova's (2012:11) four sectors are further explained as follows:
- Food and beverage, also known as foodservice, features organisations or establishments that prepare food for guests or customers.
- Lodging, also known as accommodation, is defined as a place to sleep for one night or more. Examples are hotels, hostels, campground or motels.
- Recreation is activities done by people for relaxation, rest and enjoyment. Recreation aims to refresh people's minds and bodies. Examples of recreation include attractions, entertainment, participatory sports and spectator sports.
- Travel is the moving of people from destination to destination and provides people with services that influence travel and vacations. Examples are airplanes, boats, buses and trains (Popova 2012:11).

Table 2.1 illustrates the sections or categories and the depth of the hospitality industry, and provides explanations and examples of each component of the hospitality industry.

Table 2.1: The scope of the hospitality industry

CATEGORIES OF HOSPITALITY	
ACCOMMODATION AND LODGING	
Examples	Hotels, motels, resorts, camping grounds, cabins, AirBnB, home away
RECREATION AND ENTERTAINMENT	
Examples	Gaming, theme parks, adventure, outdoor recreation
TRAVEL SERVICES	
Examples	Travel agents, airlines, cruise ships, rail, bus, car, eco-tourism
FOOD AND BEVERAGE SERVICES	
Examples	Restaurants, catering, institutional
CONVENTIONS AND EVENT MANAGEMENT	
Examples	Meetings, expositions, social and special events
CLUB	
Examples	City, private country clubs

Source: *Adapted from Skripak (2016:335)*

Food and beverage services also known as the foodservices or food outlets that prepare food for guests or potential clients (Cousins, Lillicrap and Weekes2014:2). Popova (2012:12) posits that lodging, also known as accommodation, is defined as a place where one sleeps for a night or more, for instance, hotels, hostels, camp grounds or motels. Recreation aims to refresh people's minds and bodies. According to QAA (2016:10), recreation places are attractions, entertainment, participatory sports and spectator sports. Furthermore, within the concept of the hospitality industry, travel is the moving of people from one destination to another, and provides services that influence travel and vacations of individuals. According to the World Travel and Tourism Council (WTTC) (2016:2), the hospitality industry includes airplane, boat, bus and train travel.

Over the years there has been a growth in the industry, and a shift in customers' perceptions towards the entire industry (Kamau and Waudo 2012:55). Worldwide, over 258 million jobs with total GDP contributions of 9.1% in economic terms have been achieved (Rao 2014:1). These contributions are due to the activities of hotels, tour operators, casinos, cruise ships, resort development, catering and tourist destinations (Popova 2012:9). WTTC (2016) reports that, the tourism and hospitality industry is witnessing a healthy growth.

The hospitality industry is different from other industries and it is unique because it is service orientated. This industry stresses the element of human exchange in the service delivery processes. Characteristics of the hospitality industry are listed in Figure 2.1.

Figure 2.1: Characteristics of Hospitality Industry
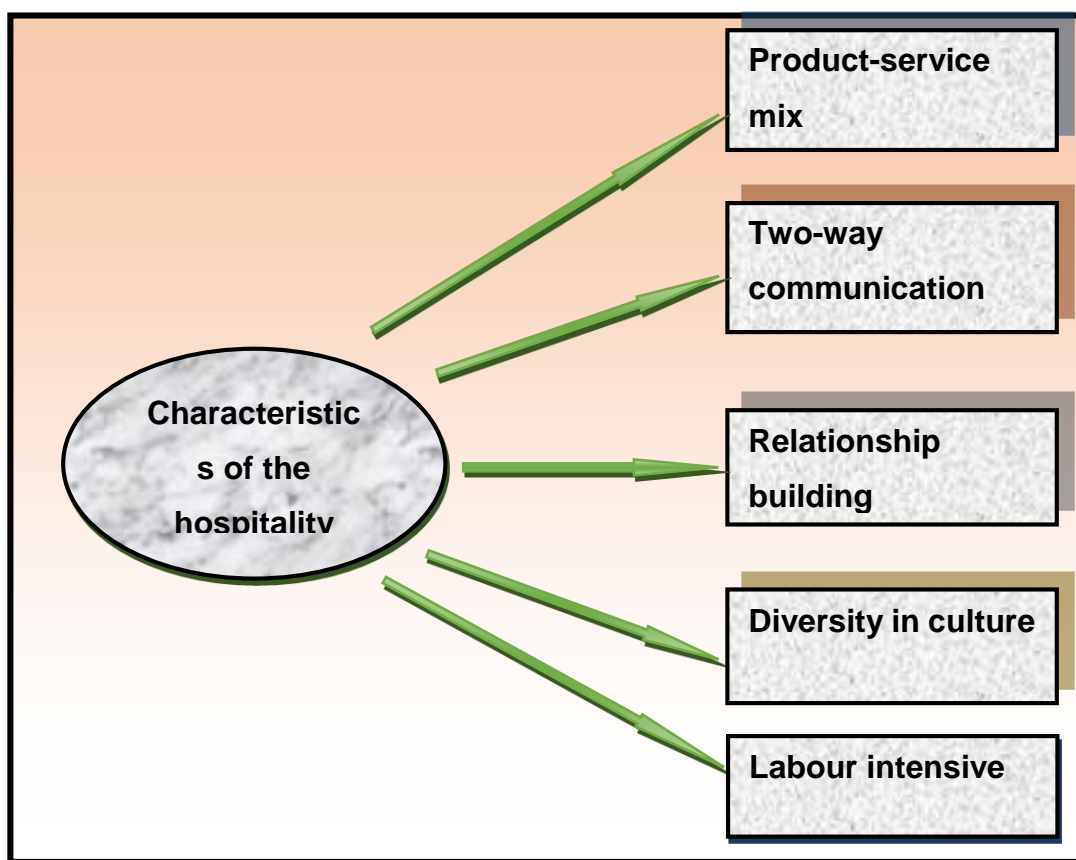
Source: Adapted from Chan and Mackenzie (2013:15)

According to Chan and Mackenzie (2013:16), product-service mix is where by consumers do not only consume products but also consume services. In a restaurant, for instance, consumers do not only pay for the products but they also pay for the services provided by servers or waiters. Two-way communication on the other hand is the conversation between the consumer and service staff of the industry. In addition, relationship building is where by the organisation builds a relationship with the consumer through loyalty programmes. Service staff meets the expectations of different people or consumers from different countries and cities with diverse cultural and religion backgrounds. Available literature further indicates that the hospitality industry is highly labour intensive as it requires highly trained individuals in order to render services of quality to clients (Chan and Mackenzie 2013:17).

2.2.3 Brief outline of the hospitality industry in South Africa

The hospitality industry in South Africa has a long history which originates from Europe. The industry adopts an approach which includes the warmth of the Southern African population. Most of the South African hotels are structured mainly for the South African market because the country was under sanctions for years in the apartheid era. Hence, only very few international tourists or travellers came to South Africa (World Travel and Tourism Council 2016: 3). As early as the 1980s many professional German and Swiss hoteliers arrived in South Africa and introduced international standards which are still evident in South Africa today.

In South Africa, the hospitality industry captures the attention of leisure and business travellers, thus presenting a variety of hotel classes and accommodation (PWC 2013:2). Taal (2012:3) indicates that hospitality is an element of the tourist industry which has developed quickly over the last decade. The Employment Condition Commission Report (2016:5) states that 'hospitality industry' means a commercial business or a certain part of commercial business in which employers and employees are linked for the purpose of providing services to guests or consumers. Taal (2012:3) mentions hotels, caravan parks, game lodges, food and beverage and catering services as services provided by hospitality industry in South Africa.

According to PWC (2013:2), the business volume of the hospitality industry is equivalent to, and can even be more than, that of food products, oil exports and the automobile sector combined. The hospitality industry accounts for 67% of the tourism sector in South Africa, followed by the travel sector with 16% of the tourism industry (Taal 2012:3).

According to Carr (2011:14), accommodation is classified as a basic need of tourism. However, the accommodation sector lacks growth; tourism will not grow easily without accommodation even in the world's most beautiful places (Carr 2011:14).

2.3   CONTRIBUTION OF THE TOURISM INDUSTRY IN SOUTH AFRICA

As reported by the WTTC (2017:1), travel and tourism directly contributed ZAR127.9 billion to GDP, 3.0% of the total. In 2016, the total contribution of travel and tourism to GDP was ZAR402.2 billion, 9.3% of the total. In addition, travel and tourism in 2016 supported 716 500 jobs directly, which makes up 4.6% of total employment.

The Tourism and Migration Survey released by Statistics South Africa stated that approximately 3.5 million travellers pass through the ports of South Africa. However, since 2016, the number of foreign arrivals and departures has decreased. The United States of America, the United Kingdom, Germany, Netherlands and France are the top five countries with the largest number of tourists visiting South Africa. Statistics South Africa continued to report that tourists from almost all the Southern African Development Community (SADC) countries visit South Africa, with most visitors being from Zimbabwe followed by Lesotho, Mozambique, Swaziland and Botswana. The 10 leading countries in terms of number of tourists visiting South Africa from other African countries in 2017 are Nigeria, Kenya, Ghana, Gabon, Uganda, Ethiopia, Egypt, Congo, Cameroon and Cote d'Ivoire. Domestic travellers are travellers that are travelling around their own country and foreign travellers coming from other countries. Table 2.2 shows the number of domestic and foreign travellers in South Africa from 2015 to 2017, and the percentages of change.

Table 2.2: Travel and Tourism in South Africa (millions)

	2015	2016	2017
Domestic Travellers	5.30	5.50	5.70
% change	2.9	3.8	3.6
Foreign/ Overnight/ Visitors	10.65	11.20	11.75
% change	4.9	5.2	4.9
Total	15.95	16.70	17.45
% change	4.2	4.7	4.5

Source: World Travel and Tourism Council (2017)

Table 2.2 indicates that the number of domestic travellers increased from 5.30 million in 2015 to 5.50 million in 2016 and continued to increase to 5.70 in 2017 with a change in percentage from 2.9% to 3.6%. Furthermore, foreign visitors increased from 10.65 million in 2015to 11.20 million in 2016 then11.75 million in 2017.From the table it is evident that foreigners visit travel in and around South Africa more than domestic travellers do.

Steyn and Spencer (2011:178) explain that between 1948 and the early 1970s South African culture, game parks, good climate, and historical attractions attracted tourists. Furthermore, tourism was orientated toward the local white race group and wealthy foreign white visitors (Bialostocka 2014:99). The apartheid policy in 1948 divided facilities for tourists, which included hotels, restaurants and beaches. This policy excluded the black race from the tourism industry (Frey and George 2010:622; Steyn and Spencer 2011:178).Between 1976 and 1986 tourist numbers started decreasing because of political barriers. However, after the 1994 democratic elections South Africa become one of the world's leading tourist destinations and the number of tourists increased dramatically (Lepp and Gibson 2011:286).

According to Adinolfi and Ivanovic (2015:2), South African tourism has been confirmed by the government as being one of the most important industries in the country due to the fact that it contributes a lot to the economy of the country. Nwafor (2012:600) agrees that tourism has created employment and generated income which makes it one of the leading industries in the country. This view is echoed by Moyo and Ziramba (2013:4) who state that tourism is one of the fastest growing industries in South Africa and creates employment opportunities and decreases poverty. According to Saarinen (2010:713), new development opportunities and economic benefits for local communities have been provided by the tourism industry in South Africa. However, a study by Marschall (2013a:78) observes that some people see tourism as a waste of money. Furthermore, the author mentions that some people do not see or find a good reason why they should take a trip in their own country.

Tourism is very labour intensive and so is a major source of employment. It is one of the world's top creators of jobs providing skills and quick entry into the workforce for women, youth and migrants (International Labour Organisation, 2010). Aynalem *et al.* (2016:4) aver that today the tourism and hospitality industry is the leading industry of the world economy. Tourism improves balance of payments and provides employment advantages and improves income creation. Furthermore, data shows that in 2014 travel and tourism created over 276 million jobs and generated 9.8% of global GDP.

Further discussion by Zwane *et al.* (2014:2) stated that tourism in South Africa has improved since the first democratic elections in 1994 and this industry is a source of a variety of jobs. In 2014,679 601 people were employed directly in the tourism industry (National Department of Tourism [NDT] 2014). According to Bardarova, Zlatko and Koteski (2013:74), the tourism industry not only affects the economy but it has social and environmental effects as well. Furthermore, the tourism industry has a positive impact on global and local economies. Thus, to develop the tourism industry of the country it is very important and necessary to invest in HC.

In order to achieve quality HC, Cooper (2012:341) proposes that government should work closely with the industries and institutions that offer tourism and hospitality education to establish knowledge and skill standards so as to meet the needs of the competitive global environment. The future success of South African tourism lies with

the development of skilled and knowledgeable human resource capacity (Zwane *et al.* 2014:5).

2.4 THE RELATIONSHIP BETWEEN HOSPITALITY AND TOURISM

Chan and Mackenzie (2013:3) note that the HOSTI offer products and services not only to people away from home, but also local guests. Regardless of the type of tourist, all tourists need shelter, food and drink at all points of the tourism cycle not just at the destination.

Figure 2.2 on the next page illustrates the relationship between hospitality and tourism; as a tourist travels from one place to another they will need transport to get there and they will also need to eat and sleep. In order for the hospitality industry to survive they need guests, clients or customers as well as the tourism industry.

Figure 2.2: Relationship between hospitality and tourism

HOSPITALITY   **TOURISM**

SECTORS: Food and Beverage, Accommodation

Tourist
Guest

SECTORS: Transportation
Travel

Customer agents,
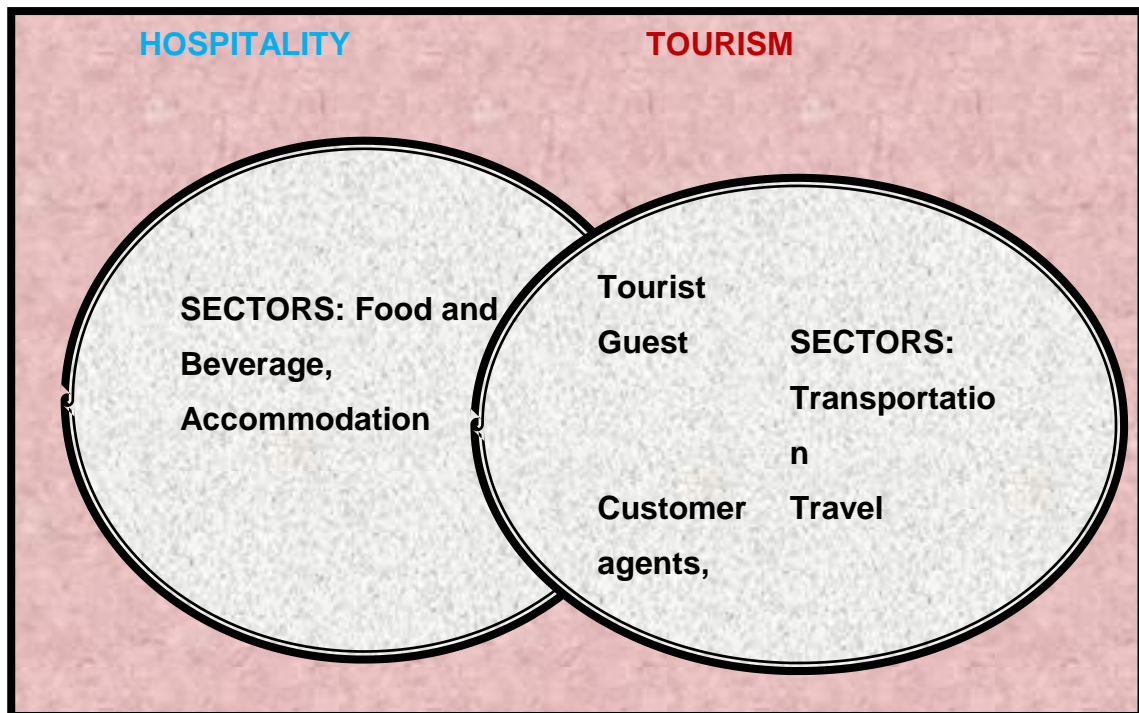
Source: Researcher's own contribution

Figure 2.2 shows that the hospitality industry needs tourism to meet the needs of guests or business. Furthermore, the tourist industry needs hospitality in order for tourists to be fed and accommodated. Chen and Mackenzie (2013:20) point out that there is no clear demarcation of both sectors and suggests that the hospitality sector should not only cover all lodging and food service operations, but other tourism related operations such as airlines and theme parks as well. Whiting (2016) states that hospitality offers services that cost extra to enjoy and include things like transportation, leisure activities, restaurants and hotels. However, tourism is the act of travelling to a destination for pleasure purposes.

Gherco and Trandafir (2014:208) stated that hospitality and tourism are inter-related concepts, but tourism is more about people travelling to different places while hospitality is about the services and treatment given to guests or tourists. Stipanovic and Stojanov (2010:1253) are of the view that hospitality is very important in tourism if employees or hospitality personnel understand how tourists want to be treated. As a result, tourists or guests will travel more often and hospitality will affect tourism development positively. In turn, the rise of tourism will also benefit the development of

hospitality. According to Gherco and Trandafir (2014:208), hospitality and tourism development go hand in hand; they are mutually dependent on each other in order to develop.

Hospitality satisfies the basic needs of individuals such as accommodation, food and beverage. Tourism is when people travel for specific business trips, educational trips and holidays to another place out of their normal environment and stay there for less than one year. This shows that there is a direct relationship between hospitality and tourism. Hospitality provides recreational facilities to guests or tourists.

2.5   CONCEPTUALISING HUMAN CAPITAL

According to the Oxford dictionary, '*human capital*' is the skills, knowledge, and experience possessed by an individual or a population, viewed in terms of their value or cost to an organisation or country. Mohamedi and Ghorbanhosseini (2015:132) define HC as knowledge, competence, skilfulness and other personal or collective characteristics through the course of life which are utilised for production of services, products and business ideas. In addition, HC is an investment in human resources. Physical capital is not important anymore because the key generator of production is HC (Nadiri and Tanova 2010:33).

Folarin, Oladipupo, Adeniyi and Ajogbeje (2017:315) define HC as the sum of the abilities of an individual, in terms of capacity and the knowledge. Expressed in another form, HC is the development of human capacity, which leads to a healthy and knowledgeable existence, to attain decent standards of living as well as the capacity to thrive. Han (2014) argue that HC facilitates social capital as well as the sharing of ideas and knowledge through internal relationships. Mahoney and Kor (2015) propose that HC goes hand-in-hand with innovation capital and a firm's structural capital by developing new ideas and knowledge.

According to Bardarova, Zlatko and Koteski (2013:75), economic analysis defines HC as a set of production skills, talent and knowledge of the individual, acquired through education, scientific research, job training and experience. Matis (2012:383) define

HC as the collective value of the capabilities, knowledge, skills, life experiences and motivation of the workforce of the organisation. For Ekperiware *et al*. (2017:12),HC includes a wide range of human capabilities and productive resources such as skills and tools, social or organisational resources for governance, commerce, production and education, mental-intellectual resources such as ideas, knowledge, science, technology, and information, cultural and psychological resources including values, customs, way of life, character formation, personality development and individuality.

Human capital suggests that people who invest in training and education increase the level of their skills and are more productive than people who are less skilled, and they can justify higher income or earnings as a result of investing in education and training (CIPD 2017:12). In addition, a Bardavora (2012:2) point out that HC is not only important to individuals but is a crucial factor for success in the market conditions in all areas. Moreover, it assists organisations to achieve their strategic goals. According to Ployhart *et al.* (2014) definitions of HC so far they have emphasised on individual level of HC which is knowledge, abilities and skills of individual. Furthermore, all these definitions make reference to the antecedents of HC such as development, well-being and employee motivation.

The term HC describes the economic value of the knowledge, skills and capabilities of staff. While HC may not be directly reflected on the balance sheet of firms, its economic impact plays a significant role in the operation of firms (Bardarova, Zlatko and Koteski 2013:75).

Many definitions of HC have been presented, and many theories have been presented. These are summarised in Table 2.3 on the next page.

Table 2.3: Brief summaries of human capital definitions

AUTHOR	DEFINITION
Matis (2012:380)	*Human capital* is the collective value of the capabilities, knowledge, skills, life experiences and motivation of the workforce of the organization
Thomas, Smith and Diez (2013)	*Human capital* comprises of people, their performance and their potential within organisations.
Ployhart *et al.* (2014)	*Human capital* is the knowledge, the skills and abilities of individuals
Mohamedi and Ghorbanhosseini (2015:132)	*Human capital* is knowledge, Competence and skilfulness of individuals
Folarin *et al.* (2017:315)	*Human capital* is the sum of the abilities of an individual, in terms of capacity and the knowledge

Source: Adapted from Rahim, Atan and Kawaludding (2016:2)

Authors have studied HC in different contexts, but their definitions are similar. In simple words, HC is a combination of different elements such as knowledge, skills, capabilities and competency. Figure 2.3 on the next page depicts some of the different elements that define the concepts of human capital

Figure 2.3: Elements of human capital
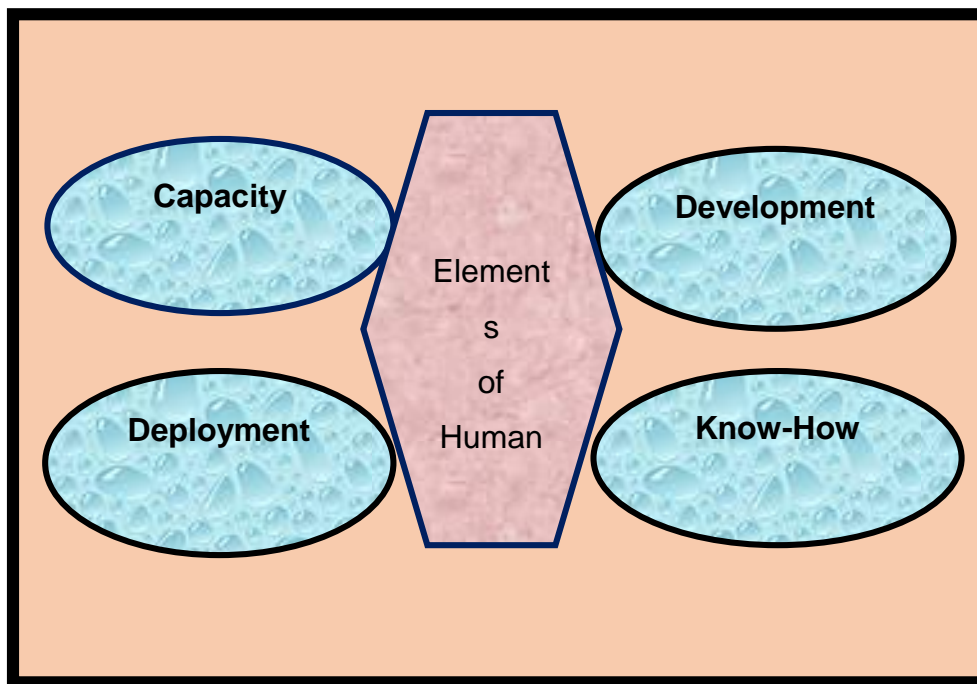
Source: *Adapted from the World Economic Forum (WEF) (2017:3)*

Capacity level refers to the formal education of younger and older groups as an investment, and development refers to the formal education of the workforce that assists with the re-skilling and up-skilling (WEF 2017:3). Tumwine, Nasiima, and Kamukama (2014:26) state that HC elements are significant predictors of an organisation's performance. The authors list HC elements as being employee education, motivation and experience. According to the WEF (2017:3), deployment is the application and accumulation of skills among the adult population and know-how refers to the depth and breadth of specialised skills.

2.5.1 The nature of human capital in the hospitality and tourism industry

HOSTI is attractive because every country is different and unique in cultural diversity, historical monuments, natural resources, seas, curative mineral, favourable geographic locations and thermal waters (Kurdashvili and Meskhia 2016:25).
According to Kurdashvili and Meskhia (2016:25), as the tourism industry grows, one of its main factors is HC resources. Many employment opportunities have been created by the HOSTI in different areas like accommodation, transportation and attraction sites. It is therefore important to have trained and skilful personnel in order

to achieve successful tourism development strategies and programmes (Aynalem *et al.* 2016:3). Dowling (2010:34) argues that employment within the tourism industry is unstable due to its long working hours, low job status and low remuneration. Therefore, difficulties of recruiting appropriate staff and high staff turnover are the end result and costly to industry success.

Aynalem *et al.* (2016:3) claim that the HOSTI does not give employees maximum attention. However, employees are at the heart of any excellent service delivery system. Thus, the tourism industry needs to source the services of good quality staff or sustainable workforce in order for the industry to flourish. Cathy (2011:45) mentions that quality human resources can be achieved provided suitable tourism education is available. Similarly, Pascun and Dinu (2012:141) believe that appropriately educated employees can offer the high standards of friendliness, professional and efficient service that is required in the tourism environment. In addition, the United Nations World Tourism Organisation [UNWTO] (2015)state that in order for education and training investment to be successful the education and training must meet the specific set of skills as required in the tourism and hospitality industry. Thus, the future of the tourism industry lies with effective education and training (Cathy 2011:49). Shaw, Saayman and Saayman (2012:200) concur with other authors that the South African tourism industry needs qualified and properly trained personnel to manage and operate the industry.

Bardarova, Zlatko and Koteski (2013:77) states that HC is represented by the people in a tourist-catering establishments, that is the people who are employed in establishments that offers services such as the waiters, managers, receptionists, travel consultants, tour guides, and others. Zwane *et al.* (2014:5) point out that the government is working on developing the levels of skills and knowledge, by recognising the importance of a skilled and knowledgeable workforce. If South African tourism wants to be globally competitive from a service standards point of view, skilled and trained people are required. According to Nadiri and Tanova (2010:33), services are inseparable from their provider and they help quality of service increases competition among organisations in the hospitality industry which results in better future performance.

Good quality employees that are appropriately and well educated are required within the tourism sector (Dowling 2010:35). For this reason too, Dowling (2010:35) avers that HR departments need special attention because HR plays a central role in the service sector

Horwitz (2013:2435) describes the tourism industry as an industry that is labour intensive and dynamic in nature; if the industry acquires or is supplied with the right labour it can experience great economic growth. The industry knows that if employees or consumers/tourists/guests are not happy they can go elsewhere with no hesitation, which is why South Africa needs tourism staff with appropriate qualifications to reposition and produce or offer quality services.

2.5.2 Effect of human capital in hospitality and tourism industry

Shwa *et al.* (2013) state that the basic idea behind HR management is that it helps develop HC and that HC losses have a negative effect on organisational performance. Ployhart *et al.* (2014:376) defines HC as "an individual stock of knowledge, skills and abilities". The mentioned characteristics are those that employees bring to their workplace (Wright, Coff and Moliterno 2013: 2).

According to CIPD (2017:12), individuals who invest in training and education can add to their level of skills and be more productive more than those that are less skilled. As a result, individuals will have higher earnings from their investment. Lee (2010:283) studied the impact of education on economic growth of 75 countries during the period 1960 to 2000 using conditional dummy and education attainment for the population aged 15 and above in 1960. The author found that education assists in speeding up growth. Zhang and Zhuang (2011) examined the effects of composition of HC on economic growth in China and found that higher and university education played a more important role than primary and secondary education in relation to economic growth. Primary and secondary education benefitted underdeveloped provinces and tertiary education benefitted more developed provinces.

2.5.3 The importance of human capital in the hospitality and tourism industry

Human capital is an important element of the HOSTI (Metilelu 2016:2). Nadiri and Tanova (2010:33) emphasise the importance of recruiting, retaining and managing resources as these practices can help to improve competition among organisations in the hospitality industry. "*Human capital* is the unity of knowledge, skills and practical experiences that provide different types of profit and competitive advantage in the battle; this is the result of accumulated investments in particular embodiment of human health, knowledge, skills, talent and motivation of a certain stock, which is used in the production of any given field. All of the above stated, contribute to the specific human labour productivity, wages and production efficiency" (Kurdashvili and Meskhia 2016:28).

According to Resenterra and Siggen (2010), businesses that take their HR such as HC seriously, frequently show greater market value per employee and less costly organisational performance. *Human capital* supplies organisations or businesses with quality, competitiveness and sustainability in their respective industries (Ivancevich, 2010). The role of HC on the macro and micro levels plays an important role in the market competition for tourist services; today the tourism industry is aware that in order to beat the competition in the market it is important to involve effective and productive business solutions (Bardarova, Zlatko and Koteski 2013:88). For this reason, it is necessary for the hospitality and tourism sectors to recruit hire and invest in human resources (Bardarova, Zlatko and Koteski 2013:75). According to Metilelu (2016:1), HC is continuing to become more important in the HOSTI because the trends in this industry are continuously showing interest in HC development.

Manuti and de Palma (2015:109) stated that organisations or companies should invest in HC because this drives profit margins, revenue and shareholder value. Accordingly, most organisations invest more in HC than they do in financial capital. Although HC is not found in the asset column of the balance sheet, managers and the owners of organisations consider employees as valuable assets. Agreeing with this, Gazor *et al.* (2013) assert that HC is an essential asset in an organisation, representing the human factor in the form of aptitudes, expertise, intelligence, knowledge and skills, therefore giving the organisation a suitable platform to improve profitability, production, and

organisational performance. Yusuf (2013) argues that the success of corporate organisation to implement business strategies depends on their efficient use of available intangible assets such as HC.

According to Bardarova, Zlatko and Koteski (2013:77), the tourism industry will survive market conditions provided they consider investing and believing in HC, including investment in education which can enhance economic development. Economic development as a result of investment in HC occurs due to increased productivity and faster economic growth. Academics view HC as an investment with a high level of returns which can be monetary and non-monetary (Metilelu 2016:2), including improved job performance, improved productivity and higher levels of income (Ployhart *et al.* 2014).

The tourism industry is highly dependent on employees with varied skill levels because the industry comprises service-orientated individuals (Wattanacharoensil 2014:1). The author points out, in order for the tourism industry to survive and remain competitive, organisations need to recruit adequately trained and educated employees. This is so because tourists are highly educated and knowledgeable with specific needs and expectations, so it vital for the tourism industry to hire skilled and educated workforce to offer satisfactory services that meet their expectations and their needs (Zwane *et al.* 2014:5).

2.5.4 The challenges facing the hospitality and tourism industry

The HOSTI lacks well trained and qualified employees (Sadique 2014:377). In many communities the hospitality industry continues to struggle to expand as a result of inadequate HC; the minimal labour force is the most disturbing challenge faced by the hospitality industry globally (Wang and Wang 2009:55).According to Wang and Wang (2009:55), the hospitality industry is faced with challenging factors such as demography, reputation for long hours and low wages. A survey of employee perceptions within the industry by Sibanyoni, Kleynhans and Vibetti (2015:14) revealed factors such as long working hours, lack of employee benefits, low remuneration, limited career advancement, lack of promotion opportunities, and

replacement of graduates with individuals who lack formal education (Sibanyoni, Kleynhans and Vibetti 2015:14).The authors conclude that the hospitality industry needs to improve working conditions in order to retain and attract graduates in the industry.

Labour requirements differ over time. The hospitality industry is a very labour-intensive industry and employers try to minimise labour costs by having a lot of marginal workers as casual part-time workers (Nickson 2013:79). Marginal workers are young people, students, women, ethnic minorities and migrant workers. This shows that the HOSTI attracts people who just want to earn an income and are not passionate about the industry (Makumbirofa and Saayman 2015:3). Coughlan, Moolman and Haarhoff (2013:98) claim that the hospitality sector is one of the least desired career choices. Some of the reasons for this, according to the authors, are low wages, casual, seasonal and temporary employment contracts, and long erratic working hours.

A lack of passion for the industry is likely to have a negative impact on the industry. According to Horwitz (2013:2442), delivery of incomplete services and lack of professionalism creates a negative impact on the organisation. Another perspective is that high labour turnover, temporary positions, remuneration and seasonal employment are beneficial to employees. A survey by UNWTO (2014) indicates that a working environment with the above characteristics attract youth employment including minority groups, low skilled employees, foreigners as well as part time job seekers. Schoer, Rankin and Roberts (2014:2) proposed that labour should have at least minimum qualifications to get available jobs.

People or employees leave their jobs for different reasons, for example due to low salaries or for better jobs. On the next page, figure 2.4 on the next page demonstrates the percentages of graduates in South Africa leaving the hospitality industry and their reasons.

Figure 2.4: Reasons for graduates' leaving or not entering the hospitality industry

Reason	Percent
Dismissal	2.9
Inability to find a job	2.9
Interest change	5.9
Management issues/politics	8.8
Long hours	11.8
Incompatibility with family/ Social life	11.8
Limitede opportunities for advancement	14.7
Remunaration too low	17.6
Better opportunities else where	23.5
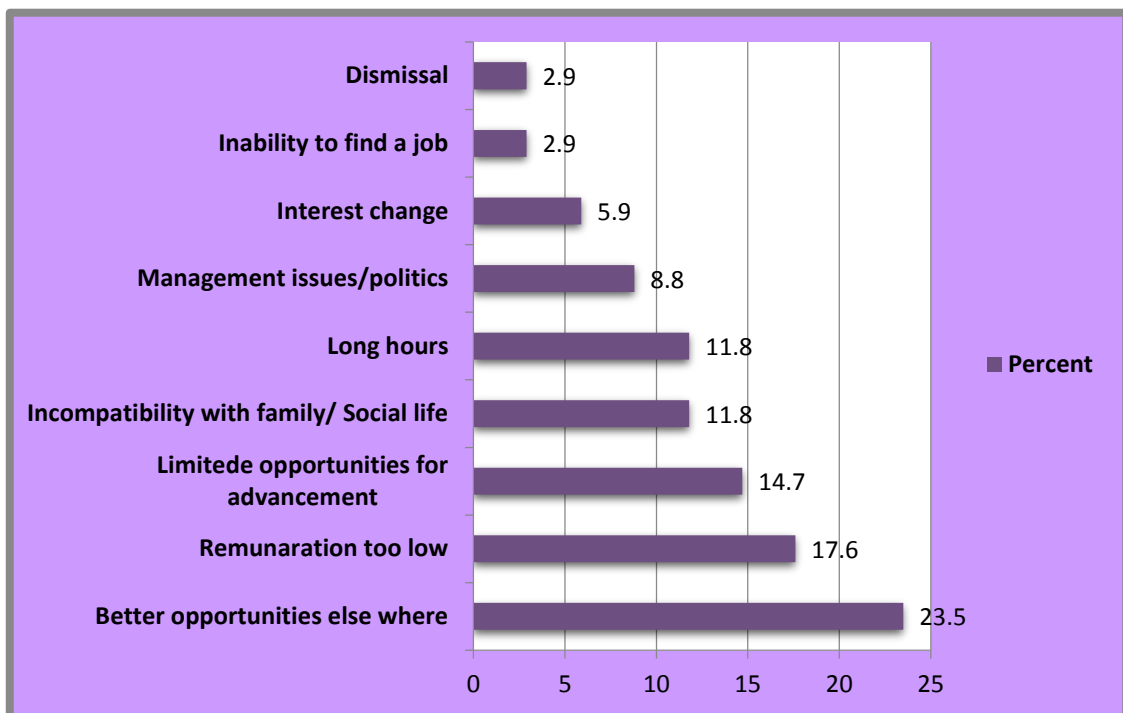
Source: Adapted from Sibanyoni, Kleynhans and Vibetti (2015)

Horwitz (2013:2442) investigated reasons why people do not want to go into hospitality and tourism as a career, and found that the main reasons are low wages, seasonal and temporary employment, long and ridiculous hours, and lack of passion. Sadique (2014:377) asserts that organisations should seek to retain employees with value, which is important for effective HR and for the smooth running of the organisation. HOSTI is a labour intensive industry but employers have decided to fill their hotels with marginal workers working part time (Nickson 2013:79). This is why the industry is experiencing the challenge of lack of HC the industry attracts people who just want to work and receive an income with no passion for the industry.

Considering the changes in the environment of social organisations and the intensified competition in today's world, organisations are seeking to recruit, train and, most importantly, retain and develop people to carry out their current and future responsibilities more than ever. Furthermore, organisations are seeking a new kind of capital titled '*human capital*', and it can be said that HC is the factor which affects the growth and survival of an organisation more than any other factor (Mohamedi and Ghorbanhosseini 2015:131). Today, the importance of HC has expanded in all the

areas in such a way that modern growth theory pays attention to HC accumulation and considers HC as a relevant factor in economic growth and development of societies. Some HC researchers believe that investment in people results in an increase in organisations' and societies' economic productivity (Nickson 2013:77). *Human capital* is the key to economic growth of societies and is an important and essential capital which can be compared with the physical assets and capitals of any organisation (Ejete-Iroh, 2010).

According to Ejete-Iroh (2010) HR is one of the most important assets of any organisation as policies and programmes of the organisations are solely integrated and articulated by them towards achieving the desired organisational goals. Scholars have stated that HR is the most vital aspect of management and staffing can be referred to interchangeably as HR, HC, personnel and employees. In their study, Sibanyoni, Kleynhans and Vibetti (2015:14) found that 83% of respondents obtained work in the hospitality industry after graduation, which is a positive outcome for them and for the industry. However, this positiveness changed as graduates realised what the real world of work in the hospitality industry entailed, with some leaving the industry.

In South Africa, the official work week is 40 hours, but the legal limit for working hours is sometimes not adhered to by employers in the hospitality industry due to the unpredictability of a service industry and the long hours of operation. The authors conclude that for the hospitality industry to attract and retain graduates in the industry, attention must be paid to the factors that influence graduates to leave or not enter the industry.

Wong and Ko (2009) conducted in-depth interviews with 24 human resource managers, hotel employees, and industry professionals, and administered questionnaires designed to measure respondents' perceptions of work-life balance issues. The authors found the most important factors to be: needing more free time, workplace support of family matters, flexible work schedule, allegiance to work, ability to voluntarily reduce hours for personal needs, and the upkeep of work and career. The authors suggested industry professionals should listen to their employees and appreciate differences in needs. In addition, industry professionals should provide

more free time, offer flexible work schedules, provide support of family matters, and use pilot programmes when making changes to evaluate acceptance. Hinkin and Tracey (2010) analysed the HR practices of 21 organisations with similar human resource issues as those in the hospitality industry, including long hours, high turnover, and low pay. Out of the 21 organisation, four were within the hospitality industry. The authors argued that the hospitality industry has been slow to change the way they manage HC.

Human capital is valuable to the extent that it contributes to an organisation's competitive advantage by improving efficiency and effectiveness, and exploiting opportunities. Choudhury and Mishra (2010) state that HC is the employees' ability to do things that ultimately make the organisation work and succeed. The authors go on to say that people should be considered to be revenue creators rather than costs (Choudhury and Mishra 2010). Human capital *"is the stock of competencies, knowledge and personality attributes embodied in the ability to perform labour, so as to produce economic value".* Human capital increases through education and experience (Medard *et al.* 2012).

Human capital theorists have typically argued that organisations can increase their HC by internally developing the knowledge and skills of their current employees, and by attracting individuals with high knowledge and skill levels from the external labour market. That is, organisations can try to make and buy HC (Choudhury and Mishra 2010). According to these authors, HC grows in two ways when the organisation uses more of what people know and when more people know more of what is useful to the organisation. Furthermore, performance differences across the organisation can be attributed to the variance in organisation resources and capabilities. Resources that are valuable, unique and difficult to imitate can provide the basis for an organisation's competitive advantage. An organisation exists for a purpose and is a deliberate arrangement of human and other resources with the aim of satisfying needs, and delivering services and products as effectively and efficiently as possible (Hinkin and Tracey 2010).

2.5.5 Benefits of human capital

The term '*human capital*' originates from the 1960s, according to Schultz (1961: 140) and refers to the knowledge, abilities and skills of employees in an organisation. Human capital focuses more on organisations and individuals (Alnachef and Alhajjar 2017:1154). Simkovic (2013:20) defines HC as being the central aspect when it comes to improving the employees and assets of an organisation which then increases the organisation's productivity and maintains the competitive advantage. Thomas, Smith and Diez (2013:3) define HC simply as an organisation's people, their performance and their potential.

Zahid (2015) and Alnachef and Alhajjar (2017:1154) state that investment in HC has an effect on the performance of the organisation resulting in greater competitiveness and improved performance. Moreover, HC is attached to education, training and other professional programmes that boost the skills, knowledge and social assets and abilities of an employee. Investment in HC leads to improved performance and greater satisfaction of employees resulting in improved performance of the organisation. Thomas, Smith and Diez (2013:3) mention that the word 'potential' included in the definition of HC is very important as it points out that employees can acquire skills and abilities over time. *Human capital* includes all individuals who have the knowledge and organisational capabilities that allow them to create new ideas and develop old ones in order to expand the market share of the organisation. Helen (2015:967) emphasises that the growth, continuity and survival of an organisation lies in employees' ability to contribute the necessary and essential survival knowledge.

Helen (2015:997) goes on to say that the significance of HC originates from achieving necessities such as new knowledge, success and competitive advantage through the ability to convert innovation to help decision makers relate to the growth of the organisation. According to Zahid (2015:96), the environment keeps changing so organisations have to fight for competitive advantage through the incorporation of innovativeness and creativity. The author asserts that HR plays a major role in increasing an organisation's competitiveness. Zahid (2015:98) states that HC motivates workers, develops their commitment, decrease expenditure and creates a path for the society and economy. Human capital enhances the quality of the workers

and productivity (Alnachef and Alhajjar 2017:1155). The concept of Human capital is a driving force of competitive advantage for an organisation, where HC is the natural capacity acquired by individuals which leads to an increase in the economic value added in all areas of the business (Patrick 2015:368). This strengthens organisations, boosts their competitive advantage, and eliminates weakness (Catrin, 2011).

According to Kuruez (2013), competitive advantage plays a major role in helping an organisation survive, continue and maintain their current functions and so create sustainability. The human element is the base of an organisation's development and existence, and it supports the organisation's continuity and achievement (Jounes 2013). *Human capital* plays a key role in dealing with the problems faced by an organisation and the development of suitable explanations that lead to meeting the challenges faced by the organisation. Kuruez (2013) confirmed that HC is the key component of any organisation in today's world. Furthermore, HC helps an organisation achieve the strategic objectives associated with improving work development and performance of the organisational culture, and to be innovative and creative to enable the survival and achievement of the organisation (Helen 2015:967).

2.5.6   Theoretical framework (Human capital)

The first illustration by Adam Smith (1776) was HC as "educated man" (Devadas 2015:26). These days, economists value the Human Capital Theory (HCT) as a combined set of models of social procedures and human behaviour. HC was pioneered by Theodore Schultz, Gary Becker and Jacob Mincer around the early 1960's. Authors had a similar word to describe HC which was investment (Holden and Biddle 2016:11). Schultz's HCT was motivated by its potential to recognize the development of economic growth at the macroeconomic and sectoral level. However, Becker's idea focused on the development of a general theory of human agent investment.

According to Teixeira (2014) Becker refereed HC as the qualities and abilities that build the productivity in people. Researchers, Krasniqi and Topxhiu (2016:5) supported that Becker's theory has everything to do with the investment in HC. These investments consist of education, research, workplace training and health. Authors

continued to explain that, Schultz believed that HC was the same as other capitals. Schultz also mentioned training, education and increase in benefits as combination of investments that improves the production level and quality (Krasniqi and Topxhiu 2016:8). Devadas (2015:22) discussed Mincer's approach as a model that challenged the individual's allocation of income which resulted in a deliberate investment in HC. Metilelu (2016:2) stated that Mincer claimed that HC is a type of schooling and education that will organise the prospective and existing workforce for a quality performance.

The theory of HC has proved to be vital in the HOSTI. However, minimal attention has been given to the problem that HOSTI is labelled as low skilled field. The three theories stated above have discovered the relationship that exists between investment, education, outcome and productivity (Metilelu 2016:2). Therefore, HC is a very important area of interest in the HOSTI due to evidence that has suggested a positive connection between HC and abilities, skills, performance of economic activities and competencies. The actual reason for this research was to review HCT and link it with the HOSTI brand image. Figure 2.5 in the next page illustrates the relationships between HC and quality workforce.

Figure 2.5: Theoretical model showing relationship between Human Capital and quality workforce
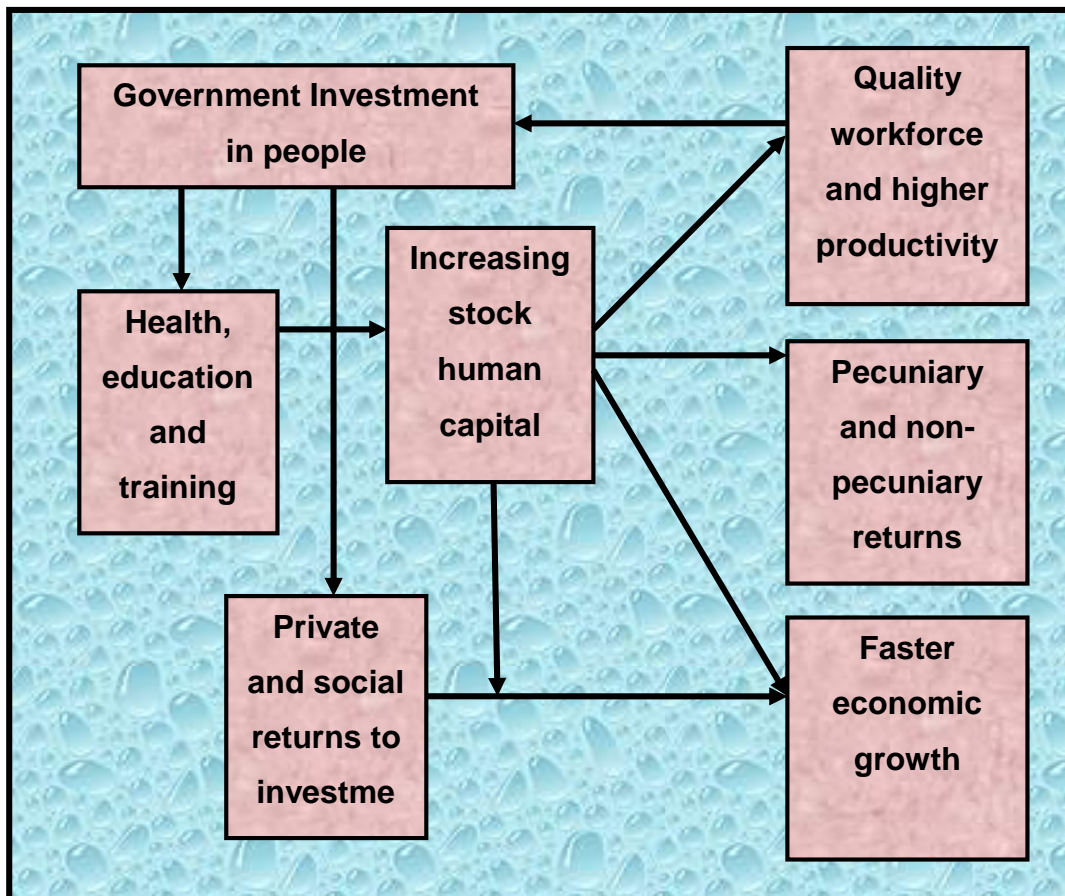
Source: Adapted from Metilelu (2016:4)

The above figure illustrates the theories of the above mentioned authors Schultz, Becker and Mincer. They all mentioned investment, Schultz mentioned economic growth, Becker highlighted on abilities, knowledge and education. In addition, Mincer pointed out on income (returns), quality workforce and performance.

2.6   BRAND IMAGE

2.6.1   Definition of brand image

According to Rageviusa (2014:7) there are many definitions of brand. Maurya and Mishra (2012:122) mention that brands are involved in every aspect of our life including cultural, religious, social, economic and sporting. Persuasive Branding (2013) stated that a brand is about images and perceptions. Daryan *et al.* (2015:523) argue that brand is not only about images and perceptions but is also about significant indications that can reflect information of a product into a person's minds instantly and conclude the transaction. Latif *et al.* (2015:4) define brand as two concepts which are combined, namely, identification and differentiation that attract people to something. Similarly, Qu *et al.* (2011:466) simply define brand as identification and differentiation of products, services and organisations.

Qu *et al.* (2011:466) defined 'brand image' as a consumer's view of a brand as replicated by the brand association apprehended in the consumer's mind. Malik *et al.* (2011:631) concur that brand image is linked with a brand, association and image which represents perceptions of objective or subjective reality. According to McCarthy (2009), brand image is a view of consumers towards their confidence in the quality of goods of the organisations. Malhotra (2010:104) refers to brand image as being the consumer's perception of either balanced basis or through many feelings towards exact brand. According to Arslan and Altuna (2010:174) brand image is a positive and negative sensation in the customers mind.

As Lee, Kumar and Ki, (2010:478) put it, brand image is has a personality which reflects on certain brand, by remembering the qualities that differentiate it from other brands. Subramaniam *et al.* (2014:68) are of the view that brand image is a consumer perception of a brand. According to Pujadi (2010:52) brand image is frequently referred in the mental aspect of the image or impression that is built into subconscious of consumers through the experiences and expectations of taking the brand over a service forming a positive brand image. Sung, Kim and Jung (2010:640) and Ming *et al.* (2011:4123) concur that brand image is developed for the purpose of positive effect.

Brand image is an explanation of the offer of the organisation which contains the representative meaning associated with consumers through specific qualities of the services (Winarso, 2012). Janiszewska (2013:9) states that brand positioning and brand identity are employed to create a desired brand image.

In short, brand image is what consumers picture, think and feel when they hear or see the brand (Wijaya 2011). Brand image stands for the thinking that reflects objective or subjective reality. The image created by the presentation of perceptions is the start of the purchasing decision of the product as well as brand loyalty (Wijaya 2013:58).

According to Malik *et al.* (2012:13069), the way the target market sees or interprets a brand is known as perceived image, and desired image is how the organisation desires to position its brand to match the consumers' perceived image. In addition, an organisation makes assumptions about the perceived image and that stage is presumed image. Sometimes organisational leadership can get confused because the stages of image can be contradictory, and managers do not know what is going on in the consumers' minds. Rezvanpour and Bayat (2017:7) state that brand image is the actual image that remains in the consumer's mind after experiencing the brand.

Image is the first impression an individual or consumers have about a brand or an organisation. Image affects consumers' sense of association with the brand or organisation and is likely to have an impact on their buying behaviour (Balmer2011:1383; Karaosmanoglu, Bas and Zhang 2011:1419; Foroudi, Melewar and Gupta 2014). De-Chernatony (2010) defines brand image as ideas and "perceptions about a brand reflected by brand associations held in consumer's memory". According to Kim and Lee (2010:66), an organisation's image has an influence on the repurchasing intention of consumers, which means that organisations need to build strong and positive images in the consumers' minds because it will influence their loyalty towards the brand.

Defining brand image, Lee, James and Kim (2014) say that it is *"the sum of a customer's perceptions about a brand, generated by the interaction of the cognitive, affective and evaluative processes in the customer's mind".* Jing *et al.* (2014) concur with this view, defining brand image as a view consumers have about a brand. Spence

(2010) explain that image is a vital resource to be used to achieve prolonged competitive advantage.

Brand image has long been recognised as a crucial concept in marketing, although there are many perspectives on how to measure it (Keller, 2011). All perspectives agree that brand image is the picture the consumers have in their minds regarding a certain brand. Keller stated that during the development of positive brand image, programmes are used to connect strong, favourable and special associations to the brand in a memory. Moreover, consumers can form brand associations through direct experience or word of mouth. "People often choose a product because they like its image or because they feel its personality somehow corresponds to their own" (Solomon 2011:32).

2.6.2 Precursors of brand image

There are various elements to brand image. According to Latif *et al.* (2015), brand image has been developed from six precursors. The author has developed a model that shows the precursors of brand image, with each of the precursors contributing to customers' views about the brand. Figure 2.6 shows the different precursors that constitute a specific brand as perceived by customers.

Figure 2.6: Framework of the precursors of brand image.
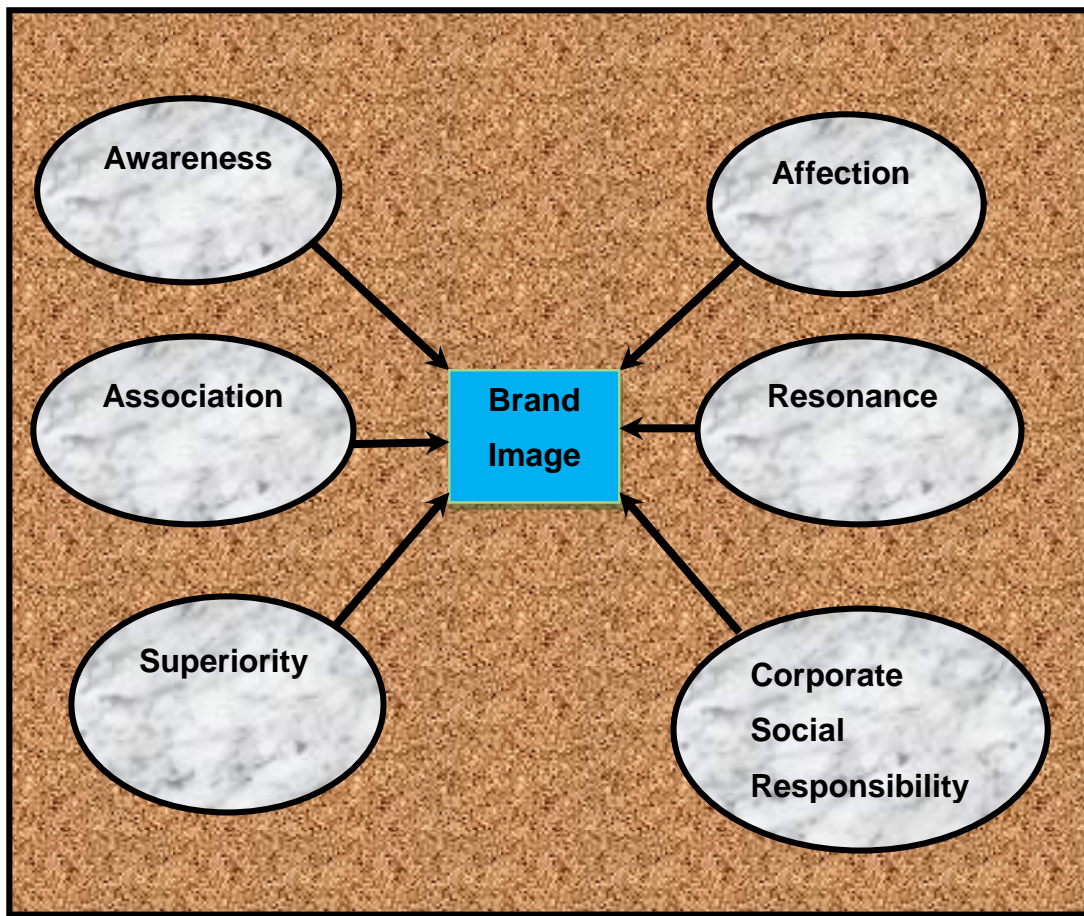
Source: Adapted from Latif, Islam, Mohamad and Skider (2015)

- *Awareness*

Huang and Sarigöllü (2012:96) state that brand awareness refers to how much the consumer identifies with or recognises and remembers a brand in a certain category. Consumers will keep buying that brand because they know and remember the brand. Similarly, Wijaya (2013:1568) defines brand awareness as the durability or long lasting memory of a brand in a consumer's mind. Therefore, brand awareness is created by associations that are visible and powerful relating to buying experiences. The author mentions that awareness is caused by the influence of certain products or services which build recognition and remembrance in consumers' minds. The brand awareness of the consumer affects the quality of products and or services (Keller 2013:36).

- *Association*

There is a link between brand association, consumers and the brand; this link is built in consumers' minds from the contact they have with the brand. Contact with the brand can happen through communication such as advertising, word of mouth and experimentation with products or services which might create negative or positive associations in the mind (Haung and Sarigöllü 2012:96). Examples of association include words that come to mind when thinking about the brand, and graphic presentations. Severi and Ling (2013:127) believe that associations can be designed through attitudes, benefits and attributes. The authors state that strong brand associations lead to higher brand loyalty.

- *Superiority*

Brand superiority and brand attitude are extremely connected and they both correspond and cooperate with consumers' comprehensive cognitive evaluation of the target brand (Latif *et al.* 2015:96). The authors state that brand superiority measures the consumers' aggregate and collective cognitive evaluation of the competitors. Brand superiority captures the differentiation and uniqueness that consumers view when they compare the brand against its competition.

- *Affection*

When there is affection, a brand is able to emotionally rely on consumers and increase the likelihood that they will keep them and positively impact their perceptions of the brand. The core component of affection is emotions that express love, which increases the brand image (Kumar 2014:97).

- *Resonance*

Keller (2013:120) mentions that brand resonance is divided into four categories: firstly, behavioural loyalty which equates to repeat purchase and loyalty. Secondly, attitudinal attachment, which is the relationship the consumer, has with the brand. Thirdly, sense

of community, whereby the recognition of brand reflect a vital social phenomenon. Lastly, is the active agreement which relates to affirmation of brand loyalty when consumers are engaged and are willing to invest in resources (Keller 2013:120). Huang *et al.* (2014) stated that resonance is centred on a strong bond with the consumer and strong bonds or relationships are the main indicators of brand image.

- *Corporate social responsibility*

The concept of corporate social responsibility (CSR) has developed from the understanding that the organisation should look after its employees, society and community, not only its investors and consumers (Singal and Rhou 2017:1). CSR can prevent unprincipled and individualistic behaviour in the business environment (Pakseresht, 2010). According to Boonpattarakan (2012), organisations that stick to and follow their social responsibility policy can benefit from enhancement of their good image and create a competitive edge. In addition, the organisation can increase its brand image through CSR.

2.6.3 Dimensions of brand image

Depth, length, height and breadth of a theory or topic are essential, it is very important for the researchers to know how deep or how wide their areas of focus are. This research study focuses on the extent of brand image. Figure 2.7 on the following page shows the depth of brand image and how these dimensions affect or influence the brand image of the HOSTI.

Figure 2.7: Dimensions of brand image
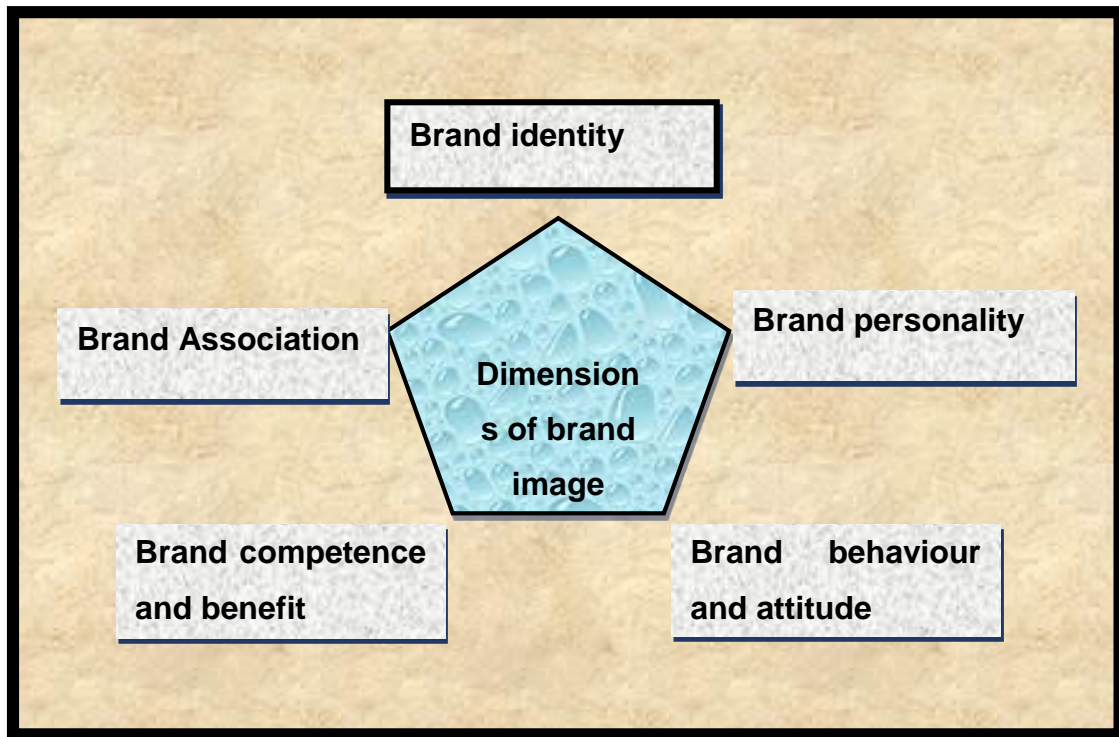
Source: Researcher's own contribution

- *Brand Identity*

According to Danciu (2010:4), identity is the main element of branding which gives purpose, reason and direction for a brand. The success and inner value of a brand is reflected by its identity (Danciu 2010:5). Janiszewska (2013:10) states that description of a brand identity ensures consistency, and is used as a direction to confirm location resulting in a consistent brand image. The identity of a brand is defined by its designer and includes the components that the creator of the brand wants to be perceived (Rezvanpour and Bayat 2017:7). Wijaya (2013:62) is of the view that brand identity refers to touchable and physical identities that relate to the product or brand that makes it easy for consumers to identify and differentiate it from competition, such as sounds, packaging, location, slogans, colours, logo and more.

- *Brand personality*

Brand personality is very significant. It is a commercial tool that is used to build personalities that easily communicate and reflect consumers' minds (Akin 2017:135). Brand personality is a particular character of a brand that emanates from human personalities. According to Wijaya (2013:63), consumers are able to differentiate brands within a similar group through their individual personalities Saad and Idris (2017:50) add that brand personality represents human characteristics that are linked to a specific brand. Thus, personalities and image reflect product brands (Perreault *et al.* 2013).

- *Brand Association*

According to Asare and Shen Lei (2017:94), brand associations are important because they are formed by consumers' minds and convey the brand's meaning to them. Consumers' minds contain network of nodes and connecting links; consumers need to be aware (brand awareness) of the brand before they can store associations in their minds about the brand (Severi and Ling 2013:127). Brand association helps consumers search and deal with information, and gives the consumer a reason to buy or purchase because most brand associations are related to brand attributes, consumers and benefits needed by consumers. Therefore, brand association influences the consumers' decision-making when purchasing (Boisvert and Burton 2011:60).

- *Brand attitude and behaviour*

According to Kudeshia and Kumar (2017) brand attitude is the overall intention of the consumer to buy, and is the most crucial factor related to buying intention. Moreover, "attitude toward the performance of the behaviour is one of the important predictors of intention to purchase".

2.6.4 The role of brand image in the hospitality and tourism industry

According to Malik *et al.* (2012:124) brand image is an important subject for service organisations as it is very important for marketing of products. Rageviusa (2014:9)

mentions that managing their brand image provides organisations with opportunities to manage their brands successfully. Moreover, the author also mentions that a good status is guaranteed with a trustworthy brand. Consumers generally choose brands that they trust, that have good quality, where there are no disappointments and with a good record due to previous experiences. Msallam (2015:423) agrees with the above authors that brand image is essential to shape consumer satisfaction.

Sung, Kim and Jung (2010:640) and Ming *et al.* (2011:4128) state that brand image has a positive effect on brand loyalty. According to Shamma and Hassan (2011:23), a strong brand image in consumers' minds helps the product to gain attention and triggers consumer buying sprees. Brand image is an important aspect when it comes to buying expectations; it makes consumers have more trust on product that has a good brand image (Lee, Kumar and Ki, 2010:472). Wijaya (2013:56) agrees that brand image is an important element in a brand development process because the brand image is not formed by purchasing the product or services only.

Wallace *et al.* (2014:20) propose that brand image can be directed by branding activities, but is also affected by consumer experience of an organisation, and is only partly in the control of the organisation. A hotel's brand drives the operating ratios that are correlated with a hotel property's market value (O'Neill and Mattila 2010:28).

Malik *et al.* (2011:634) studied the impact of service quality on brand image, finding that brand image may be built through empathy, responsiveness and reliability. Creating and building a brand image is an important factor that involves the minds and the hearts of the hospitality clientele (Malik *et al.* 2011:631). The authors also mention that the quality of services the hospitality establishment offers builds the brand image of the particular establishment. Mourad, Ennew and Kortam (2010) concur that there is a relationship between quality and brand image.

The way tourist's picture and view brands are brand images; a brand image is a psychological feature that can affect and influence tourist behaviour. However, tourists can interpret brand image differently which might be untrue or true (Hoque 2015:27). According to Petrevska and Cingoski (2017:102), brand image in the tourism industry builds the conceptual framework that creates different effects on customer's response

to the marketing of tourism. Based on the importance of brand image for tourism, tourism needs to build the conceptual framework of a brand image and persuade customers' minds to imagine what they want them to.

It is very important for the hospitality industry to find techniques that will help them differentiate themselves from others because this industry is a very contemporary and very competitive type of industry (Kotler and Armstrong 2010:238). According to Kwun (2012:1), branding is a good strategy that is currently adopted by the global hospitality industry. A strong brand for the hospitality industry is considered to be very important because it can develop and offer value to the organisation and consumers (Kwun 2012:1). Furthermore, a competitive and powerful brand improves the financial performance, property market value and basic indicators like revenue return on industry investment, and occupancy. Kotler and Armstrong (2010:239) define brand image as "a name, term, sign, symbol, design or combination of those elements intended to identify the goods and services of a seller and differentiate them from competitors". For that reason, building strong and powerful brands with the mentioned elements are considered to be the main key for the success of the hospitality industry.

Hospitality organisations have to constantly reposition their brands and distinguish their services and products for the maintenance of growth. In view of that, some hospitality organisations create unique brands and develop portfolios for brands (Kwun 2012:1). Dhillon (2013) regards image as a crucial element of the hospitality organisation and that brand image acts as the most influential component in any service business because it is naturally unique. Saleem and Raja (2014) add that brand image is what appears in the consumer's mind when they see the brand, meaning that brand image is the reflection of a brand that is in a consumers' memory. Similarly, Mohajerani and Miremadi (2012) write that image is a general impression that is created in the public's mind, and the image of service-offering organisations vary, meaning that consumers have different expectations regarding experience, impression and contact with the organisation.

In the view of Fung So *et al.* (2013), a concrete brand image has the power to improve occupancy, degree of profitability, revenue, financial performance and corporate esteem. Maroofi (2012) also mentions that an organisation's image can be a significant

element in the equation of value; brand image can challenge or sustain the value that customers feel they are getting. Thus, loyalty of consumers towards a brand can be affected by image.

Table 2.4 on the following page presents a summary of related research outcomes on brand image in the context of the hospitality sector.

Table 2.4: Brand image and the hospitality and tourism industry

Name of the researcher	Title of research	Findings
Malik *et al.* 2011	Impact of service quality on brand image: empirical evidence from hotel industry	Only empathy responsiveness and reliability perceptions were drivers to building hotels brand image.
Krisnawati *et al.* 2015	A conceptual theory development on brand image in hotel industry – does it influence hotel performance.	There is a positive impact of brand image on hotel performance.
Fathi and Esfahani 2017	The effect of trust, quality service, brand image and perceived value customer loyalty to the brand in the hotel industry Isfahan, case study: Hotel Kosar Isfahan	There is no significant relationship between image and loyalty, while brand image and trust have a significant relationship since these variables only influence brand loyalty indirectly, through trust as a mediating variable. The characteristics of a product, the benefits, the audiovisual systems and appropriate furniture and decoration and lighting are a result of correct branding.

Source: Researcher's own contribution

2.7 General perceptions regarding the hospitality and tourism industry

As Mooney (2016) explains, people do not take the HOSTI seriously because they do not believe that hospitality can be chosen as a career. Furthermore, youth regard

hospitality and tourism as temporary employment while they are looking for jobs that will satisfy them. The HOSTI does not attract youth because they feel unappreciated. Williamson (2017) state that the HOSTI is not regarded as a valid career option even though it is a developing industry.

Gupta and Sharma (2016) suggest a solution to the above problem. They suggest that hospitality and tourism organisations should build a better quality workforce. The connection between universities as well as hospitality and tourism organisations should be strengthened to offer available opportunities and a view of the market (Albano 2013). Michaelides (2017:17) states that a high number of university students expect more of the hospitality industry after they graduate– they expect to be hotel or departmental managers. However, the author believes that the theory taught to students at universities does not match the requirements or needs of the industry.

Tourism organisations are facing a challenge because there have been many economic and technological advances. These challenges have affected the educational system and curriculum of institutions (Chand 2016). Chand (2016) states that the HOST plays a central role in this situation perceptions changes because consumers or clientele of the hospitality industry now travel more.

It was pointed out that this industry is labour intensive and requires qualified and skilled personnel or labour. In hospitality, it is important to establish students' skills through educational and contemporary methods (Yap *et al.* 2015). Alhelalat (2015) regards hospitality offering institutions as being key factors in producing or supplying the industry with highly qualified and skilled personnel or labour. Ozgit and Caglar (2015:397) point out that the successful delivery of hospitality and tourism services depends on people, which is why it is important to develop communication skills of students and make them understand the importance of working in teams and have the ability to work with people from different cultures. The authors suggest that the HOSTI should employ skilled and qualified employees.

As result, the industry will be able to gain competitive advantage in the dynamic and global business environment. Educated and qualified employees are very important to the industry because the quality of the services they produce depends on their job

performance. There is a need for an education system to be effective in delivering satisfying and quality services by skilled and competent staff. Fidgeon (2010) mentioned that HOSTI management education in higher institutions should aim to be on the same track with the actual needs of the industry.

Brown, Arendt and Bosselman (2014:32) studied hospitality management graduates within the hospitality industry and found that graduates entered the industry without a full understanding of the industry and that many of them leave the industry and seek opportunities elsewhere due to negative perceptions of the industry. Furthermore, graduates have unrealistic expectations of the industry because of limited opportunities to be exposed to the industry before commencing their studies. The graduates' perceptions need to be improved in order for the industry to compete globally; if their perceptions can be improved, graduates can be attracted and retained in the industry (Sibanyoni, Kleynhans and Vibetti 2015:14).

According to Chuang *et al.* (2009), student career choice is influenced by their academic major, and faculty expertise is important for students because they need to be properly informed about their upcoming professional life. Faculty expertise is also important because it can introduce students to the right internships according to their qualifications and skills. The authors note that in addition to academics and theory in class, students should also be prepared for real life experience. Sammatchani (2009) suggests that hospitality and tourism management programmes should provide relevant and quality education. Moreover, the perspectives of industry professionals are very important when developing tourism programmes for teachers in order to meet the needs of industry.

The reason students embark on their academic careers is to improve their knowledge of and vision of the profession they have chosen to pursue (Zagonani 2009). However, tertiary institutions should also take responsibility for producing highly qualified and skilled professionals which is why quality education from appropriate institutions is important for future professionals. According to Chuang *et al.* (2009), hospitality management training institutions equip their students with skills and knowledge required by the industry which is associated with certain or major areas of the industry.

Tertiary institutions focus a lot on theory but industry requires practical skills and practice. Hence, internships and in-service training is important as this develops and enhances the practical skills needed by the industry (Chen *et al*. 2011).

During practical training, students' interpersonal skills such as communication, analytic, language, leadership and managerial skills should be developed through the education they receive (Ozgit and Caglar 2015:400). Ozgit and Caglar (2015:400) found that respondents in their study reported that the academic knowledge they gained during their studies did not match real life. Students lack problem solving skills because they are not taught these during their academic programme, but they are required in the industry.

Tourism and hospitality students are unclear or not sure about working conditions and careers in the HOSTI, according to Wong and Ko (2009). The authors found that workplace support, flexible work schedules, ability to voluntarily reduce hours, working extra hours leading to rewards, available free time, and allegiance to work, are factors that determine the career of hotel employees. International students are more likely to pursue a hospitality career because more of their career factors are likely to be met. Richardson (2010) proposes that if students had an image that is positive of the industry, the hospitality organisations should target them because then the industry may be more likely to meet students' career factor preferences

Yap *et al.* (2015) state that the country is focusing on diversity management in its school program in relation to hospitality in order to meet the new demand, in order to influence the perceptions of students (future managers) about the importance of diversity in order to generate a sense of hospitality for clients or guests. According to Sibanyoni, Kleynhans and Vibetti (2015:14), graduates' perceptions of the industry are negative because they are influenced by poor working conditions and this is evidence that the majority of the industry do not feel it is important to change their working conditions.

O'Connor and Cordova (2010) studied graduate students' perceptions of full-time work while completing their degrees on a part-time basis. Six master's degree programme

graduates were interviewed for the study. The respondents described challenges in their work, including a lack of support from their workplace, as well as difficulties at school and in their personal life. Students reported lacking a cohesive academic environment and receiving little community support within their academic programmes.

2.8   CONCLUSION

This chapter discussed global and South African HOSTI's contribution to the economy. The literature reviewed showed that this industry is one of the most important industries globally and in South Africa, contributing significantly to GDP. Furthermore, this industry has contributed a lot towards employment. This chapter further discussed HC and its importance in the hospitality and tourism industry. Authors highlighted that HC is an individual's ability, skills, knowledge and competency. The literature revealed that good quality, skilled and competent staff can assist an organisation to manage, operate and reposition itself in the industry and be able to provide and offer good quality services. The literature reviewed included material on brand image, which pointed out that brand image is vital to the HOSTI because it is the perception of consumers of the industry. Furthermore, employees and organisations are responsible for how individuals perceive the HOSTI. The next chapter will discuss the methodology of this study, explaining the research designs used and how the study was carried out.

CHAPTER 3:   RESEARCH METHODOLOGY

3.1   INTRODUCTION

Chapter 2 focused on addressing the objectives of this study. A brief literature review looked at HC, brand image as well as the hospitality and tourism Industry. This chapter will discuss the research methodology and design that was used to carry out this empirical study. Appropriate research methods will be discussed in detail with sufficient explanations. Furthermore, background information and the key steps used in this research are carefully discussed.

Hennink, Hutter and Bailey (2011:27) state that research methodology is the way data or information is gathered during research. Research methodology recommends the information and skills that need to be used to solve problems (Cooper and Schilinder 2014:6). The research methodology of this research aimed to address the research questions of this research, which were as follows:

- *What are the effects of lack of HC on the hospitality and tourism industry brand image?*
- *What are the factors that influence lack of HC in the hospitality and tourism industry?*
- *What are the benefits of HC?*
- *What are the DUT students' and lecturers' perceptions about the brand image of the hospitality and tourism industry?*

3.2   RESEARCH DESIGN

According to Struwig and Stead (2013:52), research design refers to a map or plan of procedures and processes to be used to recruit gather and obtain data from respondents with the aim of solving the research problems. Pandey and Pandey (2015:18) assert that research design is the planning of obtaining and analysing data in way that the findings from the sample can be generalised to the population. Research design provides a logical sequence to a researcher which will in turn

generates a relationship between objectives, aims and research questions leading to the conclusion (Yin 2014:13). To summarise, research design refers to an outline of how research is to be conducted.

Vogt, Gardener and Haeffele (2012:118) further elaborate that research design refers to the techniques chosen by the researcher to combine different components of the research in a consistent manner for the assurance of research problem solving. Moreover, research design represents the blue print of collection, measurement and analysis of data. De Vaus (2014:182) writes that the function of research design is to make sure that the facts that are obtained allow the researcher to address the research problem as unambiguously as possible.

This research applied qualitative design. The researcher decided to employ qualitative research after considering the aims, objectives and research problem of the research. According to Mlambo (2016:52), qualitative research can be identified as a research approach that is characterised by words rather than quantification research. Furthermore, the researcher intends to interact with and gain insight regarding respondents' knowledge, views, experiences and interpretations (Mason, 2007).Semi-structured interviews were conducted with hospitality and tourism students as well as lecturers. Semi-structured interviews allow respondents to express their true feelings so it is possible to gain a large amount of information.

3.3   QUALITATIVE RESEARCH

A qualitative or a quantitative approach can be used to conduct research. Plantinga (2017:28) states that the quantitative and qualitative approaches differ in design, setting, data and relationship with theory as well as procedures and processes. According to Mlambo (2016:52), qualitative research is a kind of scientific research that consists of investigations that look for answers to questions by methodologically using known procedures or processes to answer questions that arise. The qualitative approach generates findings that are applicable beyond the immediate boundaries of the research. Moreover, qualitative research attempts to understand the topic or research problem given from the point of view of the involved population.

Quantitative research has a design that is made before the commencement of the research and a qualitative design is generated along the way (Plantinga 2017:28). Furthermore, data collection of both approaches differs whereby the quantitative approach is based on numbers and the qualitative approach is based or contains words. A quantitative approach has an impersonal, controlled and manipulated setting while a qualitative approach has an interactive, natural and personal setting. The author adds that quantitative research confirms theory that is collected by the study and qualitative develops or adds on to available theory. A quantitative approached is used when there are huge numbers of respondents and qualitative when there are fewer respondents.

Based on the differences stated above, it was clear that the qualitative approach was appropriate for this research. This research expected to collect data or responses in a form of words, whereby respondents explained the hospitality and tourism industry and how they feel as well as their perceptions. The researcher conducted the interviews personally in a natural setting. This research did not confirm any theory, but it developed theory based on the impact that inadequate HC has on the brand image of the HOSTI. The researcher interviewed hospitality and tourism students and lecturers at DUT only.

Neuman (2011) explained that qualitative data may be regarded as soft and intangible; it can be collected by recording what actual people say, examining written documents, observing behaviours, studying visual images and documenting real events. Authors have highlighted advantages and disadvantages of qualitative research as follows:

Advantages
- The qualitative research approach produces detailed description of respondents' feelings, opinions, and experiences; and interprets the meanings of their actions (Rahman 2017:104).
- A qualitative research approach has the ability to understand different people's voices, meanings and events. So, the source of knowledge in this approach is the meaning of different events (Richardson, 2012).

- Qualitative research allows the researchers to discover the respondents' inner experience, and to figure out how meanings are shaped through and in culture (Leung, 2012).

- Qualitative research methods such as respondent-observation, unstructured interviews, and direct observation, are most commonly used for collecting data (Cohen, Manion, and Morrison, 2011). During data collection, the researchers interact with respondents directly through, for example, interviews. Consequently, data collection is subjective and detailed.

- Qualitative research design is an interactive approach with a flexible structure as the design can be constructed and reconstructed to a great extent (Maxwell, 2012).

- Rahman (2017:104) states that qualitative research is an interdisciplinary field which encompasses a wider range of epistemological viewpoints, research methods, and interpretive techniques with the goal of understanding human experiences.

Disadvantages

- Silverman (2010) mentions that qualitative research approaches sometimes leave out contextual sensitivities and focus more on meanings and experiences.

- Policy-makers may give low credibility to results arising from a qualitative approach (Rahman 2017:104).

- The smaller sample size raises the issue of generalisability to the whole population of the research (Harry and Lipsky, 2014). Lam (2015) states that due to a small sample size, qualitative study results cannot claim wider generalisation to other contexts.

- Data interpretation and analysis may be more difficult. Berg and Lune (2012:4) also commented that "Qualitative research is a long hard road, with elusive data on one side and stringent requirements for analysis on the other."

- The analyses of the cases take a considerable amount of time, and one can generalise the results to the larger population in only a very limited way (Flick, 2011).

Figure 3.1 was developed by the researcher, and represents the steps the researcher took to conduct this research.

Figure 3.1: Steps in conducting qualitative research
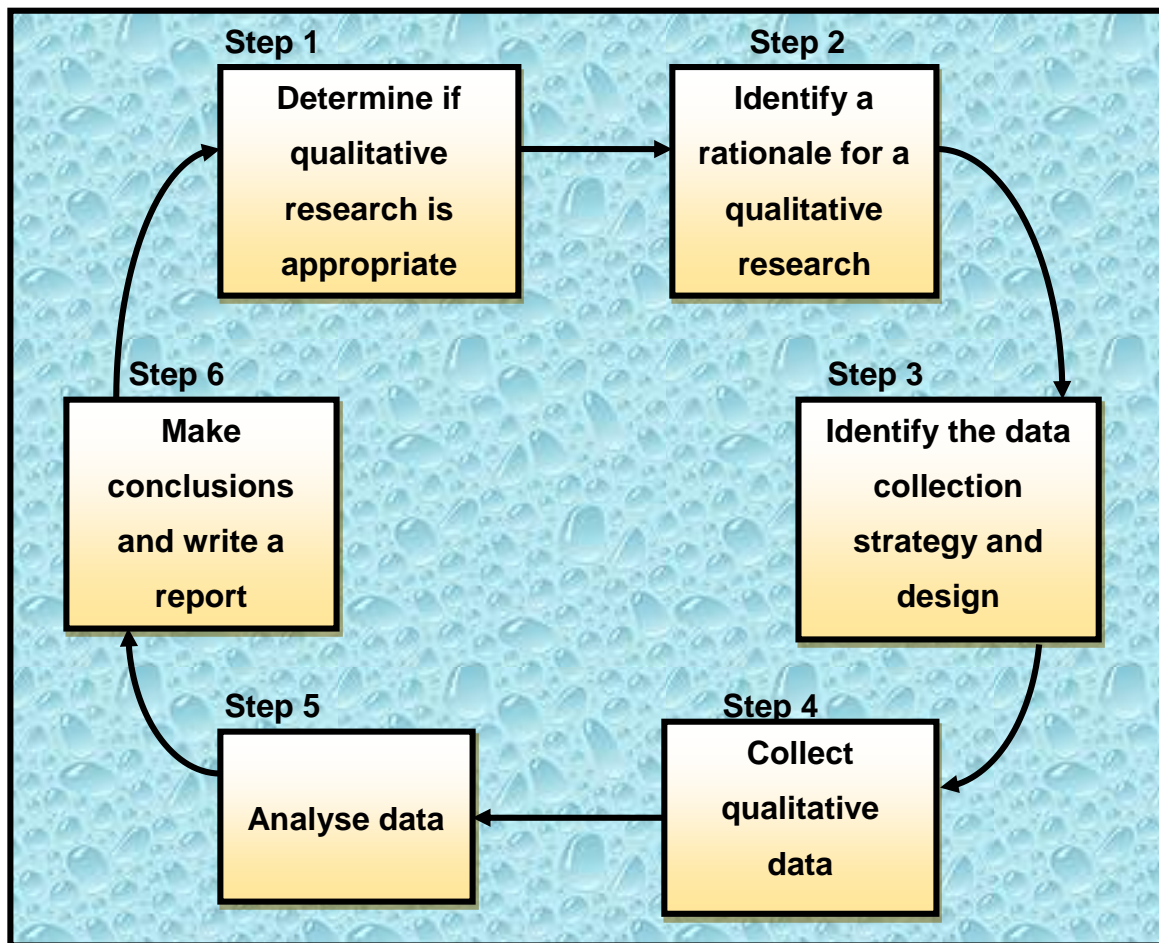
Source: Researcher's own contribution

3.4   TARGET POPULATION

3.4.1   Definition of target population

According to Sekaran and Bougie (2013:240), population refers to the entire group or people, events or anything of interest that the researcher wishes to investigate. Gqamane (2010:50) concurred that target population is the population from which the researcher wishes to generalise the results. Wilson (2010:190) points out that it is very

important to choose the target population carefully considering the context of the study as well as the research questions. The research problem has a relationship with a specific population.

The target population chosen for this research was DUT hospitality and tourism students and lecturers. The reason they were targeted is that students have been exposed to the industry and will be able to share practical experiences. Hospitality and tourism lecturers were also a target because they are an influence in student's careers and they also have experience in the industry. Furthermore, it is lecturers' responsibility to ensure the industry's growth by positively motivating the future industry leaders. Both of these groups were able to comment on the position of the industry.

Demographics, life style and products are examples of population characteristics. In summary, population encompasses the total collection of units of analysis about which the researcher wants to make specific conclusions (Gqamane 2010:50).

3.4.2 Sample

Kumar (2011) states that sampling is an approach to selecting a small number of respondents from a large group of the population to become the focus for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group. Similarly, McDaniel and Gates (2010: 414) say: "A sample is a subset, or some part, of a larger population. Sampling refers to the process of obtaining information from a subset (a sample) of a larger group (the population). The researcher can then take the results from the sample and make estimate of the characteristics of the larger group". If the population of research is diverse, the researcher has to choose a sample. Thus, a sample is a segment of the population selected for research to stand for the whole population (Kotler and Armstrong 2010:139).

Sampling can be conducted in two ways: probability and non-probability sampling. Probability sampling is an approach that guarantees each member of the population

a chance of being chosen, while non-probability sampling does not. Coghlan and Brydon-Miller (2014:46) point out that with non-probability sampling one cannot say that a sample is representative, but one takes advantage of whoever from the population is available at that time.

Non-probability sampling was used for this research, in particular, purposive sampling because it was necessary to obtain information from specific individuals who could provide the desired information. Hospitality and tourism students and lecturers answered all questions that were derived from research objectives.

3.4.3 Sampling size

Sample size refers to be the number of units that are chosen from the target population (Burns and Bush 2013:60). According to Sekaran and Bougie (2010:269), a sample size of between 30 and 500 is good, but size depends on the type of questions the respondents need to answer. The authors state that if the sample size is large, errors will be reduced, and the findings will be accurate and reliable. However, McDaniel and Gates (2010:414) argue that if a small percentage of population is sampled, accurate findings can also be established. The sample size chosen assisted the researcher to be able to draw conclusions that are generalisable to the population of interest.

Based on the above, purposive sampling was used for this research. Furthermore, target population of students and lecturers was 324 and the final sample size was 101. Out of 324, 101 were chosen which were second, third and fourth year students and lecturers as they have practical experience of the industry. They know how the industry work because they have been there as part of their practical's. Table 3.1 on the next page demonstrates the number of respondents in each level of study.

Table 3.1: Number of respondents in each level of study

Field of study	First year	Second year	Third year	Fourth year	Postgraduate	Total
Hospitality	0	30	22	8	6	66
Tourism	0	0	23	9	3	35
Total number of respondents is 101						

Source: Researcher's own contribution

3.4.4 Unit of analysis

Sekaran and Bougie (2013) mention that unit of analysis refers to a specific people; group or divisions that will provide desired information. This research gathered information from individuals who in this research were lecturers and students of hospitality and tourism at DUT. These individuals were selected because they could provide information based on experience and their knowledge. Table 3.2 provides a summary of the research design, namely, target population, sample method, sample size, unit of analysis and sample selection procedure.

Table 3.2: Summary of research design

	QUALITATIVE METHOD
TARGET POPULATION	*Hospitality and tourism educators and students*
SAMPLE METHOD	*Purposive sampling*
SAMPLE SIZE	*101*
UNIT OF ANALYSIS	*Durban University of technology*
SAMPLE SELECTION PROCEDURE	*Respondents who have signed consent forms and interested in taking part in this research*

Source: Researcher's own contribution

3.5 DATA COLLECTION PROCESS

3.5.1 Preparation for collecting research data

Data collection is a very crucial aspect of any type of research because false data or inaccurate data will affect the findings and conclusions of the research negatively (Maibor 2015: 5). Data collected for this research included primary and secondary data. Primary data was obtained through the use of semi-structured interviews and secondary data was obtained from journals articles, books, presentations and the internet. The secondary data is found in Chapter 2.

In the recruitment process the researcher went to see or meet students in their classes; the researcher explained to students the importance of taking part in this research. The researcher visited lecturers at their prospective offices to ask them to participate in this research. For those who were willing to participate, the researcher provided options for interview times.

Letters of information were distributed to individuals who were interested in participating in the research. The letters of information contained important information about the research that the potential respondent needed to know such as what the research was about and the importance or significance of the research. Furthermore, details about the benefits, confidentiality and the right to withdraw from the project were provided. When the respondents agreed to participate, they signed consent forms which were a form of security indicating what they had agreed to and as proof that they had agreed to participate and that they understood how they were going to benefit or not benefit from this research.

The interviews took place in a discussion room at DUT library between 8:00am and 12:00pm over the course of several mornings. Each interview took 10-15 minutes. A tape recorder was used to record interviews. In addition, the researcher used a pen and note pad to write down notes.

3.5.2 Interviews

Interviews are a methodical way of speaking and listening to people and area way for a researcher to collect data or information from respondents through a conversation. The interview questions are mostly open questions and it is important for the researcher to remember interviewee views. Mlambo (2016:57) states that interviews are used a lot in qualitative research, and interviews are attractive because they are flexible. Furthermore, the author mentioned that there are two types of interviews in qualitative research, namely, unstructured and semi-structured interviews.

According to Kumar (2014), the advantage of interviews is that the researcher can get as much information as possible. Interviews allow the interviewer to explain and clarify words or questions that the interviewee may not understand. In addition, personal interviews give the population the opportunity to get involved and express their views regarding the topic under consideration (Rubin and Rubin, 2011). However, not all respondents are cooperative, articulate and perceptive. Moreover, interviews require skills and are not neutral tools of data gathering. Furthermore, interviews can be time-consuming, which is a disadvantage.

Interviews with students were conducted in the DUT library in a group discussion room. Interviews were conducted individually, face-to-face, at different times according to the availability of respondents. The respondents were asked questions according to the interview design using the same order of set questions. The researcher assured the respondents that confidentiality would be maintained. The researcher was open with the respondents in order to build trust so that the respondents could provide the desired information. During the interview a tape recorder was used to record responses because the amount of information required was huge and the researcher needed to save time.

3.5.3 Semi-structured interviews

Semi-structured interviews use interview guides that are designed and prepared prior to the interview. Questions that are asked in structured interviews are open-ended.

Furthermore, semi-structured interviews can be individual and face-to-face. Semi-structured interviews allow respondents to express their views freely and they provide comparable and reliable qualitative data (Batmanabane and Kfouni, 2017).

Semi-structured interviews were used to gather information from primary sources, who were the respondents. The researcher had a list of questions that were derived from the research questions to cover the main topics in order for the findings to be valid. This type of interview allowed respondents to respond freely without any limitations.

3.5.4 Design of interview schedule

The first section of the interview schedule (Appendix F) was demographics, which included race, gender, age, marital status, number of dependants, qualifications and employment status. This section assisted the researcher to trace if a certain age group see or understand things differently if they were an older or younger age group, or whether they were a student or lecturer. The second section was based on an objective, namely, the effects of lack of HC on HOSTI brand image. The third section was based on factors that influence the lack of HC in the HOSTI. The fourth section was based on the benefits of HC in the HOSTI. The fifth section was based on perception of the HOSTI.

3.5.5 Qualitative pilot interviews

Hurst *et al. (*2015:56) explain that pilot interviews area process of simulating the formal data collection process on a small scale to identify practical problems with regard to data collection instruments. Furthermore, McDaniel and Gates (2010:232) propose that pilot tests are a screening process involving a trial run with respondents to find mistakes and problems. Pilot tests assist researchers to find misinterpretations, lack of continuity and respondent's reaction to the interview in general. Pretesting is the opportunity to see what questions work well, what questions sound strange, what questions can be eliminated and what needs to be added.

In this process, the researcher first went through the interview questions on their own, with colleagues and friends, took note of problematic words and questions. Thereafter, the interview questions were revised accordingly. The researcher, with the help of friends, family, colleagues and few respondents tested the questions and took notes. The tests were conducted by the researcher face-to-face with the respondents. The reason for face-to-face interviews was to observe the physical reaction in response to the questions. The notes the researcher took paid attention to the respondents' reactions and interest. Lastly, the researcher asked follow-up questions to ensure valid answers were acquired.

3.5.6 Focus group discussions

The qualitative research approach is known to promote descriptions, understanding and analyse the realities through active social relationship (Minayo, 2013). This approach according to the author, addresses various motives, aspirations, beliefs, meaning, opinions, individual perception, attitudes and values of respondents. According to Dall'agnol, Magalhaes, Mano, Olschowsky and Silva (2012:186), the researcher as a researcher tool with the intention to put together information and different topic through discussions between respondents and the researcher uses FGDs. In addition, FGDs encourage relationships between the researchers as well as the respondents. FGDs consist of eight to ten individuals. The primary mandate of FGDs is to access respondents with information in groups (Moloi, Dzvimbo, Potgieter, Wolhuter and Van der Walt, 2010). In conducting FGDs, it is critical that the researcher be mindful of time and location to ensure flexibility and for free-flow of responses to topic from group members (Sekaran and Bouige, 2013). Furthermore, the natural environment is key during FGDs in contrast to individual interview processes. The FGDs according to researcher Einstein (2012), the natural settings play influential role among members similar to individual members influencing others in real life.

In this research, the researcher had ten individuals as group members. During the process, the same set of questions used during the face-to-face interview process was used for FGD's. This the researcher did to discover whether respondents influence other members during the face-to-face interviews. Initially, the researcher in this

research conducted FGDs. This was followed by the face-to-face interviews. Applying FGDs according to the researcher was to access primary data and to collect data from wide-ranging sources (Greeff, 2005). In order to access, enough responses on the research problems, FGDs were conducted with membership of four respondents (refer to table 3.3). Several of FGDs were held in discussion rooms of DUT, Steve Biko Campus. Each focus group session was conducted for 35 to 55 minutes.

In order to ensure maximum responses, the researcher facilitated the entire process (Saunders, Lewis and Thornhill, 2012). In attempt to promote meaningful responses, the researcher arranged focus group members in such a way that members can easily make eye contact (Refsqaard and Magnussen, 2009). Many attempts were made including inducement by researcher to enable group members to share personal experiences, opinions at the same time tried to avoid bias. Most of the questions by the researcher were open-ended to ensure that focus group members participated in highly constructive discussion based on their individual experiences concerning the HC. Brand image and the HOSTI, for clarity responses during the FGDs were recorded as the process progressed. Furthermore, field notes were taken to be used during the data analysis process.

Each session of the FGDs allowed to data saturation, the researcher was not allowed new concepts (Meson, 2010). The final stages of FGDs enable the researcher to pose questions to group members of final thoughts on various issues that emerged during the sessions. Table 3.2 depicts FGDs information at the time of process. The researcher followed exact allocation of timeframe during each session as planned.

Table 3.3: Focus group discussions timeframe

TYPES OF RESPONDENTS	NUMBER OF RESPONDENTS	TIME FRAME FGDS	PLACE/ VENUE	DURATION OF FGDS
Tourism Students (Group A)	10	45 min	DUT Steve Biko library	40 min
Hospitality Students (Group B)	10	45 min	DUT Steve Biko library	55 min
Hospitality Students (Group C)	10	45 min	DUT Steve Biko library	52 min
Tourism Students (Group D)	10	45 min	DUT Steve Biko library	35 min

On the above table, it was observed that the focus group discussion was supposed to take 45 minutes according to the researcher's plan. However, some discussions took longer than expected such as group B (55 minutes) and C (52 minutes) discussion. Furthermore, group A (40 minutes) and D (35 minutes) took less than expected. It was also observed that all discussion groups were held at DUT Steve Biko library.

Focus group interviews can be undertaken in different research settings due to various aims. These include exploratory interviews regarding attitudes on general issues, interviews for analysing competitions, interviews to describe trends (Kuniavsky in Chowdhury and Chowdhury, 2011). Researchers Case (2012) and Morgan (1998) defined a focus group as s type of discussion, which involves six and twelve individuals who are interviewed through a facilitator. According to the authors the aim of focus group interviews is to gather in-depth understanding. In this research the FGDs is aimed to focus on students and lecturers in an academic setting to explore general and specific topic relating to assessing the effects of inadequate HC affecting brand

image of the HOSTI. During the FGDs sessions, all responses were recorded prior to permission from respondents for future analyses. Different related ethical issues were discussed (see section 3.8). FGDs took place in DUT Steve Biko discussion room. One of the main benefits of using the FGDs during this research was that it was quick, very transparent and interactive (Morgan, 2008; Krueger and Casy cited in Case, 2012).

- *Explaining the FG interview process*

Respondents were mainly students from the hospitality and tourism department of the DUT in Durban. The students were selected by means of purposive sampling technique. The FGDs were facilitated by the researcher. To enable the researcher to contextualise responses of respondents, few questions based on literature were posed to students. The questions were in section A to E. Section A indicated the items on demographic information, which focused on 10 questions. Sections B to E were based on various issues relating to the benefits and effects of HC. The remaining questions centred on the factors that influence HC as well as perceptions regarding the HOSTI.

Sections B to E consist of three questions each, a total of twelve items.
The outcomes of the FGDs were outlined into two subsections. These subsections include:
  a. Analysis of demographic data of students and lecturers
  b. The FGDs analysis was based on issues ranging from benefits, factors influencing the HC, the effects and perceptions of the HOSTI. Field notes taken by the researcher as well as audio recordings to validate the thematic analysis processes supported the FGDs. All the respondents were involved in the FGDs (refer to table 3.4.); similar questions were posed to all the respondents. The justification for posing similar questions was to enable the researcher to compare respondent's responses to each question from students. As indicated earlier in the research audio recording were facilitated during the FGDs to make sure that respondents responses to question were captured correctly and analysed.

Table 3.4: Records of respondents in the FGDs

2ⁿᵈStudents	3ʳᵈStudents	4ᵗʰStudents	Postgraduates
10	20	10	0
Total number of students 40			

       Source: Design for the research

3.6   DATA ANALYSIS

Data analysis one of the several research processes. According to Casper and Schindler (2011), analysing research data entails the reduction of data that the researcher collected at the time of the research process. This research is qualitative, thus a deductive approach was utilised to meaningful set of raw data (Frith and Gleeson, 2004). The deductive means of qualitative data is a process that features specific framework (Saunders, Lewis and Thornhill, 2012). The figure below of this section provides an insight of the various steps of deductive data analysis framework regarding the thematic data analysis.

Figure 3.2: Graphic review of the thematic analysis
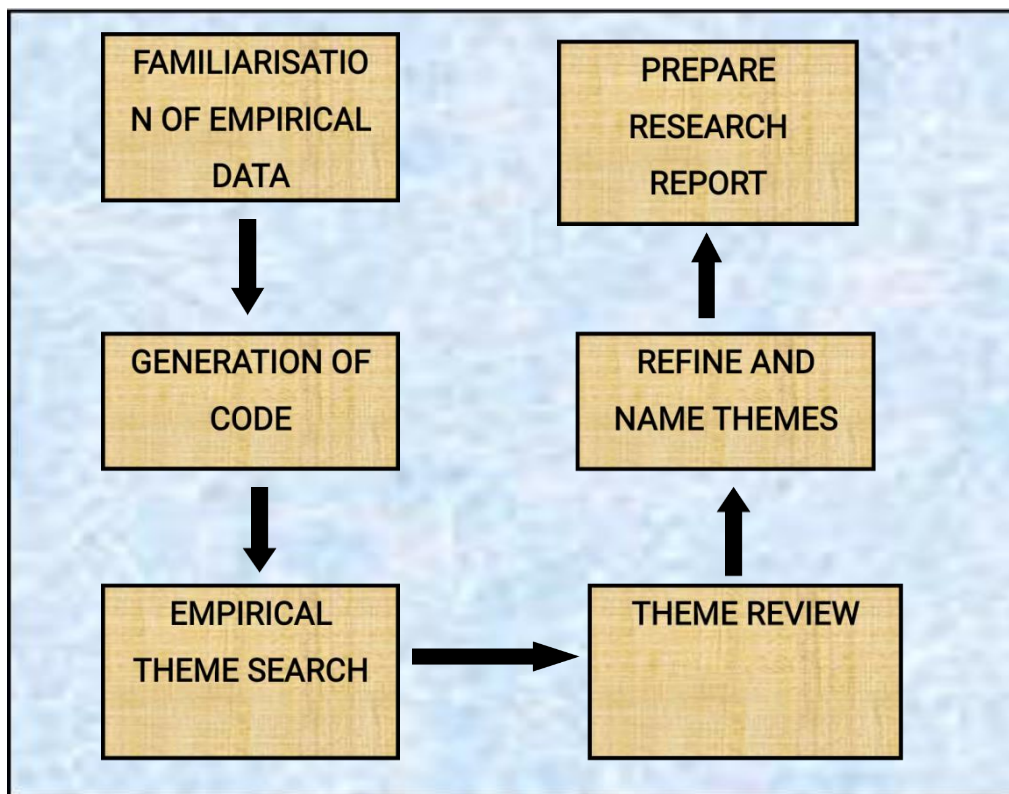
Source: Adapted from Braun and Clarke (2014)

This research applied the thematic framework as a guide to the interview and FGDs process. Empirical data that was gathered went through the thematic process as indicated in figure 3. The thematic process of the data analysis is used to assess words and statements that are not certain or to express individual ideas at the time of a research process (Namey, Guest, Thairu and Johnson, 2008). Themes that emerged through the research procedure are developed and associated with the empirical data (Namey *et al.*, 2008). To derive reliable data from processes as shown in the framework, key issues on HC and brand image were indicated in line with the HOSTI.

In preparation, the codebook as prescribed by the thematic process depends on various literatures as stated in the review chapter. The Exact-code as well as the final codes are ascertained and transferred into Microsoft Excel Spreadsheet. Thereafter, the codes are analysed through qualitative data assisted programme, computer-aided

software. The software programme that is used to assist the programme was CAQDAS, ATCAS.TI.

The codebook entailed most concepts on HC and brand image. One of the primary barriers in developing the codebook was the literature for more themes and identification of themes preceded by loading empirical data. As Creswell (2009) put it in key that the researcher read, well and engage into better transcription in order to assess the appraisal of empirical data. Beside, in thematic processes there are in-depth transcriptions of the interviews process as well as detailed reading by the researcher to generate potential themes.

The next-step is to organise data into themes. A software known as ATLAS.TI was utilised in coding data, organise, compare various codes and sort data as used in qualitative research. The final analysis process emerges specific codes with rightful information in order to make sense of all the research issues. The next and final phase of the thematic framework is the refinement and revision of different categories. Also during the process, the researcher was careful to avoid contradictions as the themes are developed. Next, the rightful quotations are realised in line with the HC and brand image of the HOSTI. The following chapter presents various themes that relate to the research analysis as prescribed in figure 3.2. During the process the research outcomes are compared to the HC as well as the brand image of the HOSTI.

3.6.1 Qualitative data analysis

This research used a framework analysis to make meaning of the raw data (Richie and Spencer, 1994). This research is qualitative, thus the researcher followed the applied policy research method. Being inductive, the framework analysis approach allowed the researcher to utilise *a priori* concepts as well as emergent concepts. Initially, the approach of gathering specific investigative issues was used. The researcher considered this to be justified as the research was qualitative in nature. Thus, all five framework approaches, namely, familiarisation, framework development, coding (indexing), charts and maps were used to interpret the data.

During the early stages, transcriptions of the raw data were prepared in order to extract vital messages and specific quotes. The researcher went through every transcript to make sure all were correct. Thereafter, the researcher developed basic thematic frameworks based on *a priori* issues (see Appendix A). Stage Three of the process allowed for development of the framework that was used in data coding. This stage also enabled specific data to be identified in pieces relating to one another in *a priori* and emergent specific themes in line with the framework. Stage Four centred on coding (using *a priori* themes) in order to establish thematic charts to populate only the key data pieces according to respondents' categories.

Finally, the overall results were summarised in percentages and counts (see Appendix A). This was followed by the process of mapping and interpretations which were focused on patterns, explanations, concepts and data associations. The main focus of the entire process was to identify various data within and outside the *priori* themes. Applying the thematic approach to data analysis enables the researcher to understand various areas as well as to make enough extensions of common trends within and between two groups of research respondents.

3.7   TECHNIQUES TO ENSURE TRUSTWORTHINESS AND CREDIBILITY

According to Billups (2014:1), trustworthiness is considered to be a classic framework that evaluates qualitative research. Trustworthiness represents dependability, credibility, conformability and transferability (Elo *et al.*2014:2). As Stewart and Gapp, Harwood (2017) explain, the qualitative researcher must have an ongoing absorption, interaction and reflection with the collected data. Interpretation and analysis procedures are part of the construction of trustworthiness that stable comparison and chain of evidence establishes. Padgett (2016) explains that credibility of a research study can be achieved by the use of a variety of techniques such as focus group discussions and interviews. Elo *et al.* (2014:8) state that trustworthiness of data collection can be confirmed by providing correct details of sampling and respondents' descriptions.

In this research study, credibility was maintained by using interviews as a tool to collect primary data from hospitality and tourism students as well as lecturers at DUT. In addition, the researcher had discussions with focus groups prior to one-on-one interviews to be able to develop questions to include during one-on-one interviews with respondents. Furthermore, trustworthiness in this research was assured by following this framework: credibility, transferability and conformability. Table 3.3 presents the framework of trustworthiness followed in this research.

Table 3.5: Trustworthiness framework

Qualitative	*Translation*	*Questions*
Transferability	Applicable	Are results applicable to similar settings?
Credibility	Truth	Are results believable?
Conformability	Neutrality	Corroborated through triangulation?

Source: Adapted from Billups (2014:1)

3.7.1 Research conformability and transferability

Transferability refers to "how well the findings fit outside the study situation" (Marshall and Rossman 2014). Bwalya (2017:51) argues that a good research study should develop ideas and findings or results that can be applied generally. Richness and depth of information is necessary in order to ensure that the findings are transferable and are relevant when used in other contexts, situations and with other respondents (Houghton *et al.* 2013).

Anney (2014) states that conformability refers to the steps a researcher takes to show that findings come from data collected and not from their own perceptions. According to Bwalya (2017:51), conformability of the research is ensured by providing a detailed record of the process of research. Confirmability can be achieved if truth value, applicability and consistency are addressed (Noble and Smith 2015:3).

3.8 RESEARCH ETHICS

"A research has ethical dimensions that require the researcher to maintain both moral and professional obligations to be guided by ethics even when the respondents are unaware of the ethics" (Neuman 2011:33). The objective of ethics in research is to guarantee the protection of respondents from any harm caused by the research (Marshall and Rossman 2014:73).

In general, ethical compliance was made possible by the researcher obtaining consent from the respondents. The researcher stated in clear terms what the purpose of the study was, and informed respondents that the study was voluntarily. Furthermore, the study was designed in terms of ethical issues in line with researchers (Walford, 2005). According to Walford (2005), all respondents must be aware that they are free to withdraw from the study at any given time without explanation. In line with this, the respondents were also informed prior to recording their responses during the interview processes. Furthermore, an ethical clearance was received from the DUT ethics committee before data was collected. This was to make sure that the researcher takes ethical concerns into account. The researcher followed moral principles set by DUT governing human and organisational ethics.

3.9 CONFIDENTIALITY OF THE RESEARCH PROCESS

Confidentiality is defined as information of respondents that needs to be protected or that is not supposed to be disclosed. Respondents' information can be protected by the use of locked cabinet, signed confidentiality statements and coded files. Anonymity, as explained by Sekaran and Bouige (2013:153), is the exclusion of any information that can identify the respondents during interpretation or report of the findings of the research.

Confidentiality and anonymity of this research was discussed with respondents, and they were guaranteed that their names and personal details would not be published. Numbers and letters only were used to identify respondents. During interviews names and personal details were not recorded. Furthermore, confidentiality and anonymity

was assured by not linking respondent's identities with their responses. As a result, respondents could be open and share their true feelings and opinions.

3.10 CONCLUSION

This chapter provided full details on the research methodology employed in this research study. The objectives of the research were used to guide the decisions in methodology of this research. The approach of this research, which is qualitative approach, was fully discussed. This highlighted the research design, steps and instruments used to conduct and gather the research data. In addition, this chapter explained the target population, sample method, data collection and analysis, trustworthiness and ethics of this research. The design and administration of the measuring instrument was fully discussed. The following chapter, Chapter 4,will the present research findings from the data collection.

CHAPTER 4: DATA ANALYSIS AND PRESENTATION OF RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter discusses the research analysis and present the findings in two phases. The face-to-face interview findings are discussed first followed by the focus group discussions (FGDs). The face-to-face interviews involved 61 students and lecturers while the FGDs involved forty (N=40) students in four groups of 10 students in each group. The groups were categorised as group A, B, C and D.

This empirical research sought to assess the effects of inadequate HC on brand image of HOSTI. The chapter is designed to address questions such as: What are the effects of lack of HC on brand image of HOSTI? What are the factors that influence lack of HC in the HOSTI? What are the benefits of HC? What are the perceptions of DUT students and lecturers about the brand image of the HOSTI?

Being qualitative research, a thematic technique was utilised to analyse face-to-face interviews as well as FGDs. Themes and sub-themes were developed during the process. These themes were considered in relation to the theories and other broad issues around the research problems. The data analysis focused on vital indicators such as the effects of lack of HC, recruitment process factors that influence lack of HC, undesirable attributes, the benefits of HC, and perceptions regarding the HOSTI.

All the face-to-face interviews and FGDs took place within the premises of the DUT. Each interview lasted for about 10 to 15 minutes and FGDs lasted for 35 to 55 minutes. However, in some cases the interviews and FGDs lasted longer due to the researcher using probing questions for clarity. The face-to-face interviews and FGDs were transcribed. From these transcripts, various themes emerged including the factors that influence lack of HC, benefits of HC, the perceptions of DUT students about the brand image and other information as identified.

The research outcomes have been outlined using descriptive statistics on various themes including demographic characteristics. To ensure coherence and to limit repetition, face-to-face interviews and FGDs on similar themes were conducted by the researcher.

4.2   RECAP OF THE RESEARCH OBJECTIVES

The following are the research objectives of this research. These objectives were discussed in Chapter 2 (literature review). An extensive theoretical account of these aspects was covered.

- To investigate the effects of lack of HC on brand image of the hospitality industry.
- To identify the factors that influence lack of HC on the brand image of the hospitality industry.
- To ascertain the benefits of HC.
- To analyse the students' and lecturers' perception of the brand image of the hospitality industry

4.3   THEMATIC ANALYSIS

Throughout history, thematic analysis is viewed as the most appropriate analysis to interpret any form of scientific data (Alhojailan, 2012). According to Braun and Clarke (2006), thematic analysis is a scientific tool that identifies analyses and reports patterns across research data. It provides linkages of different concepts and respondents responses and opinions collected at various time during the course of empirical study. In applying the thematic tool, the processes of induction and deduction are applied. This means the researcher moves back and forth looking for new data and concepts in order to create themes (induction) and looking for verification of themes (deduction). The processes of thematic analysis is time consuming and very laborious. However, it allows the researcher to discover fresh definitions (Neville, 2007).The deductive technique provides the researcher with a systematic approach to assess respondents' ideas (Neville, 2007). Table 4.1 depicts several approaches that

have been followed and how each question was analysed after the face-to-face interviews and FGDs were conducted.

Table 4.1: Summary of questions: sources, analysis and approaches

RESEARCH QUESTIONS	SOURCE OF DATA	APPROACHES TODATA ANALYSIS
Do you think the problem of lack of educated personnel exists?	Interviews and FGDs	Thematic analysis
How do shortage of qualified and the right people in the industry affect the image of the industry?	Interviews and FGDs	Thematic analysis
What do you like and do not like about this industry?	Interviews and FGDs	Thematic analysis
Would you leave the hospitality / tourism industry for any other industry?	Interviews and FGDs	Thematic analysis
If you were given an opportunity to change something in this industry, what would it be and why?	Interviews and FGDs	Thematic analysis
What do you think organisations achieve from good human capital/ employing the right people?	Interviews and FGDs	Thematic analysis
What do you think organisations are missing during lack of human capital?	Interviews and FGDs	Thematic analysis
What attracted you to this industry?	Interviews and FGDs	Thematic analysis
What does your family and friends think about your career choice?	Interviews and FGDs	Thematic analysis
Where do you see yourself in this industry in the next 5 to 10 years?	Interviews and FGDs	Thematic analysis

4.4 CHARACTERISTICS OF THE RESEARCH RESPONDENTS

In total, the researcher utilised 101 students and lecturers during the empirical research processes, with 61 respondents consisting of students and lecturers being involved in the face-to-face interviews, and 40 selected students from 2nd to 4th year as well as postgraduates across the hospitality and tourism department at DUT being involved in the FGDs. The final response rate was 84%. This response rate was possible due to the cordial relationship as well as the proper planning the researcher adopted at the early stages, which involved the students and the lecturers. Respondents were eager to provide the necessary data on time and provided accurate answers to the questions in the interview schedule. Regarding demographic information during these research processes, similar research results were obtained during the face-to-face as indicated in Section 4.6.There were similar research outcomes arising from both face-to-face interviews and FGDs. This implies that all the results except the verbatim discussions in both the face-to-face interviews and FGDs differ.

4.5 RELIABILITY

According to Sekaran and Bougie (2013:228), reliability indicates the extent to which the measure is free of errors. The authors further explained that reliability of a measure is a sign that the measure is consistent and stable whereby the instrument will measure the concept and it will calculate how good the measure is. Howell *et al.* (2012:1) indicate that reliability is the extent to which any test, research, experiment or any other measuring tool produces the same results. This is significant, as the research undertook a sample which represented the population that frequented the DUT hospitality and tourism department.

4.6 DEMOGRAPHIC INFORMATION OF FACE-TO-FACE INTERVIEW RESPONDENTS

The demographic information is shown in descriptive format. Interpretations of the research outcomes are displayed in pie and bar charts to assist the analysis of data.

The demographic information includes gender, age group, racial group, marital status, field of study, study type, qualifications and employment status. In total 61 students and lecturers participated in face-to-face interviews. Out of that total, 52.5% were females 48% males. The results indicated more females participated in the research than males.

4.6.1 Gender

Figure 4.1 illustrates the gender of respondents. The purpose of this item was to determine how many respondents were males and how many were females.

Figure 4.1: Gender of respondents
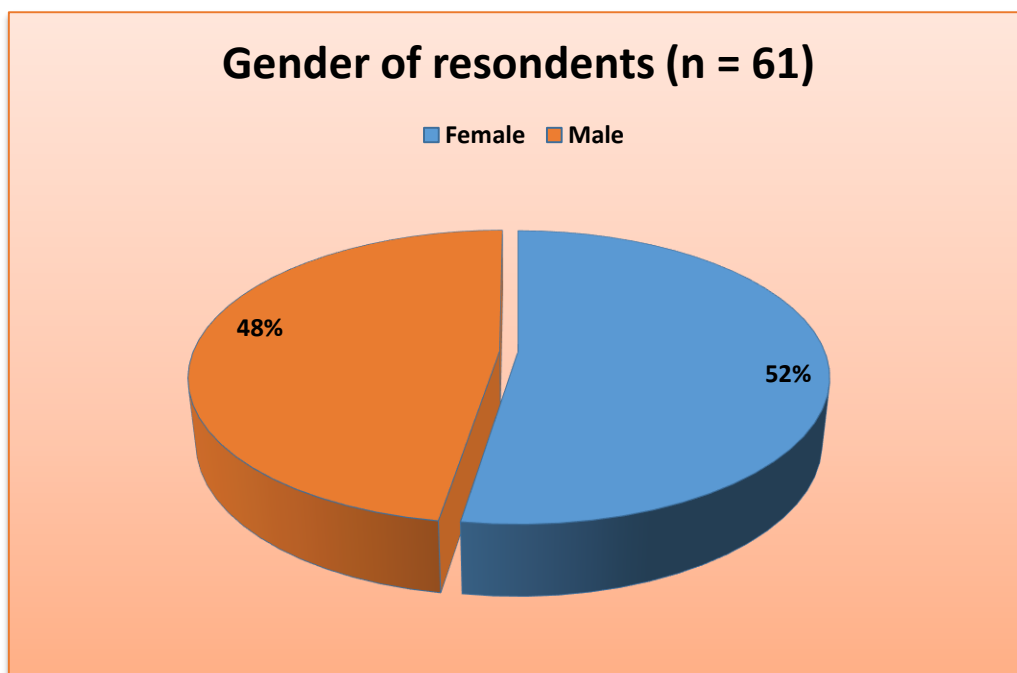
Figure 4.1shows that most respondents in the research were females (52.0%), compared to males (48.0%).

4.6.2 Age groups

Figure 4.2 presents age groups of respondents. Age group might influence the level of maturity and thinking or analysing situations. The age group also influences career choices.

Figure 4.2: Age groups
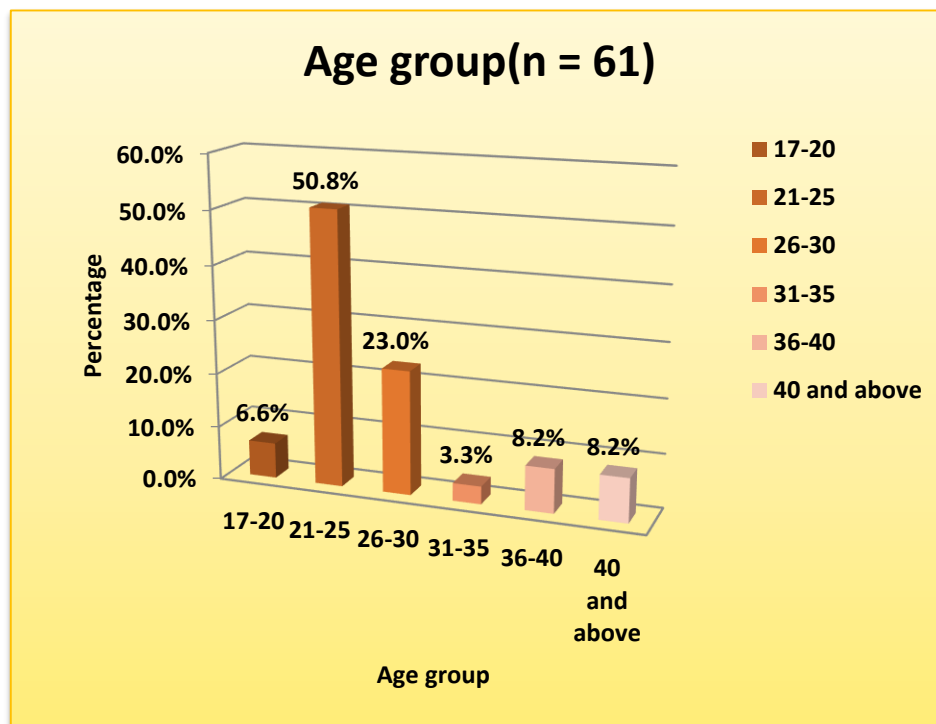
Figure 4.2 shows that age groups ranged from 17-20 (the youngest) to 40 years and above (the oldest). Most respondents were in the age group of 21-25 years (50.8%). The age group 31-35 (3.3%) was the smallest group.

4.6.3 Racial groups

Figure 4.3 represents the results of racial groups that participated in this research. The race of respondents might affect their perceptions of the HOSTI.

Figure 4.3: Racial groups
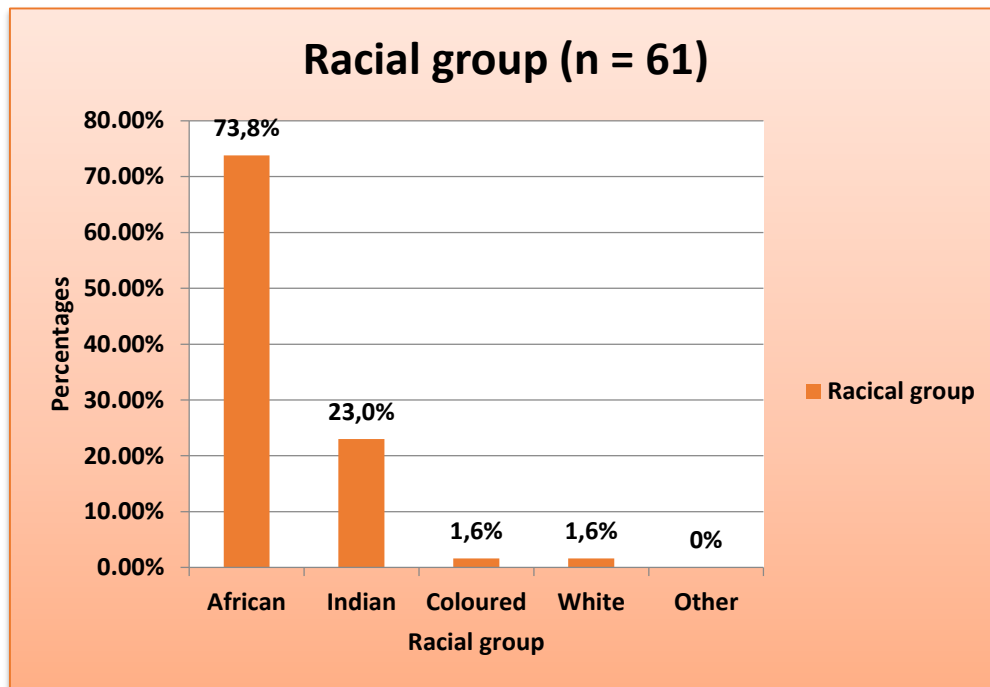
Figure 4.3 shows that all racial groups o represented in the sample. The largest portion of respondents was Africans (73.8%). This was followed by Indian (23.0%), with coloured and white respondents being 1.6% each.

4.6.4 Marital status

Figure 4.4 represents the marital status of respondents. Having personal commitments can influence decision-making when it comes to choosing a type of job or career.

Figure 4.4: Marital status
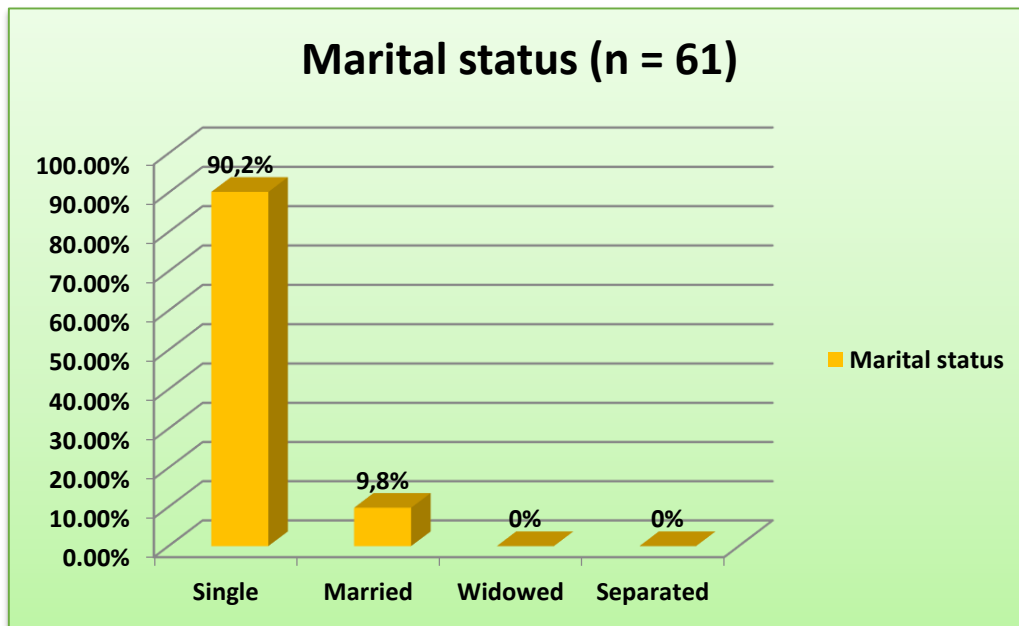
Figure 4.4 shows that the marital status ranged from single to separate. Most of the respondents were single (90.2%). Only (9.8%) were married. Opinions of respondents may be affected due to their marital status. Marital status of individuals may influence decision-making and type of employment opportunities selected.

4.6.5 Biological dependents

Figure 4.5 presents the biological child dependents of respondents. Having responsibility influences decisions regarding choice of career as well as the type of job one settles for.

Figure 4.5: Biological child dependents
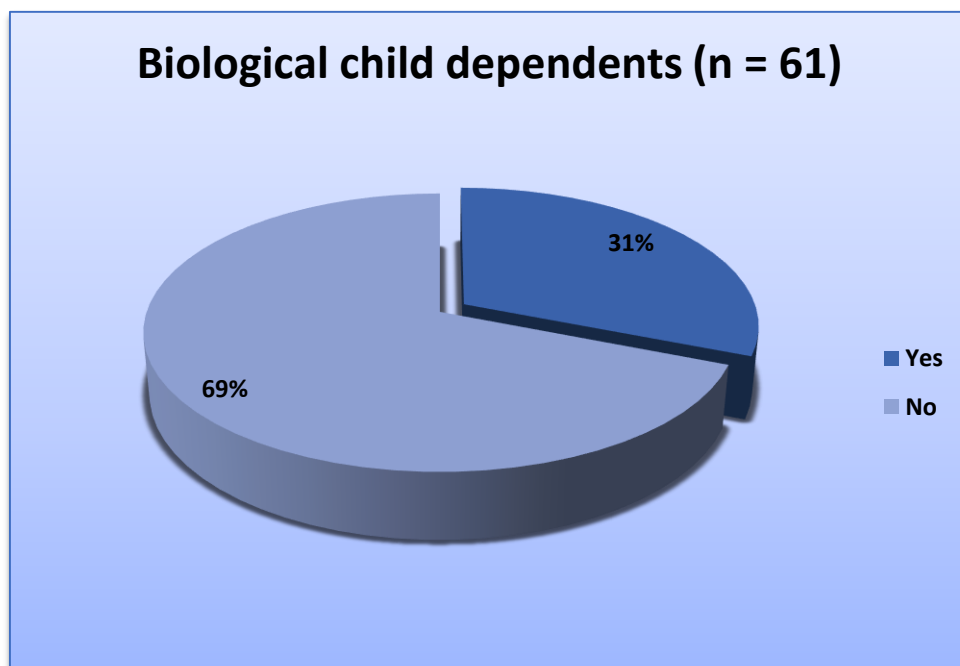
Figure 4.5 show that the majority of respondents (69.0%) had no children compared to 31.0%who did have children.

4.6.6 Field of study

Figure 4.6 shows the fields of study of respondents which can influence their responses.

Figure 4.6: Field of study

Field of study (N = 61)

Tourism
31,1%
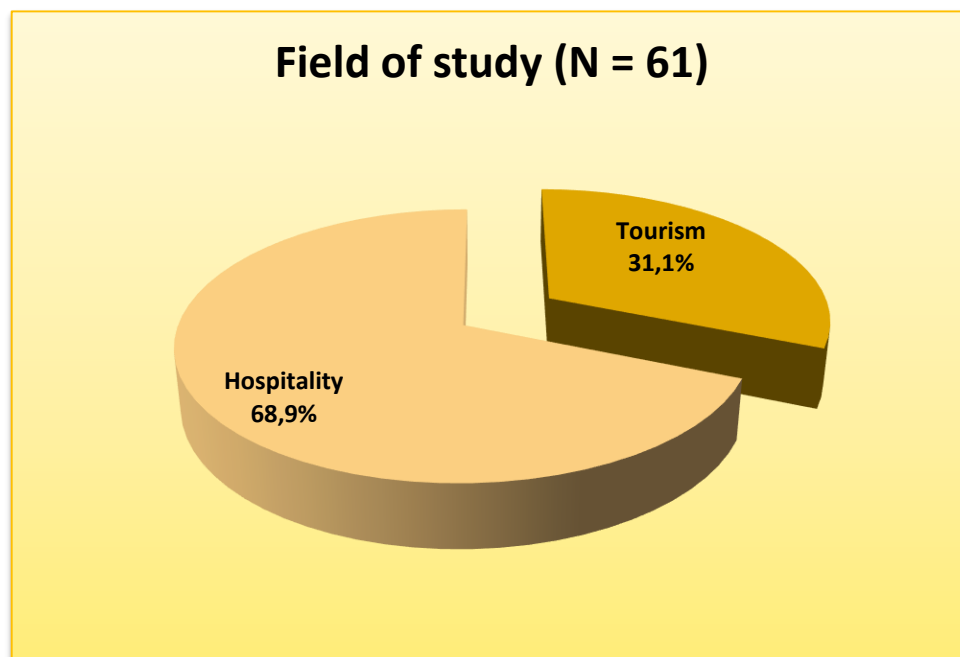
Hospitality
68,9%

This data was included to determine whether sub-sections of HOSTI influence respondents' decisions. It is evident from Figure 4.6 that the majority (68.9%) of respondents were studying courses in hospitality, while the remaining 31.1% were studying tourism.

4.6.7 Type of study

Figure 4.7 illustrates respondents' type of study of respondents.

Figure 4.7: Type of study
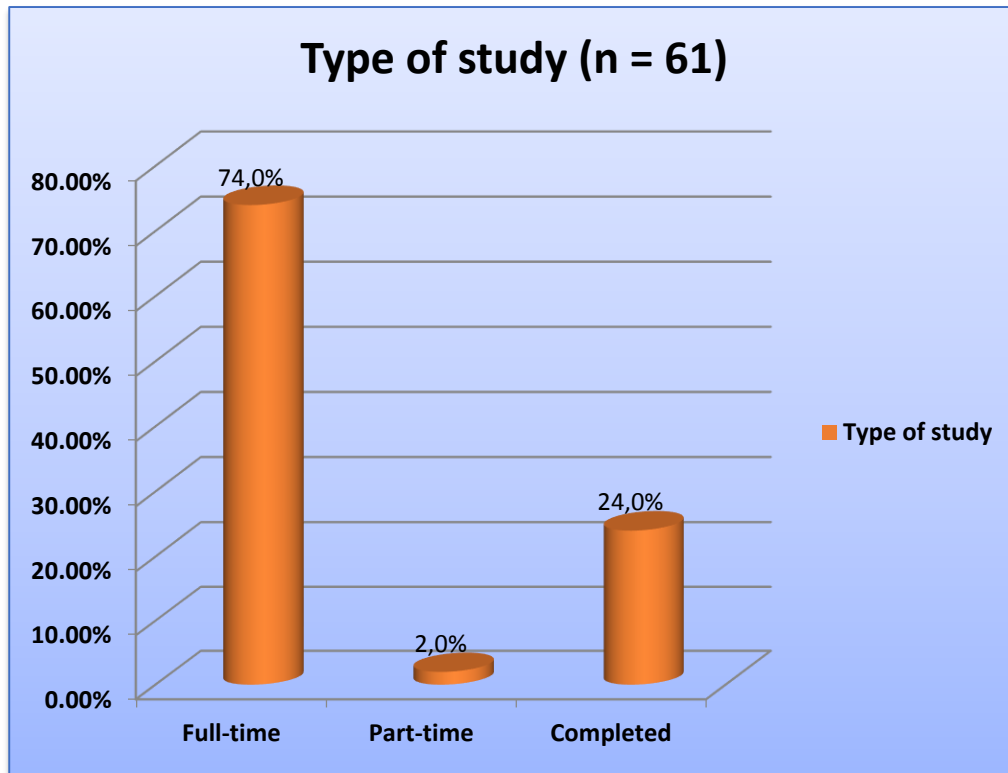
Figure 4.7 indicates that most respondents (74.0%) were registered as full-time students while only 2.0% were part-time students, the remaining 24.0% were in their final year at the time of the research.

4.6.8 Respondents years of study

Table 4.8 illustrates the level or year of study of respondents.

Figure 4.8: Year of study
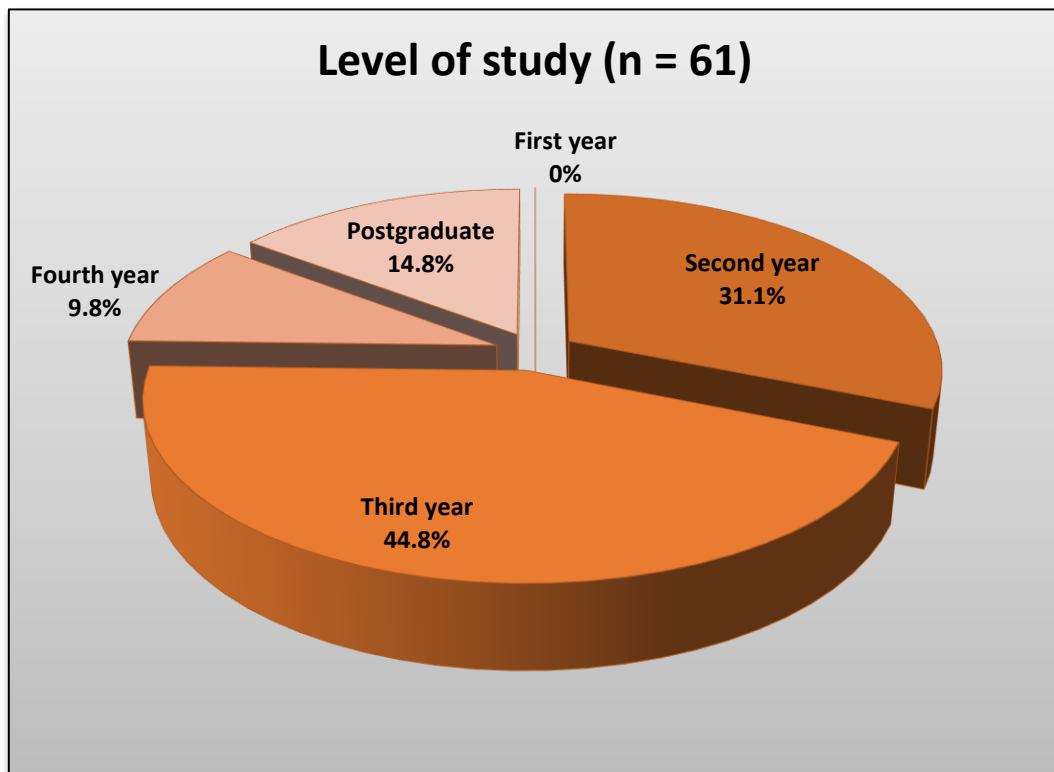
Figure 4.8 indicates that most (44.3%) respondents were in their third year, with 31.1%in second year, 9.8% in fourth year and 14.8% were postgraduate students. No first-year students participated in the research.

4.6.9 Other qualifications

Figure 4.9 illustrates whether respondents have other qualifications or not.

Figure 4.9: Respondents other qualifications
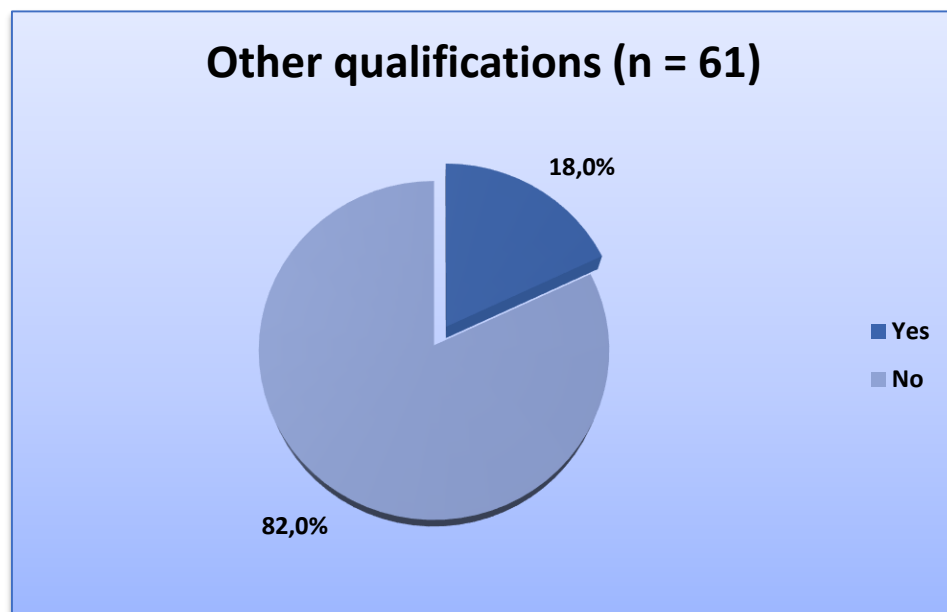
Figure 4.9 showed that the majority (82.0%) of respondents had no other qualifications while 18.0%did have other qualifications. Previous qualifications of respondents can assist in determining respondents' perceptions of HOSTI and other industries.

4.6.10 Employment status

Figure 4.10 illustrates the employment status of respondents.

Figure 4.10: Employment status
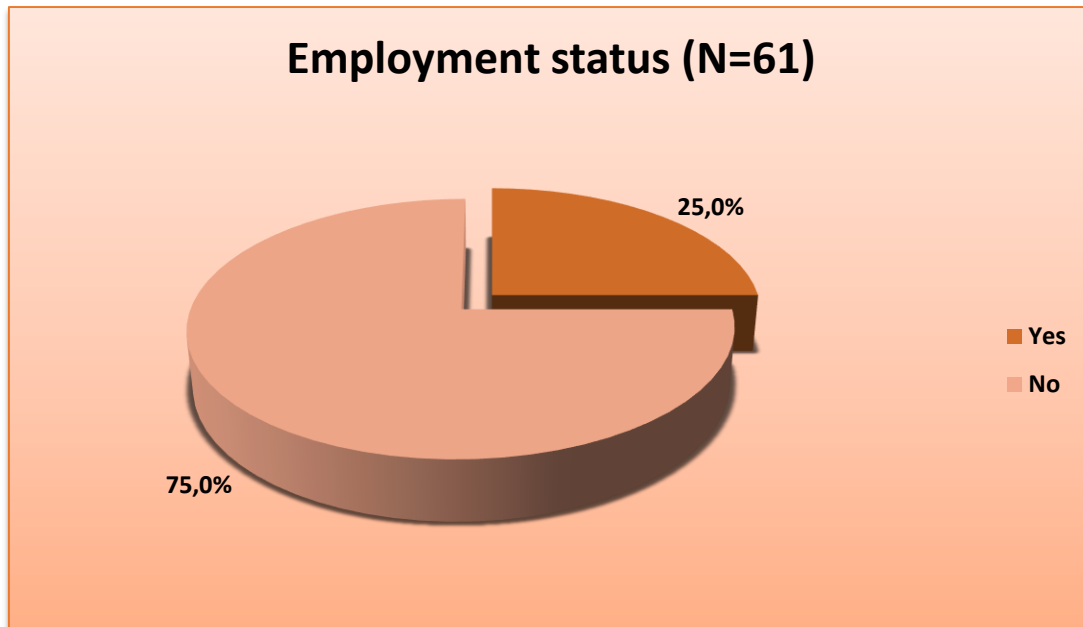
Figure 4.10 indicates that the majority (75.0%) of respondents were unemployed, with only 25.0%being employed. The status of employment influenced decision-making of respondents.

4.7   SECTION A: FINDINGS OF INDIVIDUAL INTERVIEWS

4.7.1   The effect of lack of human capital

Effects of HC will be discussed in this section.

4.7.1.1 Opinion on lack of educated personnel

Figure 4.11 illustrates the answers to the question regarding whether there is a problem of lack of educated personnel. Respondents' reasons for their answers are presented in Table 4.2.

Figure 4.11: Opinions regarding the problem of lack of educated personnel
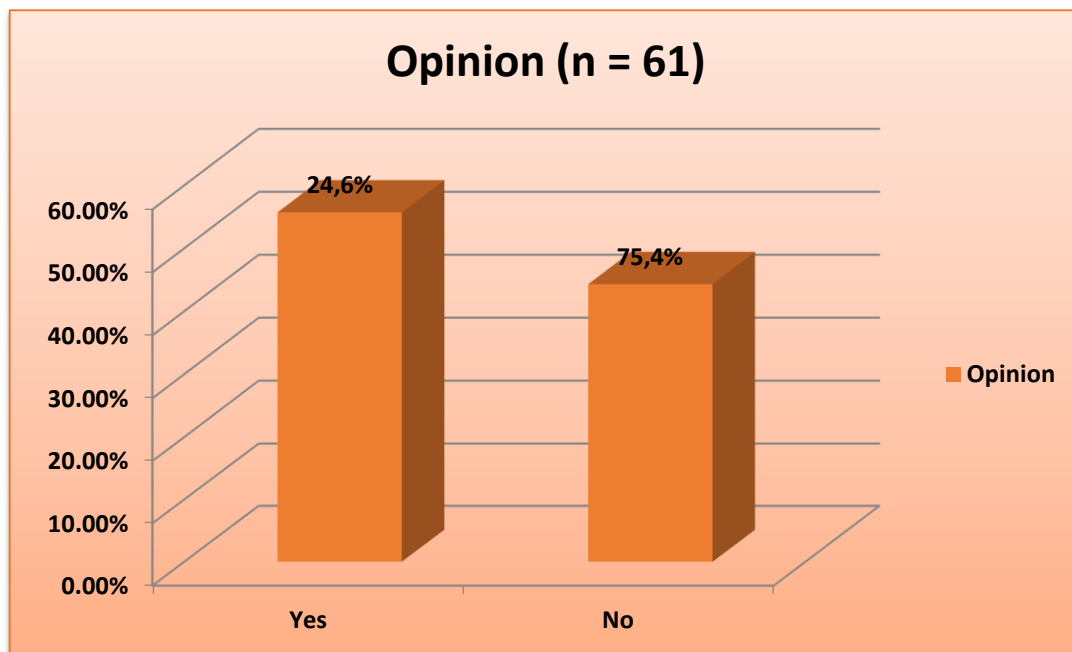
Figure 4.11shows that the majority (75.4%) of respondents indicated that there is a problem regarding lack of educated personnel, while 24.6% indicated that there is no problem regarding lack of educated personnel.

Table 4.2: Reasons why there is a lack of educated personnel in the industry

Reasons	N	%
Employees unable to speak English	1	1.6
Experience considered	3	4.8
High salaries avoided	3	4.9
Lack of jobs	5	8.2
Managers not qualified	2	3.2
Nepotism	2	3.3
Not qualified	19	31.1
Not experienced the problem	2	3.3
Old employees and not qualified	2	3.2
Perception that tourism is not professional	1	1.6
Personal experience	9	14.8
Qualified employees	7	11.5
Qualified people are unemployable	1	1.6
Unprofessionalism	1	1.6
Unaware	2	3.2
Total	61	100.0

Table 4.2 presents the reasons for respondents' opinions regarding lack of educated personnel in the HOSTI sector. Most respondents (31.1%) indicated that employees had no qualifications. Moreover, 14.8%cited personal experience and 11.5% mentioned lack of jobs. Other reasons cited included being unable to speak English, industry does not consider qualifications but experience, employers avoid paying high salaries to qualified personnel, and most managers in the industry have no qualifications. Nepotism was also cited as one of the reasons for lack of qualifications.

4.7.1.2 Recruitment process

Table 4.3 presents the perceptions of respondents regarding the recruitment process of the industry.

Table 4.3: Recruitment process

Recruitment process	N	%
Advertisements, skills, qualifications and experience	5	11.8
Applications, CV and interviews	3	5.1
Corruption	5	8.3
Experienced employees	5	8.3
Internal recruitment	3	5.0
Internet	2	3.3
Interviews and internal recruitment	4	5.1
Nepotism	2	3.3
Not sure of the process	2	3.3
Personal background and qualifications	1	1.7
Personality, qualifications, experience and skills	7	11.8
Proper HR procedures	3	5.0
Experience	11	18.3
References	2	3.3
Skills	4	6.7
Through DUT	2	3.3
Total	61	100.0

Table 4.3 shows that most respondents indicated that recruitment is based on the following attributes: personality, qualifications, experience and skills (11.8%); corruption (8.3%); skills (6.7%); and internal recruitment (5.1%). Other responses included: advertisements, curriculum vitae, interviews, references, internet, internal recruitment and nepotism.

Other respondents (6.6%) were not sure about the process used, as they had no experience of looking for jobs because DUT had helped them find jobs through in-service training. Respondents further explained that personality and skills are the main attributes wanted by the industry when looking for employees. Only 5.0% of

respondents mentioned that proper HR procedures are followed by the industry when they hire people.

4.7.1.3 Effects of shortages of qualified people in the hospitality and tourism industry

Figure 4.12 illustrates how the shortage of qualified people in the industry affects the brand image of the HOSTI.

Figure 4.12: Effects of shortages of qualified people in the hospitality and tourism industry
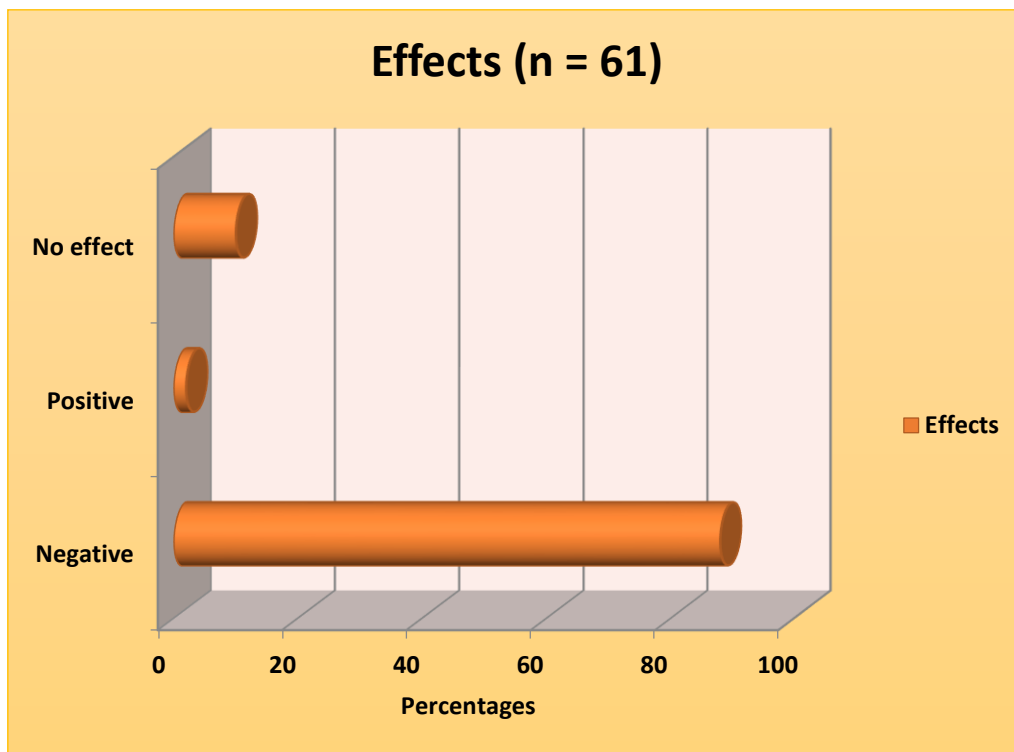
Figure 4.12shows that the majority (88.0%) of respondents indicated that the shortage of qualified people in the HOSTI has a negative effect on the image of the industry, while 10.0% indicated that there is no effect and 2.0% mentioned that it has a positive effect on the brand image.

4.7.2 Factors that influence lack of HC

This section focuses on the factors that influence the lack of HC.

4.7.2.1 What respondents like about the hospitality and tourism industry

Table 4.4 highlights those elements that respondents like about the HOSTI.

Table 4.4: What respondents like about the hospitality and tourism industry

WHAT RESPONDENTS LIKE	N	%
Accommodation	2	4.9
Cooking and travelling	1	1.6
Diversity	1	1.6
Entertainment	5	8.2
Everything	6	9.8
Financial returns	1	1.6
Food	1	1.6
Food and different cultures	2	3.3
Hotel management	1	1.6
Individuality	2	3.3
Meeting people	11	18.0
Meeting people and travelling	7	11.5
New opportunities	3	4.9
Service	3	4.9
Skills	5	8.2
Travelling	8	13.1
Travelling and opportunities	1	1.6
Total	61	100.0

Respondents were asked what they like about the HOSTI and why are they committed to the industry. The largest number of respondents answered meeting people (18.0%)

followed by travelling (13.1%), meeting people and travelling (11.5%), and entertainment (8.2%).

4.7.2.2 What respondents did not like about the hospitality and tourism industry

Table 4.5 illustrates what respondents do not like about the HOSTI. In addition, the question sought to identify reasons why people are unable to see the HOSTI as a lifelong career.

Table 4.5: What respondents do not like about the hospitality and tourism industry

WHAT RESPONDENTS DO NOT LIKE	N	%
Crime	3	4.9
Food preparation	1	1.6
Kitchen duties	1	1.6
Lack of appreciation	1	6.9
Lack of family time	8	13.1
Lack of holidays	3	4.9
Lack of promotions, long working hours and lack of family time.	1	1.6
Long working hours	14	23.0
Long working hours and lack of holiday	1	1.6
Long working hours and poor remuneration	4	6.6
Long working hours and uniform	1	1.6
Long working hours, begging for promotions and racism	1	1.6
Night shifts	1	1.6
None	4	6.6
Poor remuneration and long working hours	1	3.2
Poor remuneration and lack of holiday	1	1.6
Promotion takes long	1	1.6
Rude clients	2	3.2
Too much work and long working hours	8	13.1
Total	61	100.0

Table 4.5 indicates that most respondents did not like the following attributes about the industry: long working hours (23.0%), lack of family time (13.1%), too much work (11.5%) and long working hours and poor remuneration (6.6%). Other aspects that respondents did not like the following: crime, food preparation, kitchen duties, lack of appreciation, lack of holidays, promotion takes long, lack of promotions, long working hours, lack of family time, poor remuneration.

4.7.2.3 Change of the hospitality and tourism industry in the future

Figure 4.13 illustrates the answers to the question of whether respondents would leave the HOSTI for any other industry.

Figure 4.13: Would you leave the hospitality / tourism industry for any other industry?
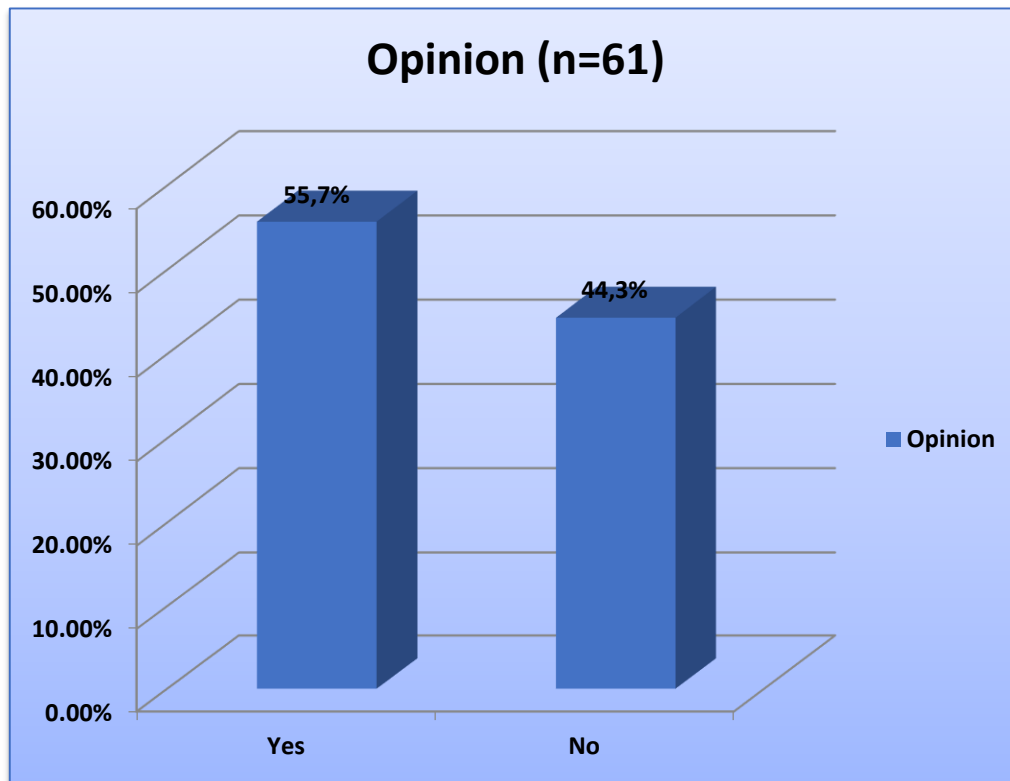
Figure 4.13 shows that the majority of the respondents (55.7%) would not leave the HOSTI, while the rest of the respondents (44.3%) indicated that they would leave the industry.

4.7.2.4 Reasons for leaving and not leaving the hospitality/tourism industry for any other industry

Tables 4.6 and 4.7 identify the reasons why respondents would leave or not leave the HOSTI for any other industry.

Table 4.6: Reasons for not leaving the hospitality and tourism industry

Reasons for not leaving	N	%
Entertainment	2	5.9
To have professional growth in the industry	1	2.9
Intervention by Department of Labour(not applicable)	1	2.9
Job security	1	2.9
Love cooking	11	32.4
Love food	1	2.9
Love travelling	1	2.9
Passionate about the industry	13	38.2
Planning to be self employed	1	2.9
Short courses	1	2.9
Trust and love	1	2.9
Total	34	100.0

Table 4.6 shows that the main reasons given by the respondents for not leaving the HOSTI for any other industry are as follows: respondents are passionate about the industry (38.2%), and love cooking (32.4%). Other reasons put forward were: entertainment in the industry, to have professional growth in the industry, job security, the love of food and travelling.

Table 4.7: Reasons for leaving the hospitality and tourism industry for any other industry.

Reasons for leaving	N	%
Better opportunities	10	37.0
Better remuneration	1	3.7
Change in career path	1	3.7
Education is challenging	1	3.7
Employment is scarce	2	7.4
Lack of family time	2	7.4
Less demands in other industries	1	3.7
Long working hours and poor remuneration	1	3.7
Not interested in the industry	2	7.4
Professional growth	1	3.7
Too much work	4	14.8
Unprofessional managers	1	3.7
Total	27	100.0

Table 4.7 shows that the main reasons given by the respondents for leaving hospitality/tourism industry for any other industry are as follows: better opportunities (37.0%) and too much work (14.8%). Other reasons included: better remuneration, change in career path, education is challenging, employment is scarce, lack of family time, less demands in other industries, long working hours and poor remuneration, not interested in the industry, professional growth and unprofessional managers.

4.7.2.5 Intended changes in the hospitality and tourism industry

Table 4.8 illustrates the changes that respondents would make in the hospitality and tourism industry if they were given the opportunity to do so.

Table 4.8: Intended changes within the hospitality and tourism industry

Changes	N	%
Availability of opportunities	2	3.3
Commitment of employees	2	3.2
Corrupt practices and required qualifications for employment	1	1.6
Employee mind-set	2	3.2
Encourage entrepreneurship by students	2	3.2
Industry's image	2	3.3
Management	2	3.3
Mind-set of students	2	3.2
More qualified managers	1	1.6
New trends	1	1.6
None	4	6.6
People's attitude	3	4.8
Racial issues	1	1.6
Recruitment process	2	3.3
Required qualifications for employment	10	16.4
Required qualifications for employment and remuneration	2	3.3
Required qualifications for employment and working hours	2	3.3
Working hours	18	29.5
Working hours and remuneration	1	1.6
Working hours, holiday days and remuneration	1	1.6
Total	61	100.0

From Table 4.8 it can be observed that the most common changes proposed were: required qualifications for employment (16.4%) and working hours (29.5%).Other changes proposed included: availability of opportunities, commitment of employees, corrupt practices, required qualifications for employment, and employee mind-set.

Respondents further mentioned that they would encourage entrepreneurship by students, industry's image, management, mind-set of students, more qualified managers as well as new trends. Moreover, respondents showed that they would change people's attitude, racial issues, recruitment process, required qualifications for employment and remuneration.

Table 4.9 presents the reasons why respondents would want to make the changes in the hospitality and tourism industry.

Table 4.9: Reasons for the intended changes in the hospitality and tourism industry

Reasons for the changes	N	%
Create opportunities for immigrants	3	4.8
Current status quo is fine	1	1.6
Development of new subjections	2	3.2
Expansion of industry	3	4.8
Fairness by managers	1	1.6
High cost of living	1	1.6
Improve people's interest in the industry	2	3.3
Improve professionalism	1	1.6
Improvement of creativity	1	1.6
Improvement of efficiency	3	4.9
Job creation for graduates	3	4.9
Love everything	1	1.6
More exposure of brand	1	1.6
More family time	5	8.2
Need for hardworking	1	1.6
Need for income to support families	1	1.6
Need for management with high morals and ethics	1	1.6
Need for qualified personnel	5	8.2
Payment of overtime	1	1.6
Promotion of fair recruitment	2	3.2
Quality services	1	1.6
Reduction in exhaustion	13	21.3
Reduction in exploitation	1	1.6
Reduction in training costs	2	3.3
Retention of qualified staff	1	1.6
Support for small businesses	3	4.8
Uncertain	1	1.6
Total	61	100.

Table 4.9 shows that the main reasons for the intended changes in the hospitality and tourism industry are:

- To reduce exhaustion of employees (21.3%)
- To allow employees to have more time with their families (8.2%)
- Need for qualified personnel (8.2%)

The rest of the respondents indicated the following reasons for the intended changes: better service and strategies, cost of education, create opportunities for immigrants, creation of day shifts, current status quo is fine, development of new subjections, expansion of industry, fairness by managers, high cost of living and improve people's interest in the industry.

4.7.3   Benefits of HC within the hospitality and tourism industry

This section of the research analyses the data collected to determine HC benefits in the HOSTI.

4.7.3.1 Employees with good HC needs

Table 4.10 presents the benefits of having good HC and employing the right people in the hospitality and tourism industry.

Table 4.10: Benefits of employing the right people

Benefits	N	%
Achievement of goals	1	1.6
Attraction of investment	1	1.6
Best personnel	1	1.6
Best and professional employees	1	1.6
Business survival	1	1.6
Committed employees	1	1.6
Creativity	3	4.9
Creativity and time is saved	1	1.6
Creativity and more customers	1	1.6
Creativity, quality service and less complaints	1	1.6
Customer satisfaction, quality service and good brand image	1	1.6
Customer satisfaction	1	1.6
Dedicated employees	1	1.6
Disciplined employees	1	1.6
Employees willingness to learn	1	1.6
Good image	1	1.6
Good management, quality service and committed employees	1	1.6
Good management and new ideas	1	1.6
Growth	1	1.6
Growth and revenue	2	3.3
Growth, creativity and quality service	1	1.6
Increase in revenue	1	1.6
Limited in-service training, new ideas and quality service	1	1.6
More revenue	2	3.3
New ideas and achievement of goals	2	3.3
New ideas and more revenue	1	1.6
New ideas and respect	1	1.6
New skills	1	1.6

New skills and ideas	1	1.6
No need for extra training	1	1.6
Positive brand image	1	1.6
Positive image and more revenue	1	1.6
Prepared employees	1	1.6
Professional employees	1	1.6
Quality service	14	23.0
Quality service and knowledge	1	1.6
Quality service and revenue	1	1.6
Reduction in costs	1	1.6
Reputation and image	1	1.6
Skills and professionalism	1	1.6
Time management and respectful employees	1	1.6
Understanding of long working hours	1	1.6
Well trained staff	1	1.6
Total	61	100.0

From Table 4.10 it is evident that the majority of the respondents identified quality service (23%) as the main benefit of having good HC and employing the right people in the industry. The rest of the respondents indicated benefits such as achievement of goals, attraction of investment, best personnel, best and professional employees, creativity and time is saved, customer satisfaction, quality service and good brand image, growth, creativity and quality service, new ideas and respect, positive image and more revenue, quality service and knowledge, as well as many more conveyed in Table 4.10.

This findings confirm a similar study which indicate that the hospitality industry need to employ skilled and qualified individuals in order to gain competitive advantage across the industry (Ozgit and Caglar, 2015).

4.7.3.2 Disadvantages of lack of HC in hospitality and tourism industry

Table 4.11 identifies the disadvantages of not having HC in place.

Table 4.11: Disadvantages of lack of HC in hospitality and tourism industry

Disadvantages	N	%
Business growth	3	4.8
Committed employees	6	9.8
Creativity	5	8.2
Customers and reputation	2	3.2
Customers and revenue	1	1.6
Development, new skills and new ideas	1	1.6
Efficiency	1	1.6
Good management	1	1.6
Innovation and development	3	4.8
Knowledge	4	6.6
New ideas	2	3.3
Positive brand image	2	3.3
Professional employees	4	6.6
Qualified and skilled employees	1	1.6
Quality service	15	24.6
Revenue	3	4.9
Skills	4	6.6
Skills professional employees and knowledge	1	1.6
Time and revenue	1	1.6
Well trained employees	1	1.6
Total	61	100.0

From Table 4.11, the researcher observed that respondents identified the following main disadvantages of lack of HC in the hospitality and tourism industry:
- Lack of quality service (24.6%)
- Lack of committed employees (9.8%)

- Lack of creativity (8.2%)

The rest of the respondents indicated that HOSTI lacked the following benefits:
- Business growth and development
- Customers and reputation
- Development, new skills and new ideas
- Innovation and development
- Qualified and skilled employees
- Skills professional employees and knowledge
- Development, new skills and new ideas
- Knowledge
- New ideas
- Skills professional employees and knowledge
- Well trained employees

Given the findings as stated above, it can be said that lack of HC impact negatively on HOSTI. These findings seem to demonstrate that high level of HC reflects and affect the growth and survival potentials of organisations than other factor (Mohamedi and Ghorbanhosseini, 2015). The bulk of respondents mentioned lack of HC in the HOSTI. A study by Helen (2015) agreed that HC plays major role in assisting the industry to achieve objectives and improve performance of the culture of the organisation as well as high level of innovation. The findings are in line with responses of majority of respondents in this study.

4.7.3.3 Organisations achievement through eliminating lack of HC

This question was designed to identify the achievements of organisations due to adequate HC. The question aimed to assist in positive decision-making. Table 4.12 presents the achievements that can be obtained if lack of HC is eliminated.

Table 4.12: Achievements by organisations due to elimination of lack of HC

Achievements	N	%
Anything they lack	2	3.2
Business growth	1	1.6
Business growth and development	4	6.6
Business growth, new developments and creativity	1	1.6
Committed employees	1	1.6
Committed employees and quality service	1	1.6
Creativity	1	4.8
Customer satisfaction and employee satisfaction	2	3.2
Food	1	1.6
Good management and quality service	1	1.6
More customers	5	8.2
New ideas	4	6.6
Positive brand image	7	11.5
Positive brand image and safety	2	3.3
Professional employees	1	1.6
Professional managers	2	3.2
Qualified employees	2	3.3
Quality service	12	19.7
Revenue	6	9.8
Time	2	3.3
Total	61	100.0

Table 4.12 shows that respondents identified the following main achievements by organisations that could be accomplished through the elimination of lack of HC: quality service (19.7%), more customers (8.2%), positive brand image (11.5%) and more revenue (9.8%). The rest of the respondents indicated that the organisations could make achievements in the following areas if lack of HC is eliminated: business growth and development, committed employees and quality service, creativity, good management and quality service, new ideas, professional employees and managers.

Based on the responses of most respondents, it was clear that the elimination of HC in the industry drives organisation to reach objectives. This finding are consistent with a study which revealed that by providing high level of HC, the local tourism sector can have access to new development of opportunities and economic growth to local communities (Saarinen, 2010). Scientific evidence by Helen (2015) adds that through efficient use of HC, organisations are able to improve their levels of performance in the areas of innovation.

4.7.4 Perceptions regarding the hospitality and tourism industry

In this section, the perceptions of respondents and other people outside the HOSTI towards the industry are discussed.

4.7.4.1 Attractions to the hospitality and tourism industry

Table 4.13 presents what attracted the respondents to the HOSTI.

Table 4.13: Attractions to the hospitality and tourism industry

ATTRACTIONS TO THE INDUSTRY	N	%
2010 World Cup	1	1.6
Advertisements on TV	1	1.6
Beautiful countries	1	1.6
Cuisines	1	1.6
Desperation	2	3.3
Entertainment	2	3.3
Food	1	1.6
Food preparation	8	13.1
Food preparation, service and application of skills	1	1.6
Glamour	1	1.6
Having while working	1	1.6
Hotels are beautiful	1	1.6
Influence from relative	1	1.6
Opportunity to interact with people	6	9.8
with people and opportunities	2	3.3
Opportunity to interact with people and working overseas	2	3.3
Opportunity to interact with people and opportunities	1	1.6
Opportunity to interact with people and remuneration	1	1.6
Less demanding industry	1	1.6
Opportunity to interact with people, travelling and learning about food	1	1.6
Name of industry	1	1.6
Negative image	1	1.6
Passion	1	1.6
Remuneration	1	1.6
Supportive	1	1.6
Supportive and food	1	1.6
Training	1	1.6
Travelling	10	16.4

Travelling, opportunity to interact with people and opportunities	1	1.6
Travelling and adventure	1	1.6
Travelling and diverse culture	1	1.6
Travelling and food preparation	1	1.6
Travelling and food	1	1.6
Uncertain	1	1.6
Uniform	1	1.6
Working abroad	1	1.6
Working in hotel and cruise ship	1	1.6
Total	61	100.0

From the responses in Table 4.13, the researcher observed that the respondents identified the following main attractions to the hospitality/tourism industry: travelling (16.4%), food preparation (13.1%) and opportunity to interact with people (9.8%). Respondents further mentioned desperation, entertainment, glamour, and influence from relatives, passion, working in hotels and wearing uniform as factors that attracted them to the hospitality and tourism industry.

A study by Saayman (2013) agreed that HOSTI provides much attraction and is further used in the form of entertainment and to provide job opportunities. The findings are consistent with similar study that confirmed that the tourism industry is used in several ways to assist on socio-economic fronts (Cooper, 2012).

4.7.4.2 Attitude of family and friends towards hospitality and tourism industry

Table 4.14 identifies the attitudes of family and friends towards respondents' career choice.

Table 4.14: Attitude of family and friends about career choice in the hospitality and tourism industry

Attitude of family and friends	N	%
Family is supportive and friends are not supportive	2	3.3
Interested in remuneration	1	1.6
Not aware of the hospitality industry	1	1.6
Not supportive	20	32.8
Not supportive towards hospitality	1	1.6
Some supportive and others not supportive	1	1.6
Supportive	32	52.5
Supportive for hospitality and not supportive for tourism	1	1.6
Think there is no remuneration	2	3.3
Total	61	100.0

Table 4.14 shows that the respondents identified the following main attitudes of family and friends towards their career choice in the HOSTI: family and friends are supportive (52.5%), but 32.8% mentioned that family and friends are not supportive. The rest of the respondents mentioned that family and friends have no idea what the industry entails, and others mentioned that their families are only interested in remuneration, nothing else.

4.7.4.3 Future career projections

Table 4.15 identifies the career projections of the respondents in the hospitality and tourism industry.

Table 4.15: Career projection in the hospitality and tourism industry

Career projection	N	%
No response	2	3.3
Airplane hostess	1	1.6
Airport manager	1	1.6
Employed in the industry	1	1.6
Event planner	4	6.4
Famous chef	2	3.3
General manager	2	3.3
Hotel manager	5	8.2
Improving qualifications	2	3.3
Not working in the industry	1	1.6
Restaurant manager	1	1.6
Self employed	23	37.7
Teaching overseas	3	4.9
Training instructor	3	4.9
Working abroad	3	4.9
Working in America	2	3.2
Working in Dubai	3	4.9
Working in the food technology industry	1	1.6
Writing articles for industry	1	1.6
Total	61	100.0

From Table 4.15 the researcher observed that the majority of the respondents indicated that they intend to be self-employed (37.7%) in the next 5 to 10 years. The rest of the respondents indicated that they intend to work in the following areas in the next 5 to 10 years: as an airport manager, as an event planner, as a famous chef, general manager, hotel manager and improving qualifications. However, others mentioned that they will not be working in the industry as others stated they will be teaching overseas, working abroad, writing articles for the industry and some of them mentioned that they wish to work in America and Dubai.

4.8 SECTION B: FINDINGS OF FOCUS GROUPS DISCUSSIONS (FGDs)

This section presents the research outcomes arising from face-to-face interviews and FGDs. Four groups of students were categorised as Group A, B, C and D with 10 respondents in each group. The research outcomes will be discussed in line with the literature review contained in Chapter 2. Being qualitative research, the thematic technique was used in analysing the empirical data. The researcher identified and analysed themes after every interview transcript had been discussed.

Every section of the thematic technique of analysing qualitative data was considered during this process. These included line-by-line systems of coding, comparing respondents' responses to similar questions as in the questionnaires to identify the same codes. Other themes were directly from responses and opinions from respondents. The interview schedule was the primary data source for both face-to-face interviews and FGDs (Appendix F). The interview schedule was designed from Section A to E in line with literature.

4.8.1 EFFECTS OF LACK OF HUMAN CAPITAL

This section discusses the research outcomes from face-to-face interviews and FGDs conducted with respondents. In both instances, the researcher applied thematic analysis to analyse the empirical data to develop themes and sub-themes according to the research objectives. The themes and sub-themes discussed throughout this chapter reflected responses and opinions of respondents. For clarity and better understanding, respondents' verbatim responses are indicated in italics. The FGDs findings are followed by face-to-face responses in each case.

4.8.2 Effects of lack of HC

The students were asked to share their opinions on the lack of educated persons in the HOSTI. All the respondents responded *"yes"* to the question. About 100% of the FGDs mentioned that the HOSTI lack educated persons. Although there were variations in the answers to this question, there were similarities from the groups that

took part in the FGDs. Some of the answers could be expected. For instance, group A stated "*the HOSTI need more educated people to serve tourists with quality food and services*". Without education the group believed the industry cannot become successful. Most of the answers related to the fact that without enough HC, the HOSTI is doomed to fail. Group C stated: "*HOSTI needs better educated and trained individuals to add more value to existing services and become more competitive*".

Answering a similar question, one lecturer noted:

> "*From literature, businesses that are unable to attract the most qualified employees or unable to satisfy their needs do not only fail but are forced to run at heavy loss. Also, those entities are unable to meet objectives, thus unable to meet shareholder's expectations*".

The outcomes of this study are consistent with a study by UNWTO (2015) that for HOSTI to achieve and render efficient services, the industry need to invest and offer education and training programs. According to Cathy (2011), HOSTI requires effective system of education in order to attain the least level of education in terms of employment volumes and to become successful. Inability of the sector to employ qualified people is not good for the organisation (Shaw, Saayman and Saayman, 2012:194).

One of the students during the face-to-face interviews added:

> "*The training needs of the HOSTI is very critical as well as the knowledge of employees is vital for the survival of the industry. These are important as the industry receive visitors from countries across Africa and the world. Without HC I think the industry is doomed to fail in no time*".

This finding seems to be in line with past study which revealed that HOSTI need more quality in terms of human resources (Cathy, 2011). Evidence from the study seems to suggest that high level of education with the industry is credible for industry success. Through education, employees acquire the necessary skills to offer better services to project the organisation (Pascun and Dinu, 2012).

4.8.2.1 Do you think the problem of lack of education exists? Why?

To this question, the FGD group members responded *"yes".* The response indicated that the groups were strongly aware that there is lack of education in the HOSTI. Supporting their views, some reasons were given (see Table: 4.2). The reasons provided in descending order of occurrences are as follows: Group A stated: "*during our in-service training, we noticed that most employees were not educated and do not have qualifications*". Group B observed that: *"employers were of the view that there is no need for qualifications to provide guidance".* From the overall responses, it became clear that even though education was key to the success of the HOSTI, each member in the group strongly believed that without education one could still work in the HOSTI.

This finding further confirmed recent work by Zwane *et al.* (2014) which revealed that at present there are ongoing processes to develop existing stock of knowledge and skills of employees.

Responses provided during the face-to-face interviews were not far-fetched. One of the students expressed his opinion saying:

> *"From the day I set foot in DUT I realised education is fundamental in all aspects of human career; especially in the HOSTI, where specialised services are needed to cater for overseas customers and at local level, the HOSTI is nothing without education and training of high standard".*

The present research outcome is in line with the sentiments that for growth in productivity, employees must invest in education and training of employees (Ployhart *et al.*, 2014). Further related study stated that investing in education and training increase performance and enable high growth in productivity (CIPD, 2011).

4.8.2.2 How would you respond to the recruitment process?

This question was posed to determine whether respondents are aware of the recruitment process in the industry. Respondents' knowledge about recruitment process can influence and affect the brand image of HOSTI. Based on the answers provided by all the FGD groups, it was clear that respondents have an idea of the recruitment process. However, some negative answers emerged from groups. For instance, Group A were of the view that "*for one to be part of the industry, people need to pay bribes and need to be connected*". Group B, C and D listed almost the same procedures followed at the time of recruitment process. According to the groups, "*during the recruitment processes CV of applicants must be submitted, then interviews*". These groups (B, C and D) further added that there were corruption and bribery practices in some organisations. The groups pointed out that *"other organisations do not follow due protocol".*

This finding could be that due to the corrupt activities during the recruitment process most employees are employed without producing and acquiring the correct qualifications. As revealed in a study by Sammatchani (2009), the industry is expected to provide quality education and training for employees; thus it is without doubt that the HOSTI industry lacks the necessary HC.

During the face-to-face interviews, one of the students had this to say:

> *"The recruitment process must comply with all what is required from potential employee (s) to add value to products and services of organisations such as the HOSTI where qualifications play crucial roles".*

4.8.2.3 Effects of shortages of qualified people in the industry

The primary purpose of this question was to determine respondents' feelings regarding shortages of qualified employees. Most groups agreed that a shortage of qualified employees has a negative effect on the brand image of the HOSTI. FGD group members agreed that there was a negative effect. According to Group A, "*qualification*

is very critical to the industry, it provides the industry not only to become more competitive but also to render innovative products and services, and without qualified people the industry will shrink and become less competitive".

Recent study by CIPD (2017) confirmed the present finding by stating that investing in training and providing employees with adequate education is productive as the less skilled employees become more educated individuals. According to Sibanyoni, Kleyhans and Vibetti (2015), most employees who work for the tourism industry lacks formal education, earn low wages unable to access opportunities and are destined to work long hours. These conditions according to Nickson (2013) are real in the industry because majority of employees are casual workers and part-time employees in a labour intensive establishment.

Similar sentiments were echoed by Group D: "*lack of qualified people means lack of strategic directions as the tourism market become more competitive, decrease in market share as clients move to competitors with innovative ideas, loss in profit margin in the end*". Group B and C indicated similar views: "*industries with lesser qualified employees are unable to make profit; hence they trigger large scale processes of unemployment*". Attempts to make more profit in a competitive industry these days depend on qualifications to enable employees to improve the competitive edge of their organisation.

Similar study revealed that the tourism sector needs to employ skilful individuals to provide satisfactory services that meet tourists' expectations (Zwane *et al.*, 2014)

The opinions on this matter expressed in the FGDs and face-to-face interviews were similar. One of the lecturers stated:

> "*Qualifications enable employees to acquire knowledge, is very much worrying for employers to house individuals in organisations without the least qualifications; without qualifications, the industry lacks processes of making strategic decisions*".

Similar scientific evidence from China echoed the significance of individuals' academic gains for the purposes of decision-making (Zhang and Zhung, 2011). This finding is

consistent with another which adds that lasting growth and survival of the organisation can only be ascertained through employees' abilities to acquire knowledge (Helen, 2015).

4.8.3 Factors that influence lack of human capital

4.8.3.1 What are the desirable attributes of the industry?

This question was intended to determine reasons for individuals' commitment to the HOSTI and to pursue careers in HOSTI. Respondents provided a broad range of answers to this question. The answers ranged from experiencing different cultures, meeting people, travelling and cooking. For example, Group A said: "*we are happy to be from Zulu culture; it was always exciting to meet the Ndebele youth during the school hospitality and shared ideas*". *"At school during our lessons we engaged in culture issues in knowing different dishes across South Africa*". Group C stated: "*much as we love our diverse culture in South Africa, we like to travel to other countries, meet people and experience their ways of doing things especially different dishes*".

Some of the group members expressed the desire to work outside South Africa because according to them "*cooking other people dishes are more exciting, especially the Chinese culture during dinner using many different utensils with large table sizes*". According to Group D: "*it is very expensive to travel to the Middle East soon after school, the Arab culture must be learnt and to understand their ways of doing things. One member of the group stated "There are more Arabs here in SA. I will like to establish a special place for them to eat*". The group further added; "*here at DUT we already understand the Indian culture including their curries, very different. Most often we see them in their dresses and their ways of dancing is very exciting*". Group C stated "*but we need to be in India personally to experience the indigenous life-styles. The Indian culture here in SA is not the raw one*". *"It will be nice to be among rural folks for more cultural and cooking activities".*

Most of the response from the FGD groups indicated their dislikes for the HOSTI due to the fact that, at times, some difficult clients show bad manners in the name of

"*customers are always right*". One member from group A stated: "*at times these visitors show their frustrations to us even if we are right doing our jobs*". "*I hate such attitudes in the industry people do not treat you well because you work in the HOSTI*". In summary, it was deduced from the face-to-face interviews that students and lecturers know very well the attractions to the HOSTI. One of the lecturers responded as follows:

> "*Personally, suppose I am a student, I will follow this industry; because I love to meet different cultures, travel the globe and share knowledge. I believe through career in this industry I can meet cultures and share the best cuisines such as those in the Arab and Asian countries*".

One of the students said:

> "*I intend to work for this industry because one day I want to compare South Africa and Indian cultures; test their cuisines; where possible their dresses*".

4.8.3.2 What do you dislike about the hospitality and tourism industry (undesirable attributes?)

This question sought to know respondents' views on undesirable attributes of the HOSTI. Each group gave different negative reasons ranging from long hours of work, lesser payment, no holidays, no time for family holidays, missing family rituals, too demanding, most time spent at work.

Respondents in Group A stated that because they work in the HOSTI they are unable to meet their family commitments in various ways: "*We are not allowing favourable holidays to meet and attend family gatherings especially peak seasons during December and Easter holidays*". "*If we asked for days off, the boss normal refer us to the season*". "*Anyway we work but for lesser pay, no increment during the peak season when we were denied family time*".

The above evidence is a suggestion that management of HOSTI lack the requisite care for its employees in terms of providing the necessary incentives to spur the workforce in order to improve performance. Researchers, Wong and Ko (2009) and Hinkin and Tracey (2010) argue that employees are not allowed to take leave when necessary.

Similar answers by Group C were as follows: "*most of the bosses do not care about our family lives all that they want is work tasks from us, even during lunch time*". "*The employers in the industry keep us far from our loved ones; they don't allow us much family time*".

Responses from individuals suggest that management action towards each employee was not conducive enough to stimulate productivity. There was high level of exploitation of employees. The overall responses from individuals and FGDs demonstrated negative perceptions of the industry. This finding had been earlier revealed in a study by Wang and Wang (2009) who found that that employees in the HOSTI work for long hours but receive very little in the form of remuneration.

Respondents in Group C indicated that they do not like working for long hours. However, in terms of the working conditions, the respondents realised that much work is required from employees. Group A stated, in simple terms that "*this work demand too much, lesser holidays and less payment*". Issues regarding low payment were one of the reasons why respondents generally agreed that they would leave the industry. Group B indicated through their responses that "*we would seek other job opportunities due to low payment and recruitment process*". Another area of concern, according to group B, was long working hours. Respondents in Group C were of the view that they would leave due to the demand of long working hours. The group added: *"we are expected to display too much experience, the hiring process and long hours at work".* The issue of long working hours features in all comments from the groups. Members of Group D stated: "*we are prepared not to work in the HOSTI due to people's mentality and unfavourable working hours*".

During the face-to-face interviews, one of the lecturers said:

> *"The problem with the industry is that employers look for money more than the well-being of employees; the way the industry is designed to make money only during "peak seasons" makes employers not to consider the employees during the holidays; time to spend with families not so much".*

Similarly, one student leader responded as follows:

> *"Working for the HOSTI makes me feel bad; just because of money and put food on the table I better search for another employment. The industry cheats and makes families hate us; we do not belong to families any longer. For keeping people for long hours, refuse them to go on leave because according to the bosses "it is peak time now" … is really bad".*

4.8.3.3 What would you like to change in the industry and why?

The purpose of this question was to understand from respondents if some changes are needed in the industry. All the focus groups (A, B, C and D) indicated that they would leave the industry. Group B echoed the sentiments of previous answers. According to the group members, "*the industry is very stressful, activities planned every day in the kitchen from practical's demand a lot, most of the time you receive complaints from clients and search for solutions*". "*Always we are made to stand for long hours; only few minutes to rest*". Respondents provided wide ranging answers. Key among the answers were changes to payment system, processes of recruitment, people's mentality, long working periods and employee level of etiquette. The respondents mentioned changes to the negative issues around the HOSTI. In general, they proposed a more positive sense in order to enforce positive changes.

All the groups mentioned that they would undo all the negatives. For instance, Group A stated that employees require family time and cited issues of employee etiquette. Without discussions on the issue, Group A stated: "*the industry seems to be experiencing high levels of employee etiquette*". This we experience on daily basis

through the telephone systems. The group added: "*changes to the level of etiquette will usher the industry more customers*".

According to respondents in Group B, qualified employees are necessary. The group reiterated their support for changes such as "*improvement in the etiquette levels [which] will improve the level of employee's performance*". Different responses emerged. Group C stated: "*it is unfair to work in an industry for long hours with minimal pay and deserving people to be hired*". On the issues of changes, Group C stated: "*employees must be qualified to improve performance*". This implies that the group intends to change the existing position and hire only qualified people for improvement.

Responding to same issues during the face-to-face interviews, one of the lecturers said:

> "*This industry needs some serious reform to reflect individuals who work there; for instance, create adequate platforms for employing high volume of well-educated and trained personnel, individuals with knowledge and those who understand the industry. In fact people who are prepared to add value to the industry… not all and sundry*".

4.8.4 Benefits of human capital

4.8.4.1 What do you think an organisation can achieve from good human capital (employing the right people)

This question intended to explore respondents' ideas on good *human capital* in the organisation. It was clear that some group members were unable to respond to the question. However, other group members (more than half) provided answers. These answers include competitive advantages, increase in salary, customer satisfaction, smooth daily operation and employee motivation. Most of the answers given were positive signs that better HC provisioning is likely to increase performance and place the industry in a competitive advantage, thus increase customer satisfaction and motivate employees. Group A indicated that "*employees can only be motivated provided service levels increase and salary increment initiated*". Group C were of the

view that high HC will boost service levels as employees put their training skills into practice. Group C further added: "*service levels increase due to high level training of employees*".

Drawing on both individual and group responses, it emerged that most employees understand that by providing adequate human capital, more can be achieved in the industry. However, much need to be done by management through employees' motivation. Zahid (2015) draws attention to the fact that HC increases performance of individuals thus triggering competitive advantage in the industry. According to the study, through HC the employees are able to show high level of personal commitment and decrease expenditure

Competitive advantages, according to respondents, elevate the organisation's position among the numerous competitors. Through enough qualified and better trained employees, the industry is able to provide efficient services to clients, thus occupying larger market share. Group D added "*through good HC the industry can become a leader, at the same time employees' morale is boosted, service levels increase in line with salary hike*".

The answers from face-to-face interviews were similar to those from FGD members. According to one of the students,

> "*The employment of right people into the industry enable the organisation to achieve three main things …become a market leader, add values to the organisation, and increase in employees' salaries. The industry can also boost individual morale provided the right recruitment processes are followed".*

Given the responses above, it was clear that all the respondents understand the values of HC to be the critical tool of the industry and that HC remain the key assets of the organisation. Further revelation in line with the finding was documented in a similar study where it was stated that by acquiring HC individuals are able to add values to existing economic activities; thus strengthening the level of competition in the organisation (Patrick, 2015; Catrin, 2011).

4.8.4.2 What do you think organisations are missing due to lack of HC?

The main objective of this question was to determine whether respondents knew the value of HC. This question was met with very similar responses. It was clear that respondents understood the values of HC.

Given the level of responses regarding earlier questions it was clear that group members knew the values of HC. Group members presented a variety of answers, including that attracting better performance assists in increasing profit margins which enables the industry to produce quality products and services and offer better customer service. Group A indicated that "*acquiring HC increase customer relations thus increase in client's participation and high profit margin*". According to group B, "*much value is made for employees*". Group C stated: "*once more and qualified employees are engaged, our salaries can be high and we can be happy at the market places*". In answering the question, members of Group D echoed the same sentiments, saying: "*attracting qualified people to the industry create a richer environment that generates more clientele and profit*". "*We are all going to receive better value due to better HC practices*".

The above evidence from group members suggests that HC is highly recognised among the members. Recent study by Simkovic (2013) argued that HC was at the centre of providing not only the employees' level of improvement but also enables the employees to become the best productive assets for the organisation. The finding is in line with the recent scientific evidence which stated that HC impact on organisations' performance which further affect its competitiveness as well as improve the level of performance (Alnachef and Alhaijar, 2017).

Answering this question, one of the students had this to say:

> "*Better HC in my view means increasing quality of services, better human relationship, accumulate high profit margins, increment employees' salaries and for competitive purposes*".

One of the lecturers who took part in the face-to-face interviews expressed his opinion saying:

> *"The HOSTI missed on many things daily; these include the inability to create value, become competitive and earn leadership role in the marketplace. …in my views this industry is losing at a faster rate due to lack of highly trained employees …again the industry must change quickly".*

4.8.5 Perceptions regarding hospitality and tourism industry

4.8.5.1 How do you perceive the hospitality and tourism industry?

This question aimed to identify what attracted respondents to the industry. Answers to this question can assist in improving the image of the industry, and change the general perceptions of people towards the industry.

The respondents gave various reasons why they were attracted to the industry. These answers ranged from dealing with people, learning all the time, the ability to groom individuals, meeting people, excitement, good food, entertainment, cultural interactions, among others. Based on these extracts it appears that there are positive perceptions that emerged from respondents. However, Group A was more pragmatic. According to the group members, there were no serious perceptions towards the industry, just that it was a source of employment. "*We are looking for job opportunities to support our families*". From the group members, it seems nothing attracted them to the industry, except that they were in need of an income. All the groups stated positive reasons to be in the industry.

In the face-to-face interviews, one of the lecturers declared:

> *"I perceived this industry as big failure since the sector is unable to change …yaa for the sector to make profit, achieved set objectives, be competitive, several areas including holidays for employees, offer industry-related*

incentives, employ qualified staff members across departments should be prioritised".

In a similar vein, testimony from this student is telling:

"From my perspectives I feel for the industry to proper, changes such as care must be taken for reliable system of recruitment process; involve employees in decision-making programmes; access to better non-financial incentives …of course employment of skilled persons and offer training on regular basis".

The overall views based on different responses were positive. However, some issues stood clear. Respondents indicated that not much was done by management to properly remunerate employees; there was high possibilities that the industry may not perform as expected with the aim to achieve set objectives. Furthermore, respondents echoed sentiments around lack of qualified employees; as a result management is expected to make the industry more competitive. It further emerged that future changes are critical to enable employees to take part in decision-making processes as well as providing reliable systems of recruitment processes.

These revelations are in contrast to the empirical study by Yap *et al*. (2015) which described the hospitality and tourism sector as labour intensive in need of highly qualified and skilled labour. Further study by authors by Ozgit and Caglar (2015) add that for the industry to become successful, more development for employees in communication skills and team work is critical. The authors recommend that the HOSTI required to employ skilful and qualified individuals into the industry.

The general views expressed by respondents are consistent with similar study by Wong and Ko (2009) which suggest that changes in terms of workplace assistance, schedules of flexible work, voluntary reduction in hours, availability of free time and extra hours and better reward packages.

4.8.5.2 Perceptions of family and friends towards the hospitality and tourism industry

What does your family and friends think of your career choice?

This question was intended to determine how others feel about the HOSTI. Answers to this question ensure that the industry positions their brand image correctly. Group members provided mixed answers – some positive and some negative. Members of Group A were not sure of family perceptions of the industry. According to them, *"not much is known; working in HOSTI is a waste of time since the salary paid to employees is very little".* Group C members reflected on how families and friends react once they hear of the word "hospitality and tourism". "*That place of work is like hotels were people do nasty things*". The extracts show that family and friends are not in favour of working in the industry. Their perceptions are negative, the group simply stated, *"not really supportive".* Supporting the industry received mix responses from families and friends.

Members of Group D indicated that "*others like it others don't, some are supportive but they don't think is a stable career*". Group E stated: "*family members think is about cooking and some think is about hospitals*". In general, the majority of group members indicated that the answer to the question was mixed, that some supported the industry while others were of the views that the industry lacks stability. In sum, all the groups agreed that families and friends did not support the industry.

One of the students had this to say:

> *"My family see the industry as one "big cheater" on the planet…this I think relates to the manner we are kept not to go on vacation when due; lack of better remuneration and cheap labour in order to offer flexible wages and salaries".*

4.8.5.3 Where do you see yourself in 5 to 10 years?

The purpose of this question was to determine where respondents see themselves in 5 to 10 years in the industry. This question attracted various responses such as being general manager, becoming a business owner, working as an airhostess. Most of the group members showed that the HOSTI could create a positive business climate for them in the future. Extracts from summaries of responses attested to the fact that some member from Group A indicated that they wanted to be business owners while others from Groups C and D were interested in becoming airhostesses and general managers in the future.

From the face-to-face interviews, one of the students expressed his opinion as follows:

> *"Though I at times feel very uneasy regarding how things are at present, I hope future changes in the industry will enable me to stay longer and … own my own HOSTI as personal employment".*

4.9   CONCLUSION

This chapter discussed and analysed the primary data obtained that had been structured in graphs and tables. Data was discussed based on the demographics of the respondents, effects of the lack of HC, factors that influence the effects of the lack of HC, the benefits of HC, and perceptions of HC.

Data gathered showed that 53% of the respondents were female and the rest were males. Data further showed that most of the respondents were single with no dependants. Most respondents agreed that lack of HC exists and only 24.6% felt that lack of HC does not exist. Furthermore, 18% of respondents like meeting people in this industry and most respondents would leave this industry for any other industry. However, respondents felt like the industry will grow and the image of the industry will be enhanced if lack of HC could be eliminated. In addition, 52.5% of respondents had full support from their families and friends. In the next chapter the research findings

are discussed further, conclusions will be made and recommendations will be provided.

CHAPTER 5: CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter 4 of this research gave an account of the research outcomes. The present chapter provides the research conclusions based on the main outcomes and makes certain recommendations as well as suggestions for future research.

Figure 5.1: Study type
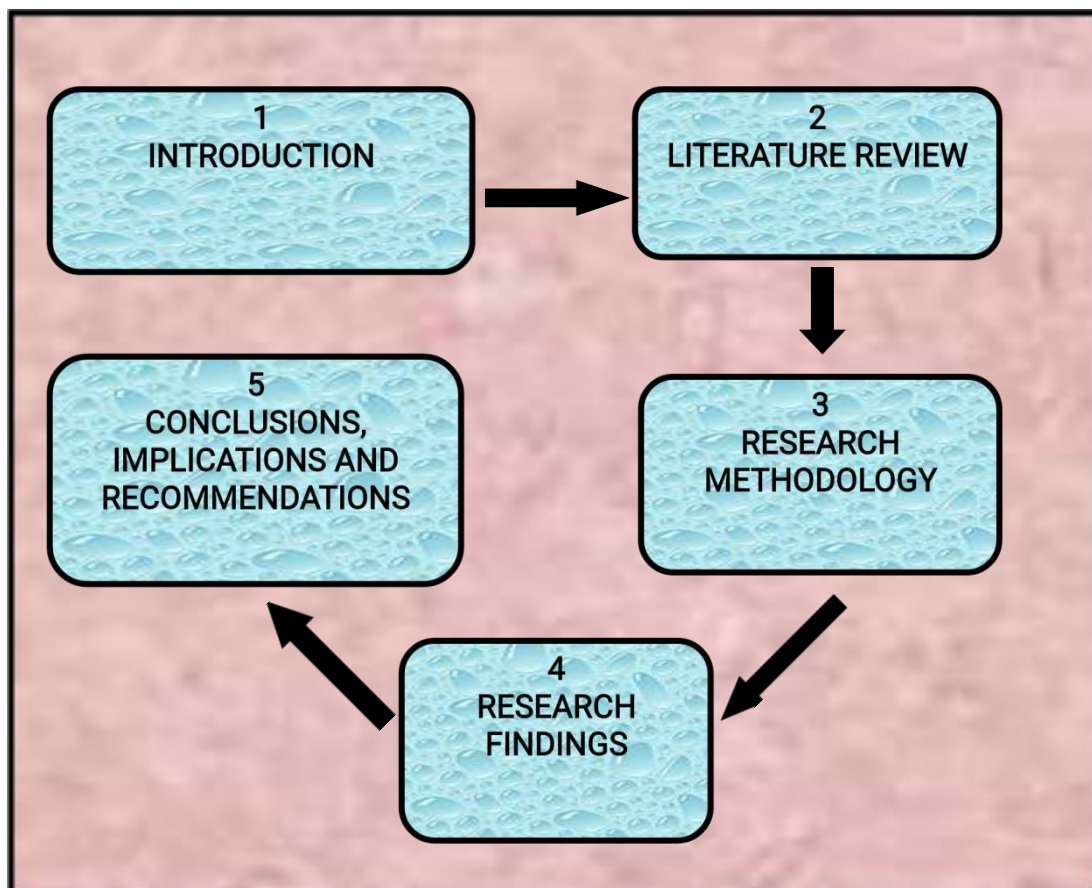
Source: Researcher's own contribution

Figure 5.1 presents the steps taken to conduct this research. The first step was to introduce the research, present the problem statement and the significance of the research. The research objectives mapped out the focus areas that were covered to

complete this research. The second step entailed the collection of secondary data in the form of a literature review in relation to the HOSTI, HC and brand image as the aim of this research was to assess the effects of lack of HC on the HOSTI brand image. In the third step the research methodology was presented in order to explain how the research was carried out. In the fourth step, findings and analysis was presented based on the empirical data gathered from respondents. The fifth and final step presented the conclusions and recommendations based on the research data and analysis, as well suggestions for further empirical research in the future.

5.2   THE RESEARCH SUMMARY

This section presents a summary of the key research questions that were addressed during the empirical research process.

5.2.1   Demographic profile of respondents

In total 101 students and lecturers participated in this research, with 61 students and lecturers taking part in the face-to-face interviews, and 40 students being involved in the FGDs. The research outcomes revealed that females were in majority (52.5%) compared to males (48.0%). Regarding age, the majority (50.8%) of respondents were in the age group of 21-25 years and the least (3.3%) were in the group aged between 31-35 years. The majority (73.8%) of respondents were Africans followed by Indians (23.0%). Most (90.2%) of respondents were not married; only 9.8% were married. The research outcomes showed that a high number (68.9%) of respondents were studying hospitality while 31.1%were studying tourism. The majority (44.3%) were third year students, 31.1% were in their second year, 14.6% were postgraduates and 9.8% were in their fourth year. The research further indicated that the majority (82%) were without qualifications.

The primary purpose of this research was to assess the effects of inadequate HC affecting the brand image of the HOSTI. Specific questions were asked to provide guidance to the research. These questions were detailed under four broad areas:

effect of lack of HC on hospitality and tourism industry, factors influencing lack of HC, benefits of HC and perceptions regarding the HOSTI.

This research was qualitative. The sample was selected by means of the purposive sampling method. A total of 324 DUT students and lecturers were the target population, with a final sample of 101.A thematic analytical framework was used to analyse the research data using themes and sub-themes drawn from answers to interview questions.

Objective 1: To investigate the effects of lack of human capital on the brand image of the hospitality and tourism industry.

The research established through both respondents in the FGDs and face-to-face interviews that the HOSTI needs the services of enough HC who are not only educated but who would also have received training in the industry. According to the outcomes, the industry is negatively influenced due to lack of HC; as such operations cannot be successful. The majority of respondents in the face-to-face interviews agreed that there are problems due to lack of HC (educated personnel). Some of the reasons given related to lack of qualifications, personnel being employed based on personal experience only and not qualifications or training, and lack of job opportunities. Further findings revealed that employers in the industry tried to avoid paying higher salaries which mean that they focus on employment of individuals with lesser qualifications and training.

Objective 2: To identify the factors that influences the lack of human capital in the hospitality and tourism industry.

The research outcomes show that respondents were influenced to work in the HOSTI due to certain factors such as meeting people, travelling, and entertainment and to acquire skills. Similar factors were mentioned through FGDs. Furthermore, the issue of culture was mentioned, with the respondents in the FGDs strongly stating that cultural factors cast a positive light on the industry.

Some respondents were of the view that being employed in the HOSTI would enable them to meet other cultures. Respondents added that they pursued the HOSTI due to factors such as cooking, and experiencing diverse culture, among other reasons. However, regarding undesirable factors, the issue of long working hours, lack of family life, too much work, crime and lack of appreciation were cited by most respondents during face-to-face interviews and FGDs. Further revelation was that at times the respondents are confronted with "difficult clients" in the work situation.

Objective 3: To ascertain the benefits of HC.

The research outcomes revealed that during both the face-to-face interviews and the FGDs respondents gave account of benefits that the HOSTI can achieve through enough HC provisioning. Benefits include competitive advantage, access to larger market share, increased customer satisfaction, increased salaries, boost to existing service levels and increased industry performance levels. Respondents also provided some factors that impact negatively on the industry due to the lack of HC. These include inability to render quality services, decreased profit margins, poor customer relationships and decreased industry performance. The majority of respondents displayed their knowledge about the value of HC. Based on research outcomes, it was clear that most respondents understood that enough HC provisioning provides better performance in the industry.

Objective 4: To analyse DUT students' and lecturers' perceptions of the brand image of the HOSTI.

The research outcomes revealed that the students and lecturers were attracted to the industry due to factors such as dealing with people, ongoing training of employees, ability to groom others, good food, entertainment and cultural interactions. However, not all respondents agreed. Some respondents stated that they perceived the industry as only a means to getting a job; nothing attracted them to the industry except to receive an income. Families and friends perceived the HOSTI as a place where time is wasted due to payment of low salaries to hard working individuals. Another finding was that families and friends regard the HOSTI as a place similar to a typical hospital.

Findings on the perception of families and friends were mixed. Another group of respondents revealed that HOSTI is a working environment that lacks stability.

5.3   DISCUSSION OF THE RESEARCH FINDINGS

5.3.1   The effects of lack of human capital on the image of the hospitality and tourism industry

Respondent's responses to the effect of HC on brand image of HOSTI were generally positive. The majority responded *"yes"*. This implies that the respondents understood HC to be critical to the success of the organisation. Furthermore, the general level of response indicated that respondents understood the nature and significance of HC (Saeedi *et al.*, 2012). Findings from the FGDs also revealed that more personnel that are educated are required to provide quality products and services. This finding could have a dual effect on the performance of HOSTI and employees' well-being in terms of salaries. Ployhart *et al.* (2014) state that through adequate HC productivity increases as well as performance and a rise in employee income levels. The majority of the FGD members echoed the sentiments that without much access to HC the industry is doomed to failure.

This finding was consistent with Dowling's (2010) study which highlighted the need for the HOSTI to recruit educated personnel. The FGDs further revealed that most of the personnel currently in the industry are unqualified. Similarly, a recent study has shown that there is ongoing lack of concern for personnel in the industry (Aynalem, Kassegn and Tesefay, 2016). Cooper (2012) states that the workforce within the HOSTI needs development through investment in human resources to be able to become more competitive. The findings further agree with recent claims by Harkison, Poulston, and Kim (2011) and Zwane, Du Plessis and Slabbert (2014) who found that the personnel working in the HOSTI lack the necessary qualifications.

5.3.2 The benefits of adequate human capital

Regarding organisational achievement due to HC, respondents indicated that HC enhances the competitive positions of the organisation, increases customer satisfaction, increases employees' motivation and improves the smooth running of operations. These outcomes add to various studies that claimed that HC leads to higher levels of organisations performance (Zahid, 2015). These findings are similar to those of Kuruez (2013) who found that HC enables organisation to survive and to become sustainable. *Human capital* has been researched as being the most essential element in the organisation since it assists in creating enough person-power for achieving the goals of the organisation (Ejete-Iroh, 2010).

The research outcomes further indicated that the majority of respondents understood the value of HC issues, such as attracting better performance at every levels of the organisation, salary levels and growth in profit margins, among others. Students and lecturers agreed that HC provides the necessary benefits to establishments within the HOSTI, and that the benefits of being competitive and performance excellence can easily be achieved. This revelation is consistent with similar studies by Metilelu (2016) and Nadiri and Tanova (2010) who found that HC improves the competitive nature of an organisation.

5.3.3 To identify the factors that influence the lack of human capital in hospitality and tourism industry

There was widespread identification of various factors by students and lecturers during the FGDs as well as the individual interviews. The majority of the respondents in the FGDs (the FGDs were made up of students) stated factors such as experiencing different cultures, meeting people, travelling and cooking. During the individual face-to-face interviews both students and lecturers mentioned similar factors. However, the respondents expressed their view on other factors including entertainment and skills learnt in the industry as well as food diversity. The general results as stated by respondents are inconsistent with a study by Wang and Wang (2009) which stated that factors such as wages and satisfaction influence HC in the organisation. Factors

such as lack of passion and inability of employees to behave professionally display the organisation in a negative light (Horwitz, 2013).

5.4   CONCLUSIONS

This empirical research posed four questions regarding the following:
   (i)   Effects of the lack of HC
   (ii)   Factors that influence the lack of HC
   (iii)   The benefits of HC, and
   (iv)   DUT students' and lecturers' perceptions of the brand image of the HOSTI

According to the national and international literature reviewed in Chapter 2, it is evident that HC is vital to the success of the HOSTI. The literature research as well as the outcomes of this empirical study indicated that there are various factors that influence HC and the brand image of the HOSTI. The empirical outcomes showed that students and lecturers shared the perception that the problem of lack of education exists in the HOSTI. During the face-to-face interviews and the FGDs the conclusions discussed below emerged from the research.

5.4.1   The effects of the lack of human capital

During the face-to-face interviews, and the research interpretations of outcomes as revealed in section 4.4, concluded that the problem of lack of education exists. Reasons for this given by the respondents included that most of the employees were unqualified due to personal experiences, lack of jobs, and that employees are employed based on experience not on qualifications. Through the FGDs it emerged that the majority of the students agreed that there is lack of educated employees in the HOSTI. The overall conclusions reached based on respondents' responses are that the lack of education affects the HC in the HOSTI.

5.4.2   Factors that influence the lack of human capital

Regarding the key influential factors on the lack of HC in the HOSTI, desirable attributes respondents brought forward included meeting people, travelling,

entertainment and skills learnt in the HOSTI (see section 4.7.2.1 and 4.8.3.2).These attributes, as stated during the face-to-face interviews and FGDs, lead to the conclusion that most employees of HOSTIs are influenced by these attributes. The FGDs as stated in section 4.7.2.1call attention to another contributory factor, that experiencing different cultures is a desirable attribute.

5.4.3 To ascertain the benefits of human capital

Regarding the benefits of employing the right individuals, the research outcomes derived from the FGDs and the face-to-face interviews concluded that the benefits are achievement of organisational goals, creativity, and saving of time. These conclusions were reached in section 4.7.3.1 and section 4.8.4.1where it was also noted that other benefits include competitive advantage, smooth daily operations as well as growth in performance.

5.4.4 DUT students' and lecturers' perceptions of the brand image of the hospitality and tourism industry

As noted in sections 4.7.4.1 and 4.8.5.1 the conclusions reached were mixed, with perceptions by respondents being positive and negative. Respondents stated that factors such as beautiful countries, food preparation, entertainment and glamour attracted them to the HOSTI. Similar conclusions were reached during the FGDs.

5.5 IMPLICATIONS OF RESEARCH OUTCOMES ON BRAND IMAGE

The primary implication of this research is that shortages of qualifications pose a great threat to the brand image of the industry. Therefore, employers within the industry need to streamline the system of employment and employ qualified people with skills.

Another major implication, as noted in section 4.7.2.2,is related to the undesirable employment elements referred to by respondents, namely: long working hours, lack of family time, too much work, poor remuneration, crime and lack of holidays. These all have a negative impact on the HOSTI brand image. Therefore, employers need to

change the mind sets of employees and the public including families and friends by creating a favourable working climate.

Other elements listed by respondents that have a negative impact on the brand image of the HOSTI were: lack of better opportunities, scarce employment, too much work, change of career path and less demand in other industries among others (refer to section 4.7.2.1.These elements could also be why families and friends have a negative attitude towards the HOSTI (refer to section 4.7.4.1 and 4.8.5.1).

The literature review presented a detailed account of brand image as a means to increase patronage of the HOSTI. The outcomes of this research study have demonstrated that a better brand image can only be gained through adequate HC. Further implications are that without more skilful employees, the HOSTI will continue to experience a negative brand image. This implies that the industry could experience reduced patronage.

Research outcomes also showed that the bulk of services provided by the HOSTI were based on HC. Employees require high-level skills and education to be able to render quality service. This implies that the role of education and training is vital to the success of brand image.

5.5.1 Intended changes in the hospitality and tourism industry

The data from students and lecturers (section 4.8.3.3) shows that the problems of qualifications and long working hours are the main reasons for negative brand image sentiments. Thus, changes to HOSTI systems including the state of HC and other areas of operation could change the general mind-set of individuals. This would create a positive brand image and better performance in the industry. Other areas that need to change are the availability of opportunities for employees, and corrupt practices. This outcome supports the idea that brand image of the industry correlates with the manner the industry operates.

Based on the outcomes thus for it can be concluded that the brand image of the HOSTI needs to be protected. Employers must guard against the employment of uneducated personnel, and must make changes to the environment of the industry. In order for the industry to be successful, the image of industry needs protection; this can be achieved provided that all the negatives within the industry are changed in line with the changed voiced by the respondents in this study. In particular, the industry needs to revise the existing HC position to enhance the existing positive levels.

In sum, the research showed that there are desirable and undesirable attributes that affect the brand position of HOSTI. The desirable attributes create a positive brand image of the industry while the undesirable attributes create a negative brand image. The overall perception of the industry is judged based on these attributes. This is true because attributes such as long working hours, too much work, no time for family life and crime among others convey negative sentiments about the brand image. In contrast, adequate HC within the industry enables the provision of high-quality products and services, increases performance levels and increases employee's remuneration. These attributes play key roles in creating a positive brand image for the industry.

5.6   RECOMMENDATIONS

5.6.1   Recommendations to employers

One of the main reasons for the negative sentiments regarding the industry's brand image stem is the lack of educated individuals. As stated in Chapter 4, employers seem to be not searching for and employing skilful and educated workers. Also, the employers seem unable to redesign the long hours of work and minimal levels of remuneration. In spite of this gloomy assessment, the following are the main recommendations to employers drawn from the research outcomes stated in Chapter 4 as well as the research conclusions and implications outlined in sections 5.2 and 5.3.

Brand image is vital to the general well-being and success of the HOSTI, but its positive status cannot be realised in isolation. Employers need to search for a better working environment and change all the negative attributes in dialogue with other role players including the employees. As pointed out by Vassallo (2010), for the industry to realise its dreams of success and be competitive, the recruitment of better skilled personnel and a high level of HC is key. Tourists in general are highly qualified and educated themselves, so they expect high quality in all areas in line with international standards (Zwane, Du Plessis and Slabbert, 2014).

Initially, employers need to streamline their recruitment processes and find enough information on new employees. Next, employers need to promote changes to the existing industry climate with a favourable policy framework that shapes the industry in the future and removes all the negative perceptions. According to Sadique (2014), there is lack of highly trained and qualified individuals in the HOSTI. Investment in *Human capital* is key to the HOSTI since the trends within the industry show signs of developing a positive brand image. Employers need to do away with measures of avoiding high salary payments, nepotism, lack of qualifications, applications for employment only via internet facilities, and must institute proper human resource procedures.

Another recommendation is that employers should establish measures that over sees the brand image of the industry. Frequent auditing of employees' qualifications and skill levels should form part of an ongoing process across departments in the industry. Departmental managers should be asked to prepare a comprehensive report on employee's skills and training capabilities. Continuous skills audits should compel departmental managers to understand individual employees' strengths and weaknesses.

In order to eradicate the existing negative brand image and perceptions, it is recommended that employees must institute various forms of incentives. In particular, non-financial incentives should be offered, such as a reduction in working hours in line with accepted industry norms, and compassionate leave for family commitments.

5.7   FUTURE EMPIRICAL RESEARCH

The limitations as outlined in this research create the opportunity for further research. A larger sample must be employed to involve other institution across Durban. In the process, care must be taken to ensure that the institutions involved offer similar courses. In addition, the sample should be representative enough to be able to realise the desired objectives.

5.8   RESEARCH BARRIERS

The lack of financial resources to involve a larger target population, and the inability of the researcher to involve students and lecturers from other institutions, created barriers related to the rate of response. A larger target population could enable the researcher to gain a richer data set from a wider sample. Thus, the research was limited to one geographical area and relatively few students and lecturers participated. As such, the final empirical data was limited, which could have influenced the research outcomes. A larger target population would enable a researcher to gain a richer data set from a wider sample.

Further barriers were related to the inability of some students to express themselves properly in English. Thus, the researcher was not able to fully understand their views on some of the questions.

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APPENDICES

APPENDIX A: **Framework of thematic showing key indicators and respondents' responses**

THEME	INDICATORS IDENTIFIED	COUNT	%
1 Recruitment process	Experience	11	18,3%
	Advertising, skills, qualifications and experience	5	11,8%
	Personality, qualifications, experience and skills	11	11,8%
2 Effects of shortages on qualified people in industry	Negative	54	88,5%
	No effect	6	9,8%
	Positive	1	1,7%
3 Desirable attributes	Meeting people	11	18,0%
	Travelling	8	13,1%
	Everything	6	9,8%
4 Undesirable attributes	Long hours	14	23,0%
	Lack of family time	8	13,1%
	Too much work and long hours	8	13,1%
5 Future changes within hospitality and tourism industry	Working hours	18	29,5%
	Required qualifications for employment	10	16,4%
	None	4	6,6%
6 Benefits of employing rightful people	Quality service	14	23,0%
	Creativity	3	4,9%
	Growth and revenue	2	3,3%
	Quality service	15	24,6%

7 Disadvantages of lack of HC in hospitality and tourism industry	Committed employees	6	9,8%
	Creativity	5	8,2%
8 Attractions to the hospitality and tourism industry	Travelling	10	16,4%
	Food preparation	8	13,1%
	Interacting with people	6	9,8%
9 Attitude of family and friends	Supportive	32	52,5%
	Not supportive	20	32,8%
	Not enough remuneration	2	3,3%
10 Future career projections	Self employed	23	37,7%
	Hotel manager	5	8,2%
	Event planner	4	6,4%

APPENDIX B: Letter of information – Head of Department

INFORMATION LETTER

To: Dr. Mguni (Head of Department: Hospitality and tourism)

Title of the Research Study: Assessing the effects of inadequate human capital affecting brand image of the hospitality and tourism industry

Principal Investigator/s/researcher: Adelaide Rethabile Motshabi Pitso

I, Adelaide Pitso, I am a Masters student, at the Department of Hospitality and Tourism of the Durban University of Technology. You are invited to participate in a research project with your staff and students entitled: Assessing the effects of inadequate human capital affecting brand image of the hospitality and tourism industry. The aim of the research is to assess the effects of human capital on hospitality and tourism industry brand image.

The information and ratings you provide will help and assist to go a long way in suggesting ways that hospitality and tourism lecturers as well as students can use or get involved in regarding elimination of lack of human capital.

Your participation in this research is voluntary. There will be more than 100 respondents in this research participating. You may refuse to participate or withdraw from the research at any time with no negative consequence. There will be no monetary gain for the participating in the survey. There are no physical or financial risks associated with this research. Confidentiality and anonymity of records identifying you as respondents will be maintained by the Durban University of Technology, department of Hospitality and Tourism.

If you have any questions or concerns about completing the interview or about participating in this research, you may contact the researcher at the numbers listed below.
I hope you will take the time to participate.

Student
Adelaide Rethabile Motshabi Pitso

Contact Details
0780409390
adelaidepitso@gmail.com

Supervisor
Dr. A.T. Agbenyegah

Contact Details
033 845 8800
alberta@dut.ac.za

Institution
Durban University of Technology
Student no. 21555784

APPENDIX C: Letter of information – Lecturer

INFORMATION LETTER

To: Lecturer

Title of the Research Study: Assessing the effects of inadequate human capital affecting brand image of the hospitality and tourism industry

Principal Investigator/s/researcher: Adelaide Rethabile Motshabi Pitso

I, Adelaide Pitso, I am a Masters student, at the Department of Hospitality and Tourism of the Durban University of Technology. You are invited to participate in a research project entitled: Assessing the effects of inadequate human capital affecting brand image of the hospitality and tourism industry. The aim of the research is to assess the effects of human capital on hospitality and tourism industry brand image.

The information and ratings you provide will help and assist to go a long way in suggesting ways that hospitality and tourism lecturers as well as students can use or get involved in regarding elimination of lack of human capital.

Your participation in this research is voluntary. There will be more than 100 respondents in this research participating. You may refuse to participate or withdraw from the research at any time with no negative consequence. There will be no monetary gain for the participating in the survey. There are no physical or financial risks associated with this research. Confidentiality and anonymity of records identifying you as respondents will be maintained by the Durban University of Technology, department of Hospitality and Tourism.

If you have any questions or concerns about completing the interview or about participating in this research, you may contact the researcher at the numbers listed below.
I hope you will take the time to participate.

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Contact Details
033 845 8800
alberta@dut.ac.za

Institution
Durban University of Technology
Student no. 21555784

APPENDIX D: Letter of information –Student

INFORMATION LETTER

To: Student

Title of the Research Study: Assessing the effects of inadequate human capital affecting brand image of the hospitality and tourism industry
Principal Investigator/s/researcher: Adelaide Rethabile Motshabi Pitso

I Adelaide Pitso, I am a Masters student, at the Department of Hospitality and Tourism of the Durban University of Technology. You are invited to participate in a research project: Assessing the effects of inadequate human capital affecting brand image of the hospitality and tourism industry. The aim of the research is to assess the effects of human capital on hospitality and tourism industry brand image.

The information and ratings you provide will help and assist to go a long way in suggesting ways that hospitality and tourism lecturers as well as students can use or get involved in regarding elimination of lack of human capital.

Your participation in this research is voluntary. There will be more than 100 respondents in this research participating. You may refuse to participate or withdraw from the research at any time with no negative consequence. There will be no monetary gain for the participating in the survey. There are no physical or financial risks associated with this research. Confidentiality and anonymity of records identifying you as respondents will be maintained by the Durban University of Technology, department of Hospitality and Tourism.

If you have any questions or concerns about completing the interview or about participating in this research, you may contact the researcher at the numbers listed below.
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Dr. A.T. Agbenyegah

Contact Details
033 845 8800
alberta@dut.ac.za

Institution
Durban University of Technology
Student no. 21555784

APPENDIX E: Consent letter

CONSENT
Statement of Agreement to Participate in the Research Study:

- ☐ I hereby confirm that I have been informed by the researcher, _____ (name of researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____,
- ☐ I have also received, read and understood the above written information (Respondent Letter of Information) regarding the study.
- ☐ I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- ☐ In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- ☐ I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- ☐ I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- ☐ I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

_____   _____   _____
_____

Full Name of Respondent   **Date**   **Time**   **Signature / Right Thumbprint**

I, _____ (name of researcher) herewith confirm that the above respondent has been fully informed about the nature, conduct and risks of the above study.

_____   _____   _____
Full Name of Researcher   **Date**   **Signature**

_____   _____   _____
Full Name of Witness (If applicable)   **Date**   **Signature**

_____   _____   _____
Full Name of Legal Guardian (If applicable) Date   **Signature**

APPENDIX F: Interview and focus group questions

ASSESSING THE EFFECTS OF INADEQUATE HUMAN CAPITAL AFFECTING BRAND IMAGE OF THE HOSPITALITY AND TOURISM INDUSTRY

Respondent no# [   ]

Date [   ]

Researcher: Adelaide Pitso
Contact details: 078 040 9390
Email: adelaidepitso@gmail.com

Purpose of this interview

The most important reason to participate in this research is to assist a master's student to acquire a degree. This study is going to assist the whole industry to re think about their brand image position in people's minds, employees of this industry and graduates who will acquire a qualification in this industry or those who have tourism and hospitality qualifications. This research will not only affect human capital and two industries brand image. However, it will also assist students with decision making regarding their career choices and assist the lecturers in finding ways to encourage and motivate students.

Confidentiality highlight

This interview will not require your name and identity details. As stated in the letter of information, the researcher will be ethical and maintain confidentiality and anonymity as per agreement.

Respondent signature   Researcher signature

_____   _____

Gender

Female _____   Male____

Age

17-20____   21-25____   26-30____   31-35____   36-40____   Older____

In which group do you place yourself?

African____   Indian____   Coloured____ White____   Other____

What is your marital status?

Single____   Married____   Widowed____ Divorced____ Separated____

Do you have any children?

Yes____   No____

Field of study

Tourism____   Hospitality____

Studying

Full-time____   Part-time____   Completed____

Level of study

1st year____   2nd year____   3rd year____   4th year   ____   postgraduate____

Any other qualifications?

Yes____   No_____

Are you currently working?

Yes____   No_____

SECTION B: EFFECTS OF LACK OF HUMAN CAPITAL

● Do you think the problem of lack of educated personnel exists? Why?

_____

_____

● How would you explain the recruitment process of your industry?

_____

_____

● How do shortage of qualified and the right people in the industry affect the image of the industry?

_____

_____

SECTION C: FACTORS INFLUENCING LACK OF HUMAN CAPITAL

● What do you like and do not like about this industry?

_____

_____

● Would you leave the hospitality / tourism industry for any other industry? Why?

_____

_____

● If you were given an opportunity to change something in this industry, what would it be and why?

_____

_____

SECTION D: BENEFITS OF HUMAN CAPITAL

- What do you think organisations achieve from good human capital/ employing the right people?

_____

_____

- What do you think organisations are missing during lack of human capital?

_____

- What will organisations achieve if the lack of human capital would be eliminated?

_____

SECTION E: PERCEPTIONS REGARDING HOSPITALITY/ TOURISM INDUSTRY

- What attracted you to this industry?

_____

- What does your family and friends think about hospitality / tourism industry?

_____

_____

- Where do you see yourself in this industry in the next 5 to 10 years?

_____

APPENDIX G: Editing certificate

DR RICHARD STEELE

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**Associate member: Professional Editors'
Guild, South Africa**

EDITING CERTIFICATE

Re: **ADELAIDE RETHABILE MOTSHABI PITSO**
Master's dissertation: **ASSESSING THE EFFECTS OF INADEQUATE
HUMAN CAPITAL AFFECTING BRAND IMAGE OF THE
HOSPITALITY AND TOURISM INDUSTRY**

I confirm that I have edited this dissertation and the references for clarity, language and layout. I am a freelance editor specialising in proofreading and editing academic documents. I returned the document to the author with track changes so correct implementation of the changes in the text and references is the responsibility of the author. References were checked for layout but not for accuracy. My original tertiary degree which I obtained at the University of Cape Town was a B.A. with English as a major and I went on to complete an H.D.E. (P.G.) Sec. with English as my teaching subject. I obtained a distinction for my M.Tech. dissertation in the Department of Homeopathy at Technikon Natal in 1999 (now the Durban University of Technology). During my 13 years as a part-time lecturer in the Department of Homoeopathy at the Durban University of Technology I supervised numerous Master's degree dissertations.

Dr Richard Steele **23
October 2018** *per
email*