



**CAREER ADVANCEMENT OF TOURISM AND HOSPITALITY
MANAGEMENT GRADUATES: THE CASE OF WALTER SISULU
UNIVERSITY, EASTERN CAPE**

Submitted in full requirement for the Degree of
Masters of Management Sciences Specialising in Hospitality and Tourism
in the Faculty of Management Sciences at the
Durban University of Technology

LUKANYO STEMELE

October 2019

13 January 2020

SUPERVISOR
Dr. Reshma Sucheran
PhD: Geography and Environmental Sciences

Date

DECLARATION

I, the undersigned, hereby declare that this submission is as a result of my own work and has not been submitted to any other University. All other sources are acknowledged in the list of references.

Lukanyo Stemele

13 January 2020

Date

DEDICATION

To my Beautiful wife, Zintle (Lakheni) Stemele and my children. You are my reason for trying one more time, and to achieve more than what I have already achieved.

To my mother and my late grandparents, I am who I am today because of your upbringing and values instilled in me.

“All our dreams can come true, if we have the courage to pursue them”

Walt Disney

ACKNOWLEDGEMENTS

I would like to express heartfelt gratitude to the following individuals without who this research would not have been possible:

- To God, sometimes I look up and smile and say it was you, you have been with me through this journey. Thank you.
- My supervisor, Dr Reshma Sucheran, I am forever grateful for your professional support, guidance, and the many hours you spent in assisting me in this journey.
- Mr Deepak Singh for your statistical assistance.
- Mr Zolile Zita for your support and assistance when it was not fashionable to be around me.
- My friend, Luthando Sikade, for your support in this journey. Thank you for all the sleepless nights we spent working on this.
- Mr Yolisa (Myo) Mdunyelwa for your assistance when I needed it the most.
- The financial assistance from DUT towards this research in hereby acknowledged.

ABSTRACT

Hospitality graduates are entering the industry without an accurate understanding of the sector, and this could be the reason for many leaving employment in the industry (Brown, Arendt and Bosselman 2014:1). Graduates in South Africa have unrealistic expectations of employment in the tourism and hospitality industry and tend to exit the industry within few years after joining it as they are faced with a number of challenges (Sibanyoni, Kleynhans and Vibetti 2015:13). Perceptions and attitudes of tourism and hospitality graduates towards employment in the industry are not clearly understood. The focus of this study was to investigate perceptions on career advancement of tourism and hospitality graduates at Walter Sisulu University in the Eastern Cape. The quantitative approach was adopted using structured online questionnaires to collect primary data. The population comprised of graduates in the Tourism and Hospitality Department from Walter Sisulu University, who graduated between the years 2004 to 2014. Simple random sampling was used to obtain a representative sample of 133 tourism and hospitality graduates. The key findings of the study reveal that the majority of respondents were currently employed in the tourism and hospitality industry on a full-time basis. Respondents who were working in the tourism and hospitality sector indicated that expectations in this employment sector were not adequately met. Respondents who are employed in other sectors showed a higher job satisfaction compared to those employed in the tourism and hospitality sector. The results further revealed that graduates employed in the tourism and hospitality sector were faced with far more challenges than those employed in other industry sectors. Even though previous studies on perceptions and attitudes of tourism and hospitality graduates towards employment in the industry indicated that graduates tend to exit the industry within few years after joining it, the current study findings indicate that the majority of graduates are still employed in the tourism and hospitality sector.

TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	iv
LIST OF TABLES	vii
LIST OF FIGURES	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background of the research problem.....	1
1.3 Statement of the research problem	4
1.4 Study aim and objectives.....	4
1.5 Significance of the study.....	4
1.6 Delimitation of the study	5
1.7 Outline of the dissertation	5
1.8 Conclusion.....	6
CHAPTER TWO: LITERATURE REVIEW.....	7
2.1 Introduction.....	7
2.2 Growth of the tourism industry.....	7
2.3 Employment in the tourism and hospitality industry	10
2.4 Working conditions and job satisfaction in the tourism and sector.....	15
2.5 Graduates perceptions of a career in the tourism and hospitality industry ..	21
2.6 Importance of education and training in career advancement in the tourism and hospitality sector.....	
2.7 Conclusion.....	29
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	30
3.1 Introduction.....	30
3.2 Research methodology.....	30
3.3 Research design.....	31
3.4 Target population and sample	32
3.5 Data collection methods	34
3.6 Analysis of data	35
3.7 Reliability and validity	35
3.8 Pilot testing.....	35

3.9	Limitations of the study.....	36
3.10	Ethical considerations.....	36
3.11	Conclusion.....	37
CHAPTER FOUR: DATA PRESENTATION AND INTERPRETATION		38
4.1	Introduction.....	38
4.2	Demographic profile of respondents.....	38
4.3	Tourism and hospitality qualification of respondents	41
4.4	Employment status of respondents	47
4.5	Challenges faced in the workplace	64
4.6	Conclusion.....	67
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS		68
5.1	Introduction.....	68
5.2	Summary of key findings	68
5.3	Limitations of the study.....	74
5.4	Future research	74
5.5	Conclusion.....	74
REFERENCES		76
APPENDIX 1: QUESTIONNAIRE		88
APPENDIX 2: PERMISSION LETTER		98

LIST OF TABLES

Table 3.1: Number of respondents in each year of graduation	33
Table 4.1: Level of tourism and hospitality qualification	41
Table 4.2: Reasons for choosing to study tourism and hospitality	42
Table 4.3: Cross-tabulation: Tourism and hospitality as a first career choice by sector employed	46
Table 4.4: Sectors respondents are employed in	47
Table 4.5: Industry sector currently employed in	48
Table 4.6: Cross-tabulation: Sector employed in by employment type	49
Table 4.7: Time taken to obtain employment after graduation	49
Table 4.8: Cross-tabulation: Monthly income by sector employed	51
Table 4.9: Minimum wage for South Africa's tourism and hospitality sector	51
Table 4.10: Cross-tabulation: Monthly income by number of years employed in hospitality and tourism	52
Table 4.11: Cross-tabulation: Monthly income of respondents currently working in tourism and hospitality by gender	52
Table 4.12: Level of agreement to the extent to which expectations have been met in tourism and hospitality employment	54
Table 4.13: Cross-tabulation: Level of satisfaction in current job by sector employed	56
Table 4.14: Cross-tabulation: Progress made in current job by sector employed	57
Table 4.15: Cross-tabulation: Relevance of tourism and hospitality qualification to current job by sector employed	57

Table 4.16: Respondents who left employment in tourism and hospitality and moved to another sectors.....	58
Table 4.17: Reasons for leaving employment in tourism and hospitality	59
Table 4.18: Mean distribution of level of agreement with current employment benefits	60
Table 4.19: Chi-square analysis of current employment benefits by number of years employed, age, gender, marital status and employment type	63
Table 4.20: Cross-tabulation: Level of agreement with challenges faced in current employment by sector employed	65

LIST OF FIGURES

Figure 2.1: International tourism receipts and arrivals	8
Figure 2.2: Industry sector growth in 2017.....	8
Figure 2.3: International tourism to South Africa.....	9
Figure 2.4: Total contribution of tourism to GDP in South Africa	10
Figure 2.5: Direct contribution of tourism to employment.....	11
Figure 2.6: Tourism’s impact on employment in South Africa	13
Figure 2.7: Employment in tourism sectors in South Africa	13
Figure 4. 1: Age of respondents	38
Figure 4.2: Gender of Respondents	39
Figure 4.3: Respondent’s race	40
Figure 4.4: Marital status of respondents	41
Figure 4.5: Tourism’s impact on employment in South Africa	44
Figure 4.6: Tourism and hospitality a first career choice	45
Figure 4.7: Ease of obtaining employment in tourism and hospitality	50
Figure 4.8: Expectations met in tourism and hospitality employment	53

CHAPTER ONE: INTRODUCTION

1.1 Introduction

According to a skills audit undertaken by the Department of Environmental Affairs and Tourism (2008:12), the tourism and hospitality sector is experiencing a large education and skills deficit. The audit further states that “tourism and hospitality graduates will need to have a combination of core business and management skills, as well as specialist skills and knowledge”. Graduates should possess skills that are aimed at managerial and strategic levels of thinking and visioning. Ayres (2006) claims that conventionally, a particular work-life philosophy was adopted by employees, whereby they would spend all of their working life working in one sector or just one organisation. This practice has recently been replaced by a new generation of employees who possess unstructured career paths, and general change employers within one industry sector, or pursue work in different industries (Inkson, Arthur, and Pringle 1999). Therefore, many careers, such as tourism and hospitality, encounter numerous challenges in successfully recruiting and retaining new employees.

1.2 Background of the research problem

Le, Christine, McDonald and Klieve (2018:1) maintain that internationally tourism and hospitality has been widely regarded as a rapidly growing, labor-intensive industry that makes a considerable contribution to employment generation. Thus, a critical element in the success of this industry is the availability of high quality employees, with relevant skills and education, to deliver, operate and manage tourist products. Brown, Thomas and Bosselman (2016:131) examined the propensity of tourism and hospitality graduates who do not enter the hospitality industry for employment, and found out that this was due to inaccurate expectations and perceptions of the industry. Moreover, the tourism and hospitality industry worldwide has been faced with the challenge of attracting and retaining quality employees, and this has consequently resulted in a scarcity of skilled staff to meet the needs of an increasing number of tourism and hospitality businesses (Deery and Shaw, 1999; Ferris, Berkson, and Harris, 2002; Ferland, 2011). A number of perceptions may influence the availability of skills in the tourism and hospitality sector, and such perceptions relate to: a relatively young labor

force, low salaries, lack of formal qualifications, high levels of part-time staff, low skilled jobs, long working hours, seasonal jobs, and high levels of staff turnover (Baum, 2006; Brien, 2004; Riley, Ladkin and Szivas, 2002; Service Skills Victoria, 2005). Consequently, a substantial number of graduate employees are leaving the industry and seeking employment in other sectors, with better working conditions.

Wan, Wong and Kong (2014:2) alluded that the perception of favorable career opportunities often leads to a higher obligation to the industry, and increased productivity. However, a number of graduate employees in the tourism and hospitality industry have a negative perception of the career prospects in the industry, and this leads to their low intentions to join or remain in this sector. Sibanyoni, Kleynhans and Vibetti (2015:13) found that graduates in South Africa have unrealistic expectations of employment in the hospitality industry and tend to exit the industry careers within a few years after joining it. These challenges often result in tourism and hospitality graduates being unable to realize their aspirations, assume their personal economic independence and effectively use their expertise in the tourism and hospitality industry.

According to Chibili (2016:45) from operational positions to management and executive-level responsibilities, the tourism and hospitality industry offers a unique environment in different industry careers ranging from operational positions that usually involve direct contact with tourists and are often the first step in a lifetime career and sample jobs include ski repair technician, bartender, concierge, adventure tour guide, cook and supervisory positions who will hire, manage, motivate and schedule operational positions as well as provide key functional expertise and sample jobs include guest services supervisor, Event Planner, restaurant Shift Supervisor, maintenance Supervisor. Furthermore the industry consists of management positions and these positions involve budgeting, analysis, planning and change management in order to help employees and the organization to grow and prosper and there may also be interaction with other tourism sectors and community involvement with sample jobs that include director of sales and marketing, head chef, ski Area Manager, rooms division manager, adventure company Owner, attractions Operations Manager with tourism and hospitality executives that are often responsible for several departments or divisions and usually work at a regional, national or international level and are responsible for strategic planning and have significant budget responsibility with

sample jobs including: Hotel General Manager, Regional Manager of Restaurant Chain, Vice President of Human Resources, Tour Company President (Chibili 2016:45-46).

The target population for this study was graduates from Walter Sisulu University who graduated with diploma in hospitality management, diploma and Btech in tourism management. The Walter Sisulu University offers the National Diploma Tourism Management, Btech in tourism management and the National Diploma Hospitality Management. These academic programs are well- designed qualifications that have been created to suit the needs of the tourism and hospitality industry, and focuses on education, work-integrated learning and skills development. Each qualification is a three-year, 360 credit, National Qualifications Framework (NQF) level 6 qualification. In terms of the national diploma hospitality management, students are exposed to the theoretical and practical aspects of hospitality management including accommodation, culinary studies and nutrition, food and beverage studies, financial management, hospitality management, hospitality service excellence, hospitality health and safety, hospitality law. The curriculum also includes support modules in hospitality communication, computing and first aid. In the second and third year of study, students spend 6 months off campus undertaking Work Integrated Learning (WIL), which provides the opportunity to apply theoretical and practical knowledge and skills in a real-world setting (WSU 2019). The National Diploma Tourism Management provides a management-orientated focus, with subjects such as marketing for tourism, tourism development, travel and tourism management, end-user computing, travel and tourism practice, communication, events management, tour guiding and tourism education. The program also offers Galileo as an additional certificate. WIL is undertaken for a period of six months during the second and third year of study (WSU 2019). Furthermore, Walter Sisulu university has the industry input from Industry Advisory Board) (IAB) where they provide input to general tourism and hospitality current trends and how to improve the students' education based on what the industry expert from the university and the program was last reviewed in the year 2010 in conjunction with the industry advisory board were the industry required that the university should align the programs with current trends of the market/industry and the program design should articulate the outcomes of the qualifications and these outcomes should be realized by daily lecture plans of the academics (WSU 2019).

1.3 Statement of the research problem

The tourism and hospitality industry worldwide is challenged with the problem of attracting and retaining qualified and quality employees. Tourism and hospitality graduates are sometimes reluctant to join the industry, or choose to leave after having been employed for a relatively short period. Perceptions and attitudes of tourism and hospitality graduates towards a career in the industry are generally not known or clearly understood.

1.4 Study aim and objectives

The aim of the study is to investigate perceptions on career advancement of tourism and hospitality graduates at Walter Sisulu University in the Eastern Cape province.

The main objectives of this study are as follows:

- To examine the employment status of tourism and hospitality graduates from Walter Sisulu University.
- To ascertain the perceptions of graduate employees of Walter Sisulu University towards a career and career advancement in hospitality and tourism.
- To investigate the challenges faced by tourism and hospitality graduates of Walter Sisulu University in the workplace.

1.5 Significance of the study

This research study compliments research on tourism and hospitality graduates' perceptions on career advancement in South Africa, particularly in the Eastern Cape Province and creates a suitable platform for future research studies on tourism and hospitality graduates perceptions on career advancement in the sector. It further extends knowledge on graduate's perceptions and recommends strategies to address tourism and hospitality graduates' employment deficit in tourism and hospitality industry. This should assist tourism and hospitality policy makers and organizations in developing strategies to promote employment and retention of graduates in tourism and hospitality sectors. The research study also creates awareness to potential tourism and hospitality employees and academic institutions to make informed decisions based

on the state of current career perceptions of graduates in tourism and hospitality industry.

1.6 Delimitation of the study

This study is limited to the aim, objectives and questions of the research defined earlier. The target population is limited to graduates of tourism and hospitality at Walter Sisulu University, who completed their study between the years 2004 and 2014.

1.7 Outline of the dissertation

The structure of the dissertation comprises five chapters.

Chapter One: Introduction

Chapter one introduces the research and provides an overview of employment and career perceptions of tourism and hospitality management graduates. The chapter includes a brief outline to the background of the study, the problem statement, the study aims, objectives and research questions.

Chapter Two: Literature review

This chapter examines the theoretical background to the study. It includes a review of relevant literature on career advancement of tourism and hospitality management graduates and working conditions in the tourism and hospitality sector.

Chapter Three: Research design

Chapter three presents the design of the empirical study and discusses the type of research method that was used as well as the data collection instrument and sampling techniques used in the study. Delimitations, limitations of the study, and pilot testing are also discussed in this chapter. In chapter three, reliability and validity of the study is also discussed.

Chapter Four: Presentation and discussion of results

This chapter presents, interprets and discusses the results of the primary data collected for the study. The data is presented and discussed using tables and graphs. Discussions regarding tourism and hospitality qualification, employment status of

respondents, perceptions on a career in tourism and hospitality, and challenges in the workplace are examined.

Chapter Five: Conclusion and recommendations

The final chapter draws conclusions on the study data and provides recommendations based on the findings. Areas for future research on career advancement of tourism and hospitality management graduates are also highlighted in this chapter.

1.8 Conclusion

This chapter introduced the background to the study and briefly discussed the tourism and hospitality industry in terms of employment generation. The perceptions of tourism and hospitality graduates towards career advancement in the sector, were discussed concisely to set the scene for the background to the study. Additionally, perceptions on a career in tourism and hospitality and challenges in the workplace were discussed. The chapter also highlighted the study aim and objectives. The next chapter will focus on exploring existing literature relevant to career advancement of tourism and hospitality graduates.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The previous chapter provided a background to the study wherein important facets of the study, such as the aim and objectives, problem statement and rationale for the study were discussed. This chapter provides an overview of literature on career advancement in the tourism and hospitality industry. In particular, the chapter will focus on employment and employment sectors of the tourism and hospitality industry, types of employment in the tourism and hospitality industry, characteristics of tourism and hospitality employment, and working conditions of employees in the tourism and hospitality industry. Additionally, this chapter will draw on literature pertaining to job satisfaction, career perceptions, and education and training in the tourism and hospitality industry.

2.2 Growth of the tourism industry

The tourism and hospitality industry plays an integral role in the economies of countries across the globe, and is considered as a leading form of economic activity which contributes significantly to the Gross Domestic Product (GDP) of countries. This sector has also serves as a source of livelihood to several individuals and households (Khasanov 2015:319). Le, Christine, McDonald and Klieve (2018:68) posits that the tourism and hospitality has a significant role in the world's economy, and contributes to a substantial share of GDP and employment.

The World Travel and Tourism Council (WTTC) (2018) confirmed that 2017 was one of the sturdiest years of Gross Domestic Product (GDP) in a decade, and this global growth was largely in the travel and tourism industry. The WTTC attributed this growth as mainly driven by both visitor exports increasing by 4.3%, and domestic leisure which increased by 4.9% (WTTC 2018:6). According to Figure 2.1, the World Tourism Organization (UNWTO) (2018), noted a total of 1,326 million international tourist arrivals in destinations around the world, indicating an increase of about 86 million more than in 2016, with an above average growth in Europe and Africa. Total international tourist arrivals saw the highest growth in seven years since 2010, with

total international tourism receipts being US\$ 1.340 billion. According to Uniting Travel (2018:6), the travel and tourism sector experienced a 4.6% growth in GDP in 2017, which is the highest rate since 2011. Evidently, compared to all other major global economic sectors, travel and tourism outperformed all others in terms of GDP growth (Figure 2.2).

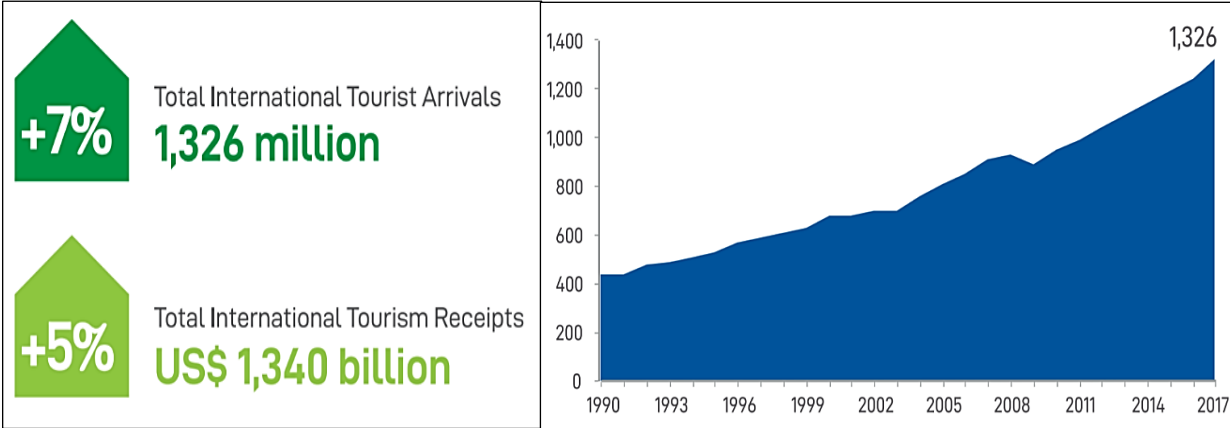


Figure 2.1: International tourism receipts and arrivals
Source: UNWTO (2018)

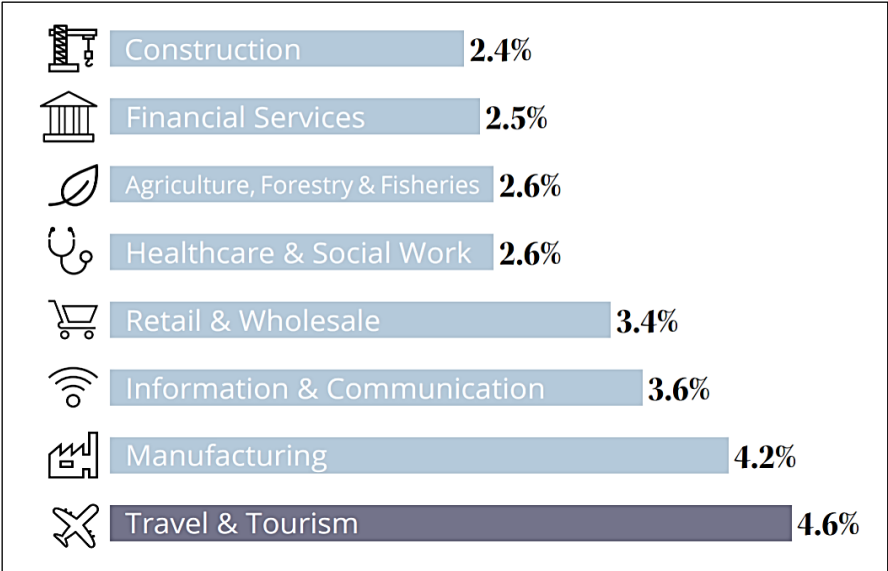


Figure 2.2: Industry sector growth in 2017
Source: Uniting Travel (2018)

The tourism and hospitality sector in Malaysia serves as a catalyst to the growth of the nation, and is one of the major contributors to the economy, “with a contribution of RM51.5 billion to the Gross National Income” (Tan, Baharun, Wazir, Ngelambog, Ali,

Ghazali and Tamazi 2015:2). According to Le, Christine, McDonald and Klieve (2018:68), the Asia Pacific is believed to reach about 397 million international arrivals by 2020, and is currently the world’s second largest tourist destination.

Folarin and Adeniyi (2019:4) added that international development agencies and national governments have acknowledged tourism as a vital sector in contributing to economic and social development in Sub-Saharan Africa, and believe in the ability of the tourism sector in stimulating economic development in Africa, through foreign exchange earnings and job creation. According to Figure 2.3, South Africa has experienced a steady increase in both international tourist arrivals and international tourism revenue from 2014 to 2018 (Stats SA 2018). Additionally, Figure 2.4 confirms a growth in tourism’s contribution to the Gross Domestic Product (GDP) in South Africa (WTTC 2018:2). The direct contribution of the tourism industry to South Africa’s GDP in 2017 was R136 billion (2.9% of GDP), with a rise by 2.4% to R139 billion in 2018. The contribution of tourism to the GDP in South Africa is expected to grow by 3.6% per annum to R197.9 billion (3.3% of GDP) by 2028 (WTTC 2018:3).

	2014 2.4m	2015 2.3m	2016 2.7m	2017 2.6m	2018 2.8m	ARRIVALS (millions)
	2014 R18.6	2015 R16.3	2016 R22.5	2017 R19.0	2018 R20.7	REVENUE (R billions)

Figure 2.3: International tourism to South Africa
Source: Stats SA (2018)

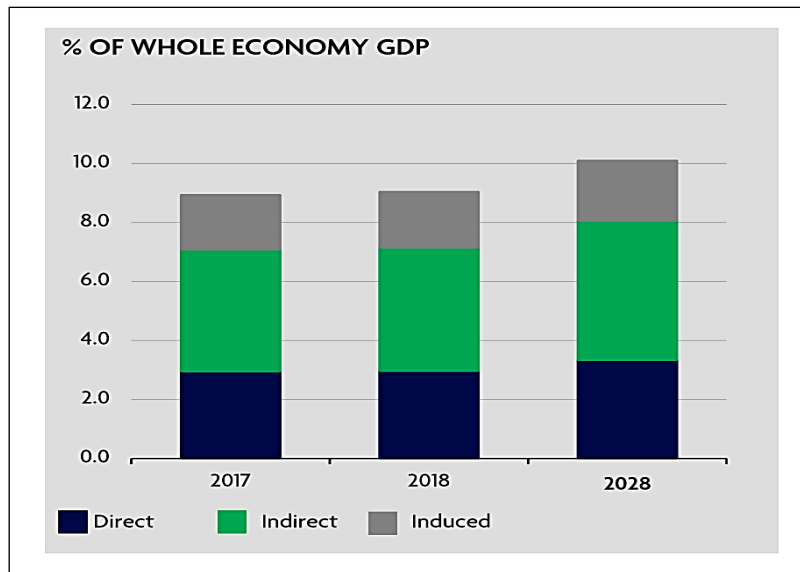


Figure 2.4: Total contribution of tourism to GDP in South Africa
Source: WTTC (2018)

2.3 Employment in the tourism and hospitality industry

According to Figure 2.5, tourism generated 313 million jobs globally in 2018. These figures include, direct, indirect and induced employment (WTTC 2018:4). The WTTC confirms that for “every 30 new tourists to a destination, one new job is created”. It is estimated that the share of tourism employment will grow by 2.5% a year, generating 414 million jobs by 2029. Currently, tourism supports more jobs than the chemical manufacturing and auto manufacturing industries combined (WTTC 2018:7). Santos and Khan (2018:2), concur that tourism is among the world’s largest job generators, and its share of the world employment is greater than that of the motor-vehicle and chemical industries. The tourism industry generated 122,891,000 direct jobs in 2018, which accounts for 3.8% of total employment worldwide (Figure 2.5). This includes employment generated by travel agents, airlines, accommodation, tourist transportation services, and restaurant and leisure industries (WTTC 2018:4).

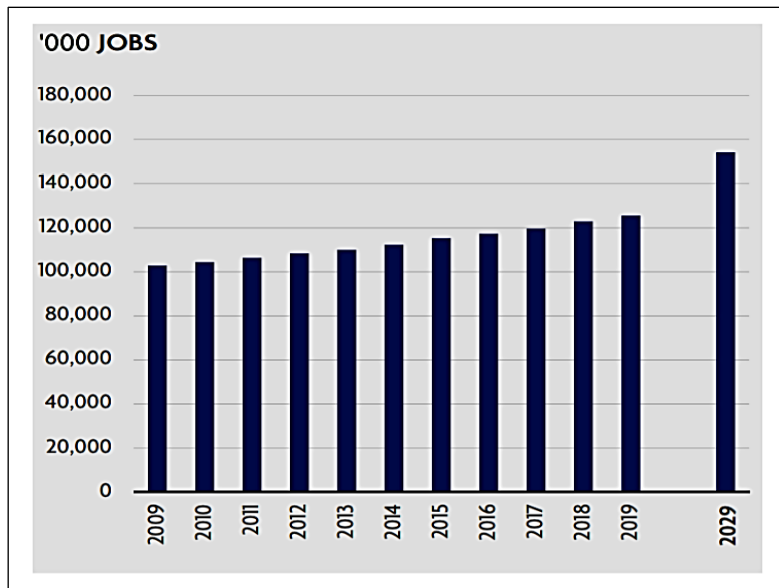


Figure 2.5: Direct contribution of tourism to employment
Source: WTTC (2018)

Lillo-Banuls, Casado-Diaz and Simon (2018:981) concluded that tourism in Spain is also regarded as highly relevant in terms of job creation, employing approximately 2.2 million people. This constitutes to 12.7% of total employment, which is a sizeable figure in a country where “unemployment rates rose above 25% during the worse years of the great recession”. Tourism was found to be one of the most buoyant economic sectors in terms of job creation. Richardson and Thomas (2012:112) further mentioned that the tourism industry in the United States of America is also an important employer, paying almost “US\$188 billion in travel-related wages and salaries, and employing more than 7.4 million people in tourism-related jobs in 2010”. In India, the tourism and hospitality industry employs over 77.3 million people, accounting for 8.8 percent of the total workforce (Chand 2016:54). According to Mariutti, Giraldi and Crescitelli (2013:14) and Ribeiro, Lopes, Montenegro and Andrade (2018:418), Brazil recognizes the importance and the role of tourism in the development of the national economy, because of the positive impact tourism it plays in generating employment. The tourism industry generated 2 826 000 jobs in 2011, which accounts for 2.9% of the total employment in Brazil.

Evidently, there are three types of employment created by tourism: direct, indirect and induced. Direct employment entails employment that is generated in tourism and hospitality organizations such as restaurants, hotels, travel agents, tour operators, attractions, etc. Indirect employment refers to job creation in organizations and

activities that are dependent on tourism, such as the construction industry, the furniture industry, and others who are less dependent, but still benefit from tourism. Induced employment is any additional employment that is created due to the effects of the tourism multiplier (Mahanta and Kalita 2016:60). The United Nations World Tourism Organization (UNWTO 2014:24) concurs that employment in tourism and hospitality is categorized into direct and indirect employment, depending on levels of participation in, or input to the tourism and hospitality supply-side. Employees in contact with tourists, and catering towards tourist demands are categorized as direct employment, and these include front offices in hotels, food and beverage establishments, tourism information centers, aircrafts, travel agencies, cruise lines, resorts and shopping outlets. Tourism and hospitality support service providers, that are dependent on companies providing direct tourism employment for revenue, is regarded as indirect employment and includes restaurant suppliers, tourist facility and infrastructure developers, aircraft manufacturers, various handicraft producers, information technology (IT), and accounting.

Whilst there have been job losses in other industries in South Africa, the tourism sector has also shown strength during a difficult economic time. According to Statistics South Africa (Stats SA) (2018:5), 1 in 23 employed individuals work in the tourism sector, and the sector employs 722 013 people in South Africa. The data presented in Figure 2.6 confirms that tourism created 64 000 new jobs between 2014 and 2017, and 31 752 new jobs in 2017 in South Africa. Out of a workforce of 16.2 million people, 722 013 people (4.5%) of South Africa's workforce is employed in the tourism sector (Stats SA 2018:5)

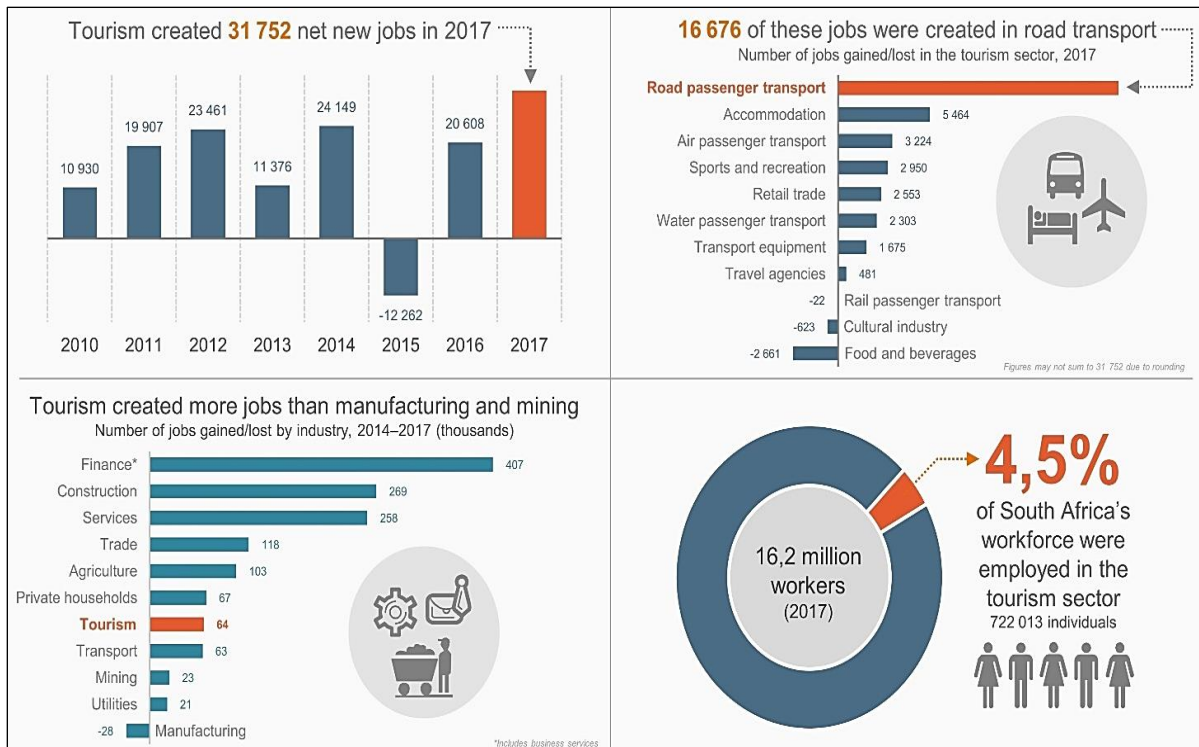


Figure 2.6: Tourism's impact on employment in South Africa
Source: Stats SA (2018)

In terms of the specific sectors of employment in the South African tourism workforce, Figure 2.7 indicates that the largest proportion of employees are in the road passenger transport sector (30%), followed by the food and beverage sector (20%), the accommodation sector (19%) and the retail trade (15%). A fairly small segment of the tourism workforce is employed in travel agencies (4%) and air passenger transport (4%). Other tourism industries comprise 8% of the tourism workforce.

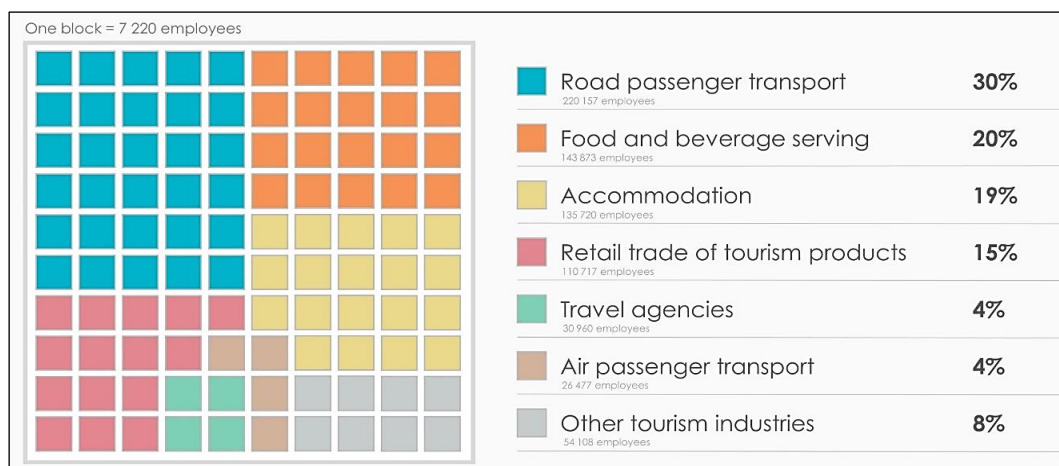


Figure 2.7: Employment in tourism sectors in South Africa
Source: Stats SA (2017)

2.3.1 The nature of tourism employment and career advancement

According to Hjalager (2002:1), the tourism industry provides many opportunities for well-qualified people aiming at international career opportunities. The sector's career opportunities are considered to be more accessible than other sectors, due to the nature of tourism businesses and the robust international association of tourism business enterprises. Bahçelerli and Sucuoğlu (2015:1137) further added, that with the wide range of constituent tourism subsectors, "employment in tourism is intrinsically co-related to each other". Soria and Teigeiro (2019:124) mentioned that the tourism and hospitality sector plays a key role in supporting the development of local and regional economies and reduces their income inequalities through employment opportunities. The authors added that the sector supports work opportunities for "disadvantaged sectors of the population such as young people, first-time labor market entrants, migrants, low-skilled workers and women".

Carvalho, Costa, Lykke and Torres (2018:1) concur that the tourism industry has opened many doors for employment, compared to other sectors, even though there are still few women who are occupying managerial positions compared to their male counterparts. Ferland (2011:24) believes that employment in the tourism and hospitality sector is enjoyable, because the sector has travelling opportunities and entails the experience of different languages, cultures and interesting destinations. Moreover, Costa, Brenda, Malek and Durao (2013:141) state that employment in tourism and hospitality has favorable working conditions which can be considered better than working in other sectors such as factories and manufacturing.

However, despite the tourism industry being a generator of many employment opportunities, many researchers associate employment in the tourism and hospitality industry with low salaries, high staff turnover, seasonal employment, demanding work conditions, and long working hours (Kusluvan and Kusluvan 2000:262; Rogerson 2012:37). Zopiatis, Theocharous, Constanti and Tjiapouras (2017:3) added that the hospitality sector, in particular, is known for its inconsiderate practices towards employees, and this has negative consequences for attracting, recruiting and retaining employees. They further concur that the industry has been impacted by challenges of staff shortages, staff turnover, seasonality, long working hours, and uncertain career paths. Additionally, Ferland (2011:25) and Costa, Brenda, Malek and Durao

(2013:145) argued that working in the tourism and hospitality sector does not always guarantee opportunities to support a decent career, and might involve working during public holidays, weekends and even at night, and this makes the industry unattractive to professionals and suitably qualified individuals. Evidently, the challenges experienced with working conditions in this sector has considerable impacts on job satisfaction.

2.4 Working conditions and job satisfaction in the tourism and sector

The European Foundation for the Improvement of Living and Working Conditions (Eurofound 2012), indicated that working conditions generally covers the working environment and aspects of employment terms and conditions of employees. Working conditions are assessed according to job quality, career and employment security, well-being at the workplace, development of skills and competencies and work-life balance. Zampoukos and Laonnides (2011:25) added that working conditions in the tourism and hospitality sector differs from one country to another, but generally includes low salaries, working hours, seasonal and part-time employment, a high employee turnover rate, little or no formal education and training and limited career progression.

2.4.1 Low pay

Costa et al. (2013:142) ascertained that wage and salaries earned by tourism and hospitality graduates employed in the sector were much lower than the salaries that the graduates expected upon graduation. Arasli, Daskin and Saydam (2014:1395); Mooney (2017:1) and Christian (2012:6), further alluded that suitably qualified employees are leaving the tourism sector due to low salaries and tough job competition. Richardson (2010:190) added that potential tourism and hospitality employees indicated that the industry is initially considered as glamorous and rewarding, but the evidence of low paying salaries becomes a reality once they join the tourism and hospitality sector. Wan, Wong and Kong (2013:3) concurred that tourism and hospitality industries globally have been challenged with attracting and retaining quality employees, which has resulted in a shortage of skilled employees to staff for the sector.

2.4.2 Working hours

According to Baum (2012:126), tourism and hospitality employment is characterized by long working hours and unfavorable family shift patterns. The working hours in this sector, however, differs amongst employees, depending on the level of employment position and the tourism and hospitality segment. For example, employees on cruise lines can work up to seven days a week, for 12 to 18 hours a day, on a six to ten months' employment contract, and earn as little as US\$500 per month. Milman and Dickson (2014:447), in their study on employment characteristics in large theme parks and attractions in Florida, ascertained that employees disliked their employment experiences in tourism and hospitality due to non-flexible working hours and frequent changes in scheduling. Baum (2012:127) also found that employees in the tourism and hospitality industry mostly spend their time at work, as the nature of the industry constitutes irregular working hours, shifts and working during weekends and public holidays, resulting in reduced hours spent with their family.

Costa et al. (2013:145) concluded that employees in Portugal, who were working in sectors unrelated to tourism and hospitality, were satisfied with their work schedules and weekly working hours, compared to those employed in the tourism and hospitality sector. Mouriki (2001:148) further stated that the tourism and hospitality industry in Greece is characterized by a high incidence of unofficial working hours. On the other hand, due to the seasonal nature of the tourism and hospitality industry, working shorter working hours also proves to be problematic. For example, Byamugisha, Shamchiyeva and Kizu (2014:27), found that young employees in Eastern Europe and sub-Saharan Africa worked less than 40 hours per week in the tourism sector, and the short working hours reflect a poor utilization of a young workforce and created a lack of regular decent employment in many countries.

2.4.3 Seasonal and part-time employment

A fundamental characteristic of the tourism and hospitality sector is seasonality, which greatly influences the industry's employment, underemployment and unemployment, and continues to create a negative image of the sector (Jolliffe and Farnsworth 2003:312). Christian (2012:5) supports the view that employment in the tourism and hospitality industry is determined by seasonality, which promotes irregular employment

conditions. Essentially, the tourism and hospitality industry is typified by a high season, of increased tourism demand, and a low season, which is a phase when tourist facilities may temporarily close or may function at reduced capacity. This leads to a fluctuation in the number of local and regional jobs in the sector. Consequently, workers usually have to find other jobs or remain unemployed during the low season (Andriotis and Vaughan 2010:72). Vučetić (2012:213) also mentioned that the introduction of technology, together with the high seasonality of tourist activities, has led to an increase in part time employment compared to full-time employment. Hence, permanent employees are converted to part-time and seasonal employees based on demand. The UNWTO (2014:25) states that “seasonal and temporary employment in tourism is very high in several different regions of the world: 54% in Japan; 51% in Mexico; 52% in Canada and 27% in the United States of America”.

According to Russell and Taylor (2011:12), part-time workers tend to have fewer privileges compared to full-time workers, and this offers several benefits to companies in their attempt to reduce business risks. Moreover, Mouriki (2001:150), observed that in Greece, although women made up 50% of the sectors workforce, they are over-represented in seasonal and part-time employment. According to Arasli and Arici (2019:175), seasonality is considered a significant problem for the tourism industry globally, and creates a challenge for obtaining and retaining staff.

2.4.4 Low skills

Low skills are seemingly aligned to the actual practical requirements of the tourism and hospitality sector, which requires mainly practical skills to perform most of the work tasks (Baum 2002:343). The UNWTO (2014:16) agrees that tourism and hospitality plays an integral role in providing employment opportunities for low-skilled ethnic groups, migrants, unemployed youth, those that are long-term unemployed and women seeking part time jobs. A study on the Kenyan hospitality industry, by Ondieki and Kung’u (2013:5), denotes that “about 64% of jobs are either semi-skilled or unskilled”. In terms of the levels of employment, approximately 6% were managerial, 8% were supervisory, and 22% were related to crafts, whilst the remaining are unskilled jobs. Rogerson (2012:37) maintained that the tourism and hospitality industry predominantly employs young people under the age of 35 years, of whom half are 25 years or younger, and Zampoukos and Loannides (2011:25) believe that the majority

of young employees in this sector have limited formal training and occupy lower-end positions with less career opportunities. The oversupply of low-skilled employees creates tough job competition, which further lowers the scale of salaries for many employees

2.4.5 Lack of skills, education and training

The tourism and hospitality industry is regarded as an industry that produces considerable employment opportunities. However, the type of employment opportunities available in this sector is hindered due to a lack of adequately educated and trained personnel, which has been the major determinant mitigating the positive gains and economic benefits of the industry (Liu, 2003:472). “Employees who are well educated, well trained and skilled, continue to be a highly desirable source of talent in today’s tourism and hospitality job market” (Lu and Adler 2009:64). Kusluvan and Kusluvan (2000:261) also alluded that “the importance of a well-educated, well trained, skilled, enthusiastic and committed workforce cannot be underestimated for the service industries in general”. Richardson (2008:45) further confirmed that tourism and hospitality businesses are depending on qualified staff to provide continuity and loyalty of customers and profitability targeted by an organisation, and the contribution of employees in this process, is no doubt, directly linked to the education and training of employees.

Wang, Ayres and Huyton (2009:63) mentioned that the Australian Standing Committee on employment and work relations noted that the tourism and hospitality industry is of critical economic importance in Australia. However, a major concern is that a lack of suitably qualified staff will weaken the industry’s ability to meet the expectations of service quality. The demand for tourism and hospitality services to meet international standards has led to an increasing trend to employ a highly educated and skilled labor force that will be able to innovate best labor practices that are required to remain competitive. Baum (2002:349) and Nischithaa and Rao (2014:54) further argue that education and training may assist employees to effectively handle an increase in responsibilities and duties, and this will lead to employee satisfaction and a low staff turnover rate. Moreover, education and training will help an establishment remain one step ahead of their competitors in terms of employee skills and guest satisfaction (Nestoroska and Petrovska, 2014:2). Wang, Ayres and Huyton (2009:67) believe that

the major issue in a lack of suitably qualified staff, is that it undermines the tourism and hospitality industry's ability to meet the expectations of service in order to meet international standards.

Murray, Elliot, Simonds, Madeley and Taller (2017:397) highlighted ongoing challenges in Canada in finding and retaining talented tourism and hospitality employees, indicating that "over 240,000 jobs specific to the industry were not filled between 2010 and 2015, representing over 10% of all tourism and hospitality jobs available". Kusluvan and Kusluvan (2000:253) also suggest that a significant proportion of employees with a university degree in the tourism and hospitality sector, is low in comparison to other industries, as graduates decline to enter the tourism and hospitality sector or stay for a very short time after employment.

2.4.6 Limited career progression

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

According to O'leary and Deegan (2005:423), career progress of tourism graduates in Australia revealed that graduates were highly employable and mobile in the labor force. A significant proportion of these graduates are working outside the tourism industry, as they were found to experience frequent job changes early in their career, instead of progressing through positions in one particular organization. The authors also denoted that graduates are most likely to change employers and geographic location, as they are still finding themselves in the workforce and trying to build a suitable career. Furthermore, employees may consider graduates with a degree as over-qualified, and may expect them to start at the bottom of the organization, and work themselves up to reach management level, resulting in graduates moving to other sectors that value their potential and help speed up their career progression.

2.4.7 Employee turnover and retention

Tuzunkan (2018:104) indicated that the tourism industry “is confronted with the problem of attracting and retaining a qualified workforce” due to factors which cause challenges among tourism industry employees, such as low wage, poor working conditions, irregular and long working hours, low job satisfaction, absence of motivating factors, lack of job security, limited training, poor image of the industry, and poor career progression. Richardson (2010:193) further stated that the tourism and hospitality industry in Australia “has been confronted with the problem of attracting and retaining competent employees which has resulted in a shortage of skilled personnel”. A research study in the Netherlands reported that about 70% of all tourism and hospitality employees left the industry within six years (Blomme, Rheede and Tromp 2009:6). The researchers confirmed that the overall sector turnover rate for line-level workers in the Netherlands is 60% and 25% for managerial positions. Kusluvan and Kulsluvan (2000:260) further indicate that in Turkey, “a continued supply and retention of a well-educated, well trained, skilled, enthusiastic and committed work-force in the tourism and hospitality sector has been a major hindrance to the growth of this sector”.

Kusluvan and Kusluvan (2000:259) also believe that retention rates among tourism and hospitality graduates had an effect in increasing expenditure on recruiting, training and maintaining employees, which is a further cause for concern for the industry. Even though the literature above indicates that tourism and hospitality is regarded as a major contributor to employment, there is a considerable body of literature that suggests that tourism and hospitality graduates desire to work in the tourism and hospitality sector after graduation is considerably eroded by negative working conditions, which eventually has a bearing on the level of job satisfaction (Mooney 2017:3).

Lillo-Banuls et al. (2018:984) alluded that job satisfaction is a factor that will influence employee’s commitment and performance influencing work quality, productivity and profitability of the organization, and “there is evidence indicating that lower levels of satisfaction are related to a higher incidence of absenteeism and staff turnover” and is a good predictor for employees to quit their jobs. Peters (2017:32) stated that “job satisfaction is not a singular facet”, but comprises of multiple constructs that include internal variables such as own personality and work experience, and also external variables such as factors surrounding the environment and job. Chand (2016:55)

maintained that job satisfaction affects how individuals perceive various aspects directly or indirectly related to their work, such as individual behavior and workers physical and psychological well-being, which might influence behaviors such as staff turnover and absenteeism and other work-related attitudes that might influence productivity and competitiveness of organizations. According to Nadiri and Tanova (2010:35), job satisfaction can affect many other factors such as staff turnover intentions, poor performance and lack of trust within the organization, and “job satisfaction has an indirect influence on turnover through its direct influence on the intent to leave”.

Sledge, Miles and Coppage (2008:3) indicated that many employee’s level of job satisfaction was induced by emotions of the employees and beliefs about their company. According to Peters (2017:31), there are various tools in the tourism and hospitality industry that can be used to measure job satisfaction, such as pay, promotion prospects, operating conditions, rewards, nature of work, general working conditions and communication, and if these, or some of these are absent, “it may impact on performance, behavior and overall job satisfaction”.

Santhanam, Kamalanabhan, Dyaram and Ziegler (2015:16) claim that jobs in the tourism and hospitality industry are largely perceived to be undesirable, and according to Yang (2009:610), this leads to negative staff attitudes and behaviors towards guests, as employee job satisfaction is a necessary contributor to meeting guest expectations. In this context, Nadiri and Tanova (2010:33) suggested that increasing job satisfaction will also contribute to the increased competitiveness of tourism and hospitality businesses, and lead to better future performance, since evidence suggests that “there is a strong linkage between job satisfaction and work performance”.

2.5 Graduates perceptions of a career in the tourism and hospitality industry

Tourism and hospitality career experiences and perceptions can either be positive or negative. Some tourism and hospitality managers “still enjoy a career in the industry through the discovery of a plethora of career enriching experiences” (Zopiatis et al. 2017:7). According to Brown, Arendt and Bosselman (2014:64), career perceptions and expectations ultimately affect one’s career choice, and the accuracy of career

perceptions plays a major role in affecting one's decision to enter, stay or leave the tourism and hospitality industry.

Richardson (2010:183) declared that tourism and hospitality employees are uncertain about careers and working conditions in the hospitality industry and highlighted the importance of examining these career factors. Wong and Ko (2012:45) concluded that the important factors in career perception in the tourism and hospitality sector were "sufficient free time, workplace support, flexible work schedule, allegiance to work, ability to voluntarily reduce hours, and working extra hours leading to rewards". Blomme et al. (2012:12) argued that inconsistencies in what employees expect in the tourism sector, and what they experience, may lead to negative outcomes.

Tung, Tang and King (2017:519) stated that literature on career perceptions has generally concentrated on the way in which personal and internal factors affect graduate's attitudes towards employment in the tourism and hospitality sector. Such investigations have been helpful, because an understanding of graduate's perceptions and attitudes towards tourism and hospitality jobs may clearly indicate their industry prospects and intentions within the sector. Furthermore, Tung et al. (2017:519) also mentioned that "demographics such as gender, work experience, year of study and influence of friends and family may affect career intentions and commitment, and general perceptions of graduates towards the tourism and hospitality industry".

According to Richardson and Thomas (2012:110), many graduates in Malaysia, did not believe that a career in tourism and hospitality industry would provide them with what they deem important in selecting a career. In addition, Richardson (2008:27) mentioned that in Australia, tourism and hospitality graduates had fears with respect to career pathways, future relationships with managers, salary, promotion opportunities and working conditions in the tourism and hospitality sector, and found that more than half of tourism and hospitality graduates were considering careers in another sector. Another study revealed that 42% of tourism and hospitality graduates in India, expected to work at mid-management level five years' post-graduation, 57% had expectations to be working in top-management, and none at low-management levels. When these expectations were not met, employees tended to exit the tourism and hospitality industry (Brown, Arendt and Bosselman, 2014:58).

Pavesic and Brymer (2012:92) examined the perceptions of 442 tourism and hospitality management graduates from 11 college level schools, and found that up to 28% of them were not working in the tourism and hospitality sector. Most respondents cited reasons such as “low job satisfaction, poor working conditions and lack of motivating factors” as reasons for not seeking employment in the tourism and hospitality sector. In particular, many stated that they “disliked factors such as long hours, night and weekend schedule, low pay, stressful environment, demanding duties, no personal time and quality of life, lack of advancement and recognition, company politics, labor shortages, and lack of motivation from managers and working peers”.

Conversely, some graduates indicated that they did like certain aspects of the industry, such as “having a challenging and rewarding work experience, formulating professional and public contacts, and being in fast pace and dynamic environment” (Pavesic and Brymer, 2012). Likewise, Baum (2012:129) ascertained that tourism and hospitality graduates overlook remuneration and unbearable working conditions as they are mainly attracted to the lively tourism and hospitality environments. Also, a study conducted in the United Kingdom and Netherlands showed that tourism and hospitality graduates prefer to join the larger hotel chains such as Hilton, Accor and Intercontinental because the internship, training and development opportunities offered by these chains lead to a faster path towards employment in middle or high management (Jaykumar, Balasubramaniam, Kumar, Francis and Sangaran, 2011:1958). Lu and Adler (2008:32) found that 68% of respondents intended to enter the hospitality industry upon graduation and their reasons included opportunities for employment and growth, ability to apply their knowledge, chances to meet new people, and personal interests.

However, a study by Costa et al. (2013:145) indicates that the majority of tourism and hospitality graduates start their careers within the tourism and hospitality industry, but later leave the sector to work in other sectors that are perceived to be more lucrative in employment benefits. Costa et al. (2013:146) also added that tourism and hospitality graduates leave tourism and hospitality employment because of unfulfilled expectations regarding equity, job variety, pay and employment conditions. Similarly, Hjalanger (2016:32) and Kulsuvan and Kulsuvan (2000:257), maintained that tourism and hospitality graduates in the Nordic countries are likely to leave the tourism and

hospitality sector within a few years after they have joined the industry. Graduate employees indicated that the career advancement opportunities in this sector does not look promising, and the reasons cited were linked to salary, unfavorable working hours and lack of career opportunities compared to other sectors. Wang, Ayres and Huyton (2009:63), examined the attitudes and perspectives tourism and hospitality graduates in the United Kingdom and Greece respectively, and concluded that most of tourism and hospitality graduates opt to join other industries as they indicated that they will develop faster than in the tourism and hospitality industry.

Ramakrishnana and Macaveiu (2019:41) added that more recently, employment in the tourism industry has been based on formal qualifications. However, graduates regard tourism and hospitality jobs as a temporary alternative, as they believe they have an extensive educational perspective through their qualifications, “but offer little added value, as they compete with low-skilled workers for traditional tourism jobs”. However, when graduates completed work experiences in college, their perceptions of the tourism and hospitality industry were affected in a negative way due to the unsatisfactory working conditions experienced. Therefore, graduates with practical experience in the tourism and hospitality industry have more realistic expectations (Jaykumar, Balasubramaniam, Kumar, Francis and Sangaran, 2011:1957).

2.6 Importance of education and training in career advancement in the tourism and hospitality sector

Lee, Hwang and Jang (2018:69) suggests that “a key factor behind the success of the tourism and hospitality industry is the availability of high-quality personnel to deliver, operate and manage tourism products”. This can be achieved through tourism and hospitality education to support the profession. Tuzunkan (2018:103) suggests that well educated and well-trained employees in the tourism and hospitality sector give high quality service, and provide a healthy relationship among guests and employees. The sector involves substantial face-to-face interaction with guests, which makes the tourism and hospitality industry highly dependent on an adequate balance between the soft skills and hard skills of employees. Furthermore, the researcher suggests that tourism and hospitality education is important as it contributes significantly to employee development. Aberg and Muller (2018:69) added that service industries in general, and

the tourism and hospitality sector in particular, have gained acceptance as a force for economic development, and general levels of education and skills of the national and local workforces are thus prerequisites, as growing global competition requires a highly educated workforce.

Kim (2014:147) and Teng (2013:81) posit that the tourism and hospitality industry strives to attract young and dynamic graduates who have relevant knowledge and competencies that match industry trends and needs. It is therefore a challenge for higher education institutions to train a diverse and quality workforce, who are prepared for the challenges, dynamism and increased mobility that characterizes the tourism and hospitality sector. Richardson (2008:190) argues that it is imperative for the higher education sector to equip graduates of the tourism and hospitality industry with a comprehensive and real-world view of the actual working conditions in the sector, so that they can be informed of what really transpires in real industry employment and conditions.

Researchers have examined how educational programs lead to more successful graduates. Chi and Gursoy (2009:248) suggested the crucial attributes that led to a successful career within tourism and hospitality education were the internship requisites, student mentoring, the preparation of students for interviews, the reputation and quality of the program, the industry experience of the tourism and hospitality faculty staff, and the quality of the curriculum. “If a university could increase the hospitality program’s placement rate, then more students would want to enroll in the program” (Robinson, Barron and Solnet 2008:13). A collaboration between the tourism and hospitality industry and education providers is essential, in order to identify industry needs which then can be addressed through the provision of appropriate educational qualifications.

2.6.1 Challenges within tourism and hospitality education and career advancement

According to Ramakrishnana and Macavei (2019:40), “tourism education is frequently challenged with lower quality student intake, disjointed engagement and poorer academic performance, leading to uncertain career aspirations” that tend to prevail

among tourism and hospitality students. The researchers further indicate that this is partly due to the breakdown of student engagement, and lower entry levels than other qualifications. Tourism and hospitality qualifications tend to attract many students who take the course due to lack of choice. Research also shows that many tourism employers do not require a tourism or hospitality degree qualification when offering employment to their employees. Also, a combination of the poor image of the industry, and unsatisfactory working conditions, as well as absence of career motivation in the sector, creates additional challenges in recruiting suitable candidates for tourism and hospitality programmes (Ramakrishnana and Macavei 2019:41).

Furthermore, Dale and Robinson (2001:30) asserted that tourism and hospitality courses have grown considerably in the UK, due to the quick growth of the industry. Although the supply of such courses have been met by an increasing student demand, this worldwide trend will inevitably result in an oversupply of graduates entering the industry. Dale and Robinson (2001:32) also noted that some of tourism employers often employ non-tourism and hospitality graduates, such as graduates in business studies, who can demonstrate the generic skills required for employment in this sector.

Another challenge in tourism and hospitality education, is that qualifications come in various forms, and lack uniformity in the title or description in terms of their nature and content. For instance, the most common degree titles are 'tourism management' and 'tourism studies', while others are prefixed with terms such as 'international'. While some qualifications combine their titles with leisure and hospitality, this leads to a lack of common understanding of what constitutes a tourism and hospitality qualification and how it differs from other related service sector programmes. This can be confusing for both employers and students alike, who are attempt to evaluate the differences between qualifications (Dale and Robinson 2001:32).

Wang (2008:152) stated that tourism and hospitality education is considered to be the highly vocational oriented, and actual experience indicates that graduates appear to be unable to meet industry employment needs. Moreover, the tourism and hospitality industry has a continuing reluctance to recognize the value of university graduates, and have criticized tourism and hospitality education providers for not adequately preparing graduates for employment in the industry. Furthermore, the industry places

little value on tourism and hospitality education qualifications, while graduates place more value on their educational qualifications, and in return expect to get decent employment (Harkison, Poulston and Kim 2011:387). The authors added that it is difficult for the majority of tourism and hospitality managers to access the value of education, because in most cases the managers themselves did not attain formal education before ascending to managerial positions. Consequently, negative attitudes from the tourism and hospitality industry about qualifications and curriculum has directly and indirectly influenced employment in the sector.

Lee et al. (2018:69) assert that “tourism and hospitality education was originally developed from on-the-job training in hotels and had a strong vocational focus”. Consequently, Costa et al. (2013:144) believe that the tourism and hospitality labor market does not adequately recognize and value knowledge, education and skills earned by tourism and hospitality graduates. They further added that the high percentage of tourism and hospitality graduates are employed outside the industry in sectors unrelated to their qualification, and they are perceived as over qualified with high demands (Harkison et al. 2011:388). Moreover, Christian (2012:6) learned that skills mismatch in developing countries confine staff from underdeveloped countries into menial jobs, while management and supervisory positions are mostly filled by employees from developed countries.

Sparreboom and Staneva (2014:17) asserted that the problems experienced in the tourism and hospitality industry is over-education and over skilling that coexist with under qualification and under skilling as part of skills mismatch. Furthermore, low levels of educational qualifications, coupled with poor quality education, may result in the under-skilling and under-education of tourism and hospitality graduates. For example, tourism and hospitality graduates train to become managers and strategists, but tourism and hospitality employers expect them to commence their careers as operational employees (Harkison et al. 2011:388)

Stacey (2015:11) added that there is a call for action to address the negative image of the tourism and hospitality labor market, and help raise the profile and image of tourism and hospitality as an attractive and rewarding industry in which employees and

professionals with related education and skills, can enter the industry and build their careers within the tourism and hospitality sectors.

2.6.2 Tourism education in South Africa

Ho and Law (2017:30) alluded that the tourism and hospitality industry is facing a serious education skills shortage globally, and the best way to meet the manpower needs of the industry is through training and education. According to Adukaite, Van Zyl and Cantoni (2016:55), tourism is often introduced as a subject in the formal education syllabi, due to the vital economic contribution of the tourism industry to the private and public sectors, and this is especially evident in emerging economies such as Asia and Africa.

In South Africa, at the start of democracy in 1995, the government in South Africa gradually introduced more practical and vocational orientated subjects such as tourism, hospitality, business studies and information technology for Grade 10, 11, and 12 learners. It was evident that post-apartheid South Africa lacked skills, and these vocational subjects were expected to address this. Since 2000, tourism as a school subject has seen a significant growth in terms of the number of schools choosing to offer the subject. Additionally, the number of learners that selected tourism as a subject in school “has grown from 120 schools and 2968 learners in 2000, to 2887 schools and 118 904 learners in 2014”. According to Kaplan (2004:218), “knowledge and skills development has a central role to play in ensuring the effective and sustainable transformation and development of the tourism industry in South Africa”. The lack of a coordinated approach to tourism education and skills development, greatly reduces the potential to impact positively on tourism transformation and development in South Africa.

In terms of higher education, tourism and hospitality courses are offered at a number of public and private colleges as well as universities. The Walter Sisulu University, which is the focus of this study, offers the National Diploma Tourism Management and the National Diploma Hospitality Management. These academic programs are well-designed qualifications, which have been created to suit the needs of the tourism and hospitality industry, and focuses on education, work-integrated learning and skills

development. Each qualification is a three-year, 360 credit, National Qualifications Framework (NQF) level 6 qualification.

In terms of the National Diploma Hospitality Management, students are exposed to the theoretical and practical aspects of hospitality management including accommodation, culinary studies and nutrition, food and beverage studies, financial management, hospitality management, hospitality service excellence, hospitality health and safety, hospitality law. The curriculum also includes support modules in hospitality communication, computing and first aid. In the second and third year of study, students spend 6 months off campus undertaking Work Integrated Learning (WIL), which provides the opportunity to apply theoretical and practical knowledge and skills in a real-world setting (WSU 2019). The National Diploma Tourism Management provides a management-orientated focus, with subjects such as marketing for tourism, tourism development, travel and tourism management, end-user computing, travel and tourism practice, communication, events management, tour guiding and tourism education. The program also offers Galileo as an additional certificate. WIL is undertaken for a period of six months during the second and third year of study (WSU 2019).

2.7 Conclusion

The tourism and hospitality industry plays a fundamental role in the economies of countries across the world, and is considered as a leading form of economic activity in terms of income generation and employment creation. Globally, and in South Africa, the sector has demonstrated a steady increase in international tourist arrivals, international tourism revenue and employment creation. The tourism industry provides many employment opportunities for well-qualified people aiming at international career opportunities. Despite the tourism industry being a generator of many employment opportunities, tourism employment is generally associated with a number of challenges and limited career advancement. Moreover, low job satisfaction is evident in this sector. Employees also face challenges with regards to career progression and promotion prospects in the tourism and hospitality industry.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The study was designed to investigate perceptions on career advancement of tourism and hospitality graduates at Walter Sisulu University in the Eastern Cape, South Africa. In the previous chapter, the literature review was provided in order to understand the concepts and theories upon which the study is based. This current chapter highlights the processes and procedures used in the collection of data for the study. The chapter provides relevant details concerning the target population, the sample size and the sampling technique that was used. The chapter further highlights the methods chosen for data collection and the analysis of the data. Finally, the pilot testing, delimitation of the study, study limitations, validity and reliability; anonymity and confidentiality, as well as ethical considerations are discussed in the context of the study.

3.2 Research methodology

There are generally three types of approaches to research methodology in the social sciences, namely, quantitative, qualitative and the mixed methods approach. A qualitative approach, which is based on an interpretative paradigm, is “a method of inquiry, which begins with prior knowledge, is interpretive, and examines research problems in order to investigate why or how groups or individuals encounter human or social problems” (Creswell, 2014:4).

Some research studies utilize both the qualitative and quantitative approaches, and this is regarded as the mixed methods approach. According to Babbie (2013:37) a mixed methods approach “has the ability to ensure that the problems of subjective qualitative methods are resolved through the objectivity of quantitative methods”. This ensures a greater validity of the research results, than that obtained by only using either qualitative or quantitative methodologies (Creswell, 2009:146).

This study utilized the quantitative approach, which is based on the positivist paradigm. Welman, Kruger and Mitchell (2005) argue that quantitative research “should be independent of opinions and feelings”. The outcomes or effects in research is the focus

of this positivist viewpoint (Creswell, 2014:12), and the quantitative approach focuses on the measurement and analysis of causal relationships among variables (Denzin and Lincoln, 2008:32; Creswell, 2009:7). “Quantitative research provides a numerical description of attitudes, trends and opinions of a population by studying a sample of a particular size, using a particular descriptive research design” (Creswell, 2014:37).

Using a quantitative research methodology enabled the researcher to collect original data from a population that was too large to observe. The principal aims of this study were twofold, namely, to investigate the employment status of tourism and hospitality graduates at Walter Sisulu University, and to ascertain the perceptions of graduate employees of Walter Sisulu towards a career in hospitality and tourism, in a descriptive manner. This approach was suitable for the research as it allowed the careful observation and measurement of the objective realities pertaining to the career advancement of tourism and hospitality graduates in the Eastern Cape. Quantitative research allows for a larger sample to be used for a study. This research approach enables generalizations to be made from a sample of the population, “in order to make inferences about the characteristics, behavior and attitude of the population” (Babbie 2013:24-25).

3.3 Research design

A research design describes the methods and procedures which are followed when collecting data from research subjects. Kumar (2019:94) defines a research design as “a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems”. This research plan specifies a program of the research, and also seeks to determine the level of validity, objectivity, and accuracy of the research questions (Kumar 2019:95).

Survey research designs provide a method of measuring attitudes in larger populations (Shepard 2000:37; Babbie and Mouton 2001:233). This study made use of a survey design, which is a “descriptive research design, as it provides a numerical analysis of the opinions, trends and attitudes of a population” (Creswell 2014:36). A survey design enabled the researcher to obtain data that allowed variables to be quantified. In this research study, the quantitative descriptive research aimed to determine perceptions

of career advancement of tourism and hospitality graduates at Walter Sisulu University in the Eastern Cape.

3.4 Target population and sample

“A population refers to every possible case that could be included in a study” (David and Satton, 2011:226), and can comprise of “institutions, organizations, groups and individuals” (Welman et al., 2005:52). In quantitative research, the population is a fundamental element for the success of the study. To obtain details of the study population, a comprehensive list all tourism and hospitality graduates, between 2004 and 2014, was obtained from the relevant department at Walter Sisulu University. Table 3.1 depicts the population size, according to year of graduation. The population size was 475 for graduates in the tourism program and 208 for the hospitality program.

A sampling frame is “an exhaustive list, in which each unit of analysis is mentioned only once” (Welman et al., 2005:57). In this study, the sampling frame comprised of graduates of tourism and hospitality at Walter Sisulu University, who graduated between 2004 and 2014. The sample should be representative of the sampling frame, and should comprise a limited number of units that have been drawn from a larger population (Shepard, 2000:46). According to Welman et al. (2005:70), a sample comprising more than twenty-five people is appropriate for a research study. For this study, a sample size of 133 was obtained, which comprised of 77 tourism graduates and 56 hospitality graduates (Table 3.1).

Table 3.1: Number of respondents in each year of graduation

Year	Total number of graduates		Number of graduates who participated in this study		Percentage
	Tourism	Hospitality	Tourism	Hospitality	
2004	29	5	4	2	4.5%
2005	49	22	4	2	4.5%
2006	23	21	3	2	2.2%
2007	34	22	6	4	7.5%
2008	29	26	6	5	8.2%
2009	31	21	4	1	3.7%
2010	32	6	7	3	7.5%
2011	58	13	3	6	6.7%
2012	57	26	7	6	9.7%
2013	62	18	17	15	25%
2014	68	28	16	10	19.5%
Total	475	208	77	56	100%

3.4.1 Sampling procedure

Simple random sampling, which is a type of probability sampling, was used to obtain the sample for this study. According to Landreneau and Creek (2009:1), “a probability sampling constitutes some form of random selection when choosing the elements for the research”. The authors added that this type of sampling involves “a selection process in which each element in the target population has an equal, and independent chance of being selected, and greater confidence can be placed in the representativeness of probability samples”.

From the sampling frame of all tourism and hospitality graduates, a sample from each program was drawn using simple random sampling. The total sample consisted of 77 tourism graduates and 56 hospitality graduates, comprising a total sample size of 133 respondents. Bhattacharjee (2012) states that simple random sampling gives all subsets of the population an equal chance of being selected. Rahi (20017:3) alluded that simple random sampling is a process in which each element or unit of the target population has an equal probability of inclusion in the sample of the study. The authors added that this method of sampling can be calculated using a sampling fraction that is n/N , where ‘n’ represents sample size, and ‘N’, represents the total population size of the study.

3.5 Data collection methods

Data collection methods, refers to tools or instruments used in gathering data or information about research cases (Veal 2006:99). The data collection instrument forms an important part of any research, as it does not only give a description of what data should be collected and how it should be collected, but also creates the basic information for the research. The researcher obtained a list of graduates with their contact details from Walter Sisulu University examinations department. The graduates were contacted telephonically, and their permission was obtained to participate in this study. This study made use of an online survey as the instrument for data collection (Appendix 1). A structured online questionnaire comprising of a series of open and closed ended questions was sent, via email, to all graduates who were willing to participate in the study. Closed-ended questions were used widely, because they provide an easy way of answering questions and simply required respondents to select a response from a suggested set of possible answers (Babbie, 2013:271). The structured, internet-generated questionnaire was formulated on Google Document.

The researcher made use of online questionnaires, as they are “inexpensive and enable data to be collected quickly and easily over a wide geographical area” (Kumar, 2011:141). Questionnaires also allowed the researcher to pose the same questions to different respondents, in an effort to reduce the chance any likelihood of unintended bias. Key themes that were addressed on the questionnaire included graduate employment, challenges in their current employment, employment benefits, job satisfaction and perceptions towards a career in tourism and hospitality. Likert scales were used to measure the graduate’s perceptions on career advancement in the tourism and hospitality sector. According to Boone and Boone (2012:8), “a Likert scale consists of a series of four or more Likert-type items that are combined into a single composite score or variable during the data analysis process”.

Secondary data was also used in this study. Neuman (2000:395) explains that secondary data is used to review empirical information that has already been gathered. An analysis of secondary data should offer new explanations concerning the data that has been collected, and constitutes an additional means of gathering data for a research study (Shepard, 2000:47). In this study, the researcher made use of

secondary sources of data in the form of documents such as curriculum documents, data from Statistics South Africa and South African Tourism, newspaper articles and academic journals and books. Secondary data allowed the data that was collected to be verified and provided a meaningful context for the analysis of the data.

3.6 Analysis of data

Data analysis is the process whereby raw data is coded, organized, analyzed and interpreted in order for it to provide meaningful information. According to Cuesta (2013:9), data that is obtained from research, is analyzed in order to provide answers or explanations to research questions. The data was analyzed using the Statistical Package for Social Science (SPSS) Version 24, and Microsoft Excel. The main descriptive indicators used were frequencies, descriptive statistics and cross-tabulations, which were used to draw inferences from the population. The data was presented in the form of graphs and tables.

3.7 Reliability and validity

According to Engel and Schutt (2014:68), reliability refers to the measurement instrument being consistent and producing quality results. Salkind (2012:127) concurs that reliability seeks to quantify the measurement procedure through replication, thus ensuring that the results produced is trustworthy. Validity also ensures that the instrument tool measures does what it intended to measure (Engel and Schutt 2014:69). In order to ensure that the findings of this study were valid and reliable, the following steps were taken. Firstly, the questionnaire was developed based on a similar study that was conducted regarding student perceptions of a career in tourism and hospitality in New Zealand. The questionnaire was also checked and edited in accordance to the research supervisors' suggestions before it was administered to participants.

3.8 Pilot testing

According to Salkind (2012:142), a pilot test is a trial or testing of a research tool. The author elaborates that the main goal of a pilot testing is to detect ambiguous questions and errors that might have occurred in the instrument being used, while making

rectification to identified problems before undertaking the main study. This is conducted as a means to enhancing the success of the main study. The researcher pilot-tested the questionnaires with ten tourism and hospitality graduates from the Walter Sisulu University. The questionnaire was adjusted based on the shortcomings from the pilot test.

3.9 Limitations of the study

Pellissier (2008:78) describes limitations of a research, as the weaknesses attributed to a particular research. A limitation to this study is that the results cannot be generalised to all tourism and hospitality graduates. Their perceptions on career advancement cannot be considered as been synonymous with graduates of tourism and hospitality from other universities, as this study is confined only to Walter Sisulu University tourism and hospitality graduates. Another limitation to this study is that due to some tourism and hospitality graduates currently residing in different geographical locations, and the fact that some of their contact details have changed, it was difficult to include many of them in the study sample.

3.10 Ethical considerations

Prior permission from tourism and hospitality graduates was requested before any survey or engagement was undertaken. No subject, under any circumstance, was forced to participate in this study. Participation was confirmed by written consent, and this was put into effect only after the researcher had made a full disclosure concerning the details of the research and addressed questions that were raised by participants. Participants were made aware that if they wanted to withdraw from participating at any point of the study, they could do so without any explanation or fear of being victimised. The confidentiality of respondent's identities and details was also ensured.

The necessary approval in respect of ethics was ascertained from the Walter Sisulu University (Appendix 2), and was undertaken before making any contact with relevant graduates from the selected target population. An explanatory letter was drafted for Walter Sisulu University authorities to obtain permission to have access to the university graduates, and the use of the university name for the purpose of this study.

3.11 Conclusion

In this chapter, an attempt to show and justify the work and the procedures followed in terms of the practical aspects of the study was made. The chapter highlighted the quantitative approach and design adopted for the research. The study population, the sample and sampling technique was described in this chapter. Furthermore, the chapter justified the data collection methods that was used in the study. Issues pertaining to ethical considerations, and reliability and validity were also explored. More so, aspects such as pilot testing, delimitations, limitation of the study, and ethical considerations were discussed. The next chapter presents the results of the findings from the data collected, and provides a thorough discussion of these results in relation to the perceptions on career advancement of tourism and hospitality graduates at the Walter Sisulu University in the Eastern Cape.

CHAPTER FOUR: DATA PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the research findings of this study. In chapter three, an overview of the research methodology used in the study was presented. The empirical data obtained from the questionnaires was subjected to a variety of statistical analyses. The Statistical Package for Social Sciences (SPSS), Version 24.0 software, and Excel, was used to analyze the data in this study. This chapter will present the descriptive statistics in the form of graphs and tables for the data that was collected. Inferential statistics will also be presented in the form of correlations and chi square test values, which are interpreted using the p-values. A detailed discussion and interpretation of the data will form the major part of this chapter. This chapter comprises a number of sections that focus on the study data related to: the demographic profile of respondents, tourism and hospitality qualification of respondents, the employment status of respondents, respondent's perceptions on a career in tourism and hospitality and respondent's challenges faced in the workplace.

4.2 Demographic profile of respondents

This section presents data on the demographic characteristics of respondents in the study. More specifically, variables such as age, gender, race and marital status will be examined in this section.

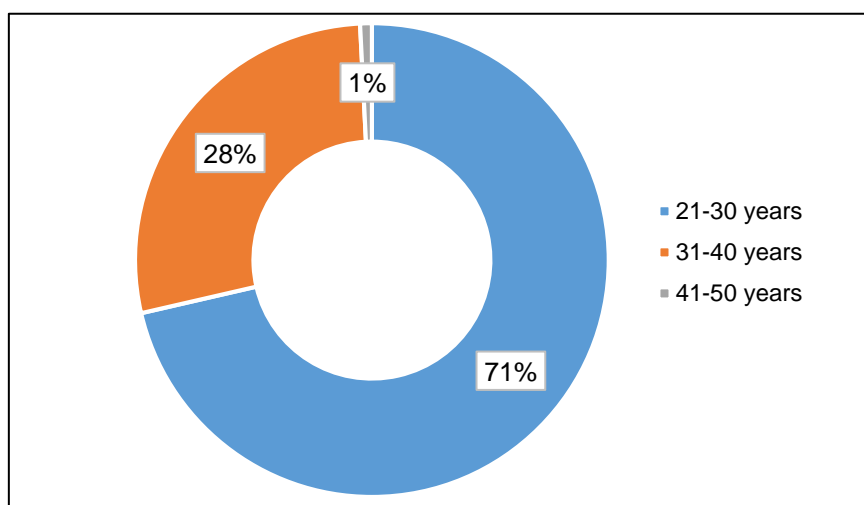


Figure 4.1: Age of respondents (n=133)

Figure 4.1 depicts the age distribution of respondents in the study. Majority of the respondents (71%) were between 21 to 30 years old, 28% were between 31 to 40 years old, and 1% were between 41 to 50 years old. The data reveals that the majority of respondents are relatively young, and this could probably be because these are fairly new graduates as indicated in Table 3.1, where the majority of respondents (60.9%) received their qualification between 2011 and 2014. These findings further coincide with a study undertaken by the Culture, Art, Tourism, Hospitality, Sports, Sector Education and Training Authority (Cuesta 2013:8), where it was found that 61% of staff compliment in the tourism and hospitality sector are young people under the age of 35 years old.

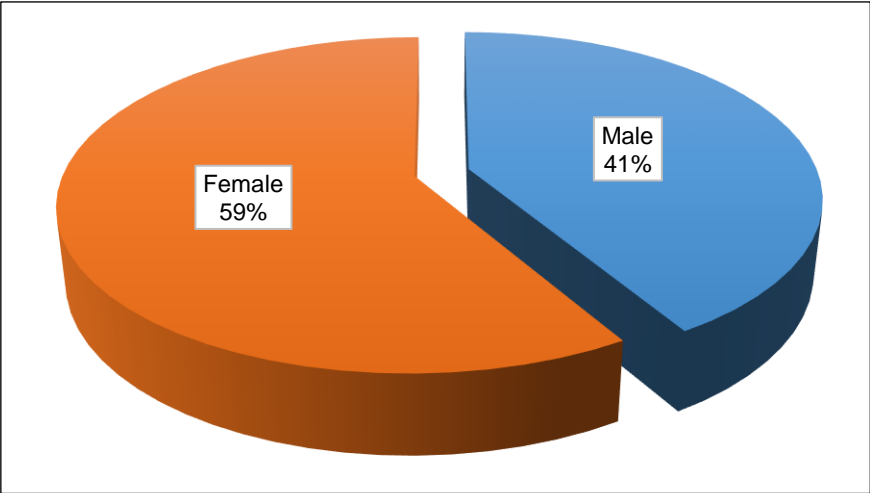


Figure 4.3: Gender of Respondents (n=133)

Figure 4.2 presents the gender composition of respondents in the study. Overall, females comprised 59% of the sample, and males comprised 41%. This gender imbalance towards male and female graduates is consistent with the range of studies that found females to dominate the student population of tourism and hospitality programmes (Waryszak, 2002:5). Furthermore, according to Kumar, Singh, Kumar and Shalini (2014:5), the ratio of men and women in the tourism and hospitality workforce is unequal, as more females are inclined towards opting for tourism and hospitality as a career than males.

Campos-Soria, Marchante-Mera and Roper-Garcia (2011:92) concur that some characteristics specific to the industry are indicative of the relevance of occupational

imbalance, as most jobs in this sector “carry a certain stigma due to their association with a submissive nature, and is regarded in many cultures as suited more for woman”. Campos-Soria et al. (2019:107) also argue that “employers want cheap labor, and women have historically been available for employment at lower average wages than men, partly reflecting their status as a family component rather than as breadwinners”. Furthermore, there has been a significant shift in gender composition in tourism and hospitality sector employment and this could have led to more females taking tourism and hospitality education as their career choice, as more employment opportunities are also given to woman compared to males. Christian (2012:5) further claims that workers from developed countries tend to do managerial and skilled jobs, whilst employees from developing countries, who are mostly women, are generally employed in vulnerable and labor intensive segments. This may cause exploitation in the tourism and hospitality labor market.

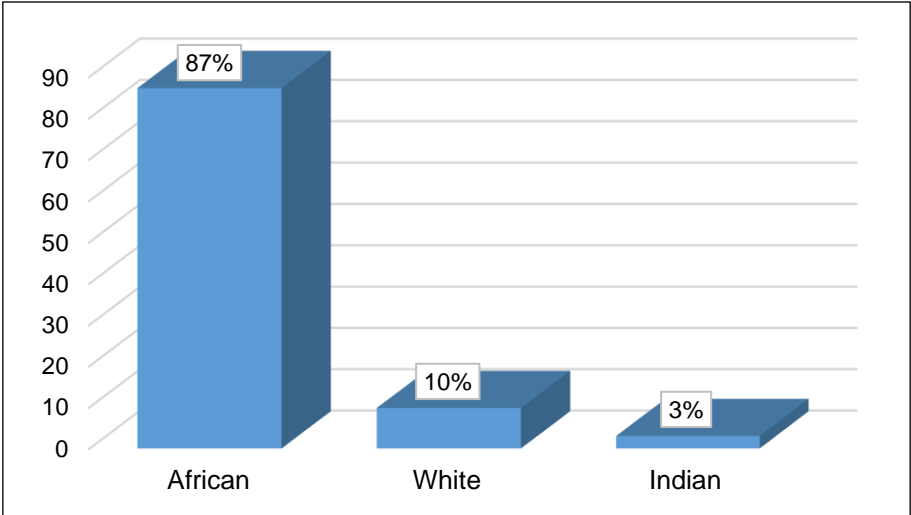


Figure 4.4: Respondent’s race (n=133)

Figure 4.3 illustrates the racial composition of respondents in the study. Evidently, 87% of respondents were African, 10% of the respondents were White, and only 3% of the respondents were Indian. According to Statistics South Africa (Stats SA) (2018:4), the Eastern Cape province consists of three main racial groups, with Africans being the majority (86.3%) of total population, followed by Coloreds (8.3%), Whites amounting to (4.7%) and Indian (0.4%). This is representative of the racial composition of respondents in the study.

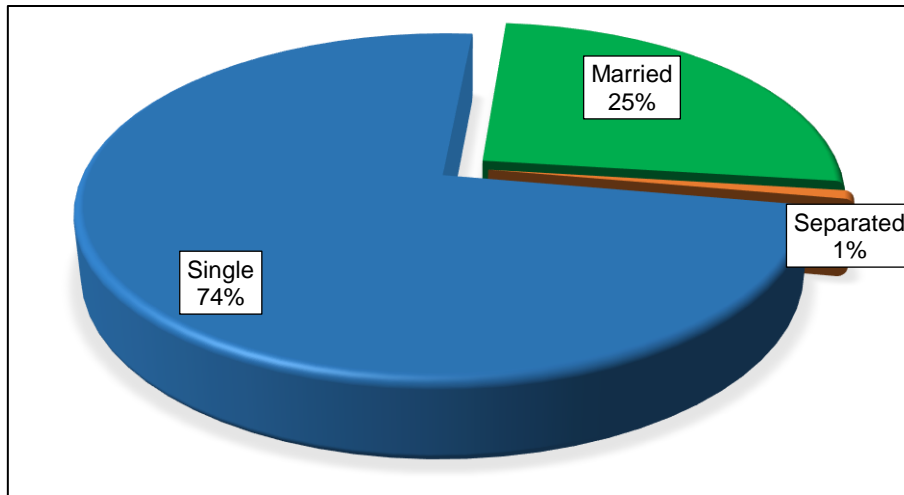


Figure 4.5: Marital status of respondents (n=133)

Figure 4.4 presents the data on the marital status of respondents in the study. The data reveals that 74% of the respondents are single, 25% of the respondents are married and 1% of respondents are separated. The fairly large proportion of respondents who are single are probably those that recently graduated and are focusing more on their career at this stage, instead of marriage.

4.3 Tourism and hospitality qualification of respondents

This section presents the data pertaining to the respondent's educational qualifications. In particular, the data presented in this section will focus on the level of qualification of respondents, reasons for choosing to study tourism and hospitality, and the respondent's career choice.

Table 4.1: Level of tourism and hospitality qualification (n=133)

	Frequency	Percent
Diploma	101	76
Post Graduate Degree (B.Tech)	32	24
Total	133	100.0

Table 4.2 presents the level of tourism and hospitality qualification of respondents in the study. Majority of respondents (76%) indicated that they have a diploma level qualification, whilst the remaining (24%) of respondents indicated that they have obtained a post-graduate qualification in tourism and hospitality. Generally, graduates tend to seek employment immediately after their undergraduate qualification, and only

a few go on further to pursue post-graduate studies. These findings may be influenced by government initiatives such as the National Student Financial Aid Scheme (NSFAS) that provides bursaries and loans to South African students. Students are not required to pay back the loans in monetary value, but will instead undertake contractual work in a specific employment sector in South Africa for a specified amount of time after their graduation (Raba 2016). Also, due to personal economic reasons, graduates may seek to find employment immediately after graduation. Moreover, majority of tourism jobs require a basic qualification and graduates are therefore not motivated to study further in the field.

Table 4.2: Reasons for choosing to study tourism and hospitality (n=133)

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
Could not gain access to other courses	17%	17%	9%	28%	29%	2.66
To gain transferable skills	16%	54%	23%	6%	1%	3.80
Opportunities for further training	22%	50%	21%	6%	1%	3.88
Growing industry	26%	50%	14%	10%	-	3.93
Secure employment	17%	60%	17%	4%	2%	3.88
Good starting salary	11%	42%	33%	14%	-	3.51
A number of job opportunities available	41%	41%	12%	5%	1%	4.16
To gain professional skills & knowledge	41%	40%	15%	3%	1%	4.17

Respondents were asked to rate their level of agreement with reasons for choosing to study tourism and hospitality on a 5-point Likert scale, with 5 being 'strongly agree' and '1' being 'strongly disagree'. According to the data in Table 4.2, it is evident that the main reasons for respondents choosing to study tourism and hospitality were to gain professional skills and knowledge (mean=4.17), followed by there being a number of job opportunities available (mean=4.16), tourism is a growing industry and future prospects are good (mean=3.93), opportunities for further training and secure employment (mean=3.88) and to gain transferable skills (mean=3.80). To a lesser extent, respondents indicated that a good starting salary (mean=3.51), and the fact that they could not gain access to other courses (mean=2.66), were reasons for choosing to study tourism and hospitality.

To gain professional skills and knowledge was noted as the main reason for choosing to study tourism and hospitality. According to Zins and Jang (2018:3), personal skills and social skills such as problem-solving skills, critical thinking, creativity, team work

and liberal reflection capacities, are main skills that tourism and hospitality students are taught so that they can be competent in their jobs and be able to deal with different work situations effectively. Furthermore, Park, Yaduma, Lockwood and Williams (2016:97) added that “education and training can improve the multi-tasking skills of employees, hence facilitating the movement of workers across departments, and this could be important in meeting temporary labor shortages in departments and could also improve productivity”. Also, Dritsakis (2015:306) indicated that there is a high demand for tourism and hospitality employees with relevant knowledge and skills, so that they can take up key positions within tourism and hospitality industry.

Respondents also indicated that one of the main reasons for choosing to study tourism and hospitality was that there are number of job opportunities available in the sector. According to the World Travel and Tourism Council (WTTC 2018), tourism is of economic significance around the world, as it creates direct employment opportunities to a number of people globally, and currently supports about 292 million jobs throughout the world. Dagsland, Mykletun and Einarsen (2017:54) found that 90% of respondents intend to pursue a future career within the tourism and hospitality industry because of its employment opportunities. According to Figure 4.5, Statistics South Africa (Stats SA 2018:12), indicated that even though “there were concerns over job losses in major industries in South Africa, the tourism sector has shown some resilience in the face of a difficult economic climate”, and has created more job opportunities. In 2017, the sector generated 31 752 new jobs, and this is the most number of net new jobs generated by tourism within one year. Stats SA (2018) further claims that, between 2014 and 2017, labor statistics confirm that the tourism sector is playing a greater role in job creation than other major industries.

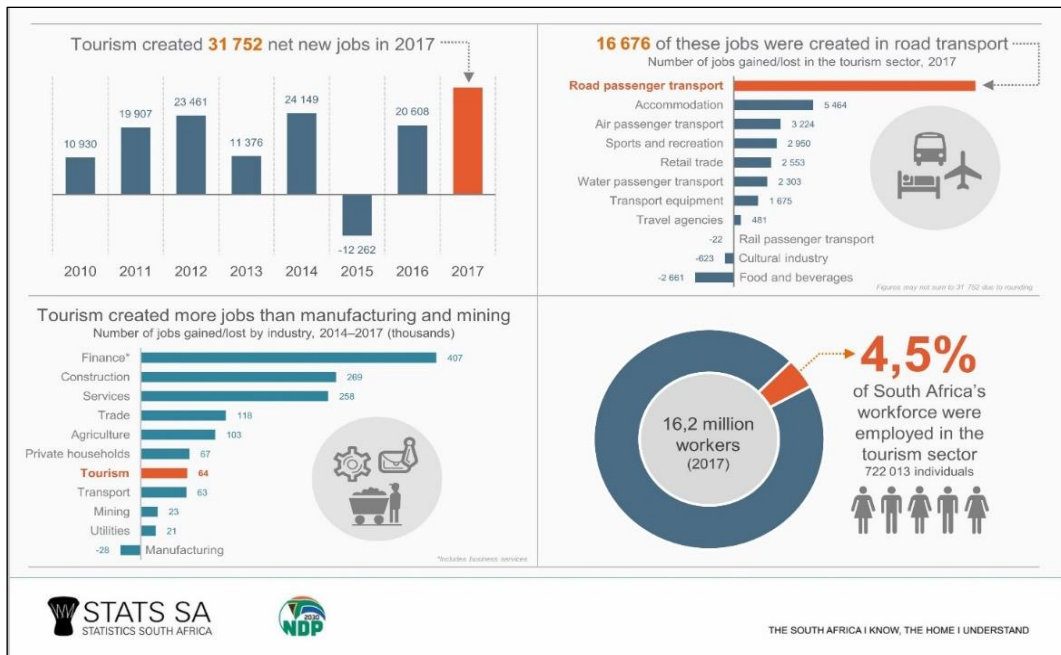


Figure 4.6: Tourism's impact on employment in South Africa
Source: Stats SA (2018)

Respondents also indicated that some of the reasons for choosing to study tourism and hospitality was that they will get opportunities for further training. A number of hotels, such as the Tsogo Sun Hotel group in South Africa, currently supports skills, training and further development through various government initiatives and tertiary education providers, by offering in-service training placements for learners who have finished the theoretical component of their qualification, to further train them towards the attainment of practical skills (Tsogo Sun 2019:9). The Sun International Hotel group, which has accommodation establishments in South Africa, also offers further career development training opportunities to graduates and offers graduate jobs. The group was named as a top employer in the leisure category by the South African Graduates Employers Association in their employer's awards in 2016 (Sun International 2019:2). The Department of Tourism (DoT, 2018), as part of creating job opportunities and providing further training for unemployed graduates and youth, offers the National Youth Chefs Training Program (NYCTP) to address skills shortages in the tourism and hospitality sector, by capacitating unemployed youth and graduates. This is therefore a clear indication that the tourism and hospitality industry provides several opportunities for further development through education and training.

The respondents indicated that some of the reasons for choosing to study tourism and hospitality was because they could not gain access to other courses. These findings corroborate with the data depicted in Figure 4.6, were 38% of respondents indicated that tourism and hospitality was not their first career choice. Generally, the entry requirements to study tourism and hospitality courses are lower compared to other qualifications, and respondents probably did not meet the entry requirements in their preferred courses, and as a result chose to study tourism and hospitality instead.

A good starting salary was, to a lesser extent, cited as a reason for choosing to study tourism and hospitality. Kusluvan and Kusluvan (2000:262) and Rogerson (2012:37) believe that across the world, researchers and policy-makers associate employment in tourism and hospitality industry with low salaries. Pizam (2016:160) also alluded that in a number of countries, salaries in the tourism and hospitality sector is “between 15% and 20% below the average for other industries”. Hence, many respondents in the study did not choose to study tourism and hospitality based on the expectation of a good starting salary. Olds and Lee (2008:22) claim that the reasons why students chose to study tourism and hospitality courses were based on three major motivational factors. These factors include student’s knowledge and interest in the tourism and hospitality industry, the influence of their parents, career advisors, peers and their personal experiences as end-users of tourism and hospitality products.

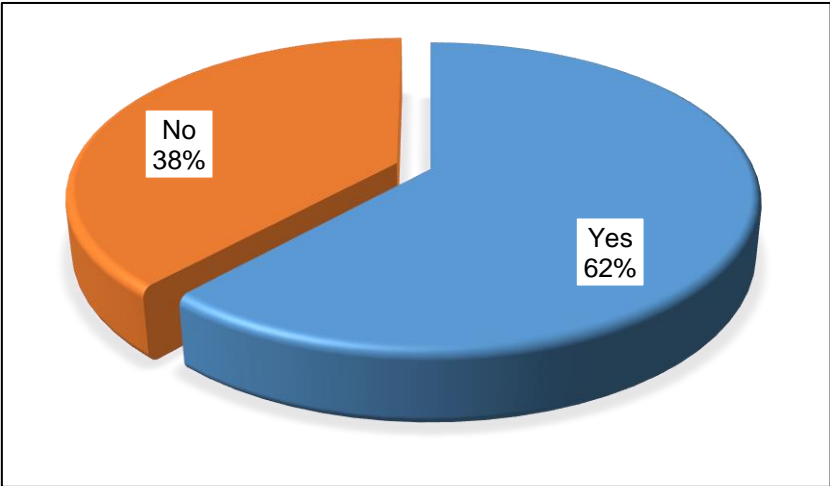


Figure 4.7: Tourism and hospitality a first career choice (n=133)

According to Figure 4.6, majority of respondents (62%) confirmed that a tourism and hospitality qualification was their first career choice, whilst for 38% of the respondents, a qualification in tourism and hospitality was not their first choice. Some of the reasons for the respondents to choose to study tourism and hospitality have been noted and discussed in Table 4.3. At Walter Sisulu University (WSU), the minimum entrance requirements for tourism and hospitality, requires a pass in three fundamental subjects of 50% and above, and a pass of 60% and above in three vocational subjects. However, the entrance requirements to other courses in the same faculty are higher. For example, a Diploma in Public Relations requires a 50% pass in three fundamental subjects, including 50% or more for mathematics or 70%, or more for mathematics literacy, and a 60% pass in three compulsory vocational subjects, and a Diploma in Office Administration and Technology requires a pass in all three fundamental subjects with 50% and above, and 70% or more for mathematics literacy, and a pass of 60% and above in three vocational subjects (WSU 2019). Therefore, the 38% of respondents who indicated that tourism and hospitality was not their first career choice, probably did not meet the requirements for their preferred courses of study, and opted to enroll for tourism and hospitality, as they might have met the requirement for tourism and hospitality courses.

Table 4.3: Cross-tabulation: Tourism and hospitality as a first career choice by sector employed (N=121)

Tourism and hospitality qualification first career choice	Sector employed		Chi square
	Tourism and hospitality	Other	
Yes	71%	47%	$\chi^2(1)=7.453$ p=.006
No	29%	53%	
Total	100%	100%	

Table 4.3 depicts a cross-tabulation between respondent's first career choice and the sector they are currently employed in. The findings show that majority of respondents (71%) who chose to study a tourism and hospitality qualification as their first career choice, are still employed within the tourism and hospitality sector, and the majority (53%) of those who did not choose tourism and hospitality as their first career choice, are working in other industries. The Chi-square results show a significant relationship between the sector employed and tourism and hospitality as a first career choice

($p=0.006$), whereby a larger proportion of respondents that chose tourism and hospitality as a first career choice are currently working in the industry.

4.4 Employment status of respondents

This section discusses the data analysis on the employment status of respondents. In particular, this section will examine the industry that respondents are currently employed in, the type of employment, time taken to obtain employment after graduation, the ease of obtaining employment in tourism and hospitality, income level of respondents, expectations from tourism and hospitality employment, the level of satisfaction with employment, employment progress, the relevance of qualification to current job and reasons for leaving employment in tourism and hospitality.

Table 4.4: Sectors respondents are employed in

Sector	N Value	Percentage
Tourism and hospitality	82	62%
Other Sectors	39	29%
Unemployed	12	9%
Total	133	100%

Table 4.4 depicts the sectors in which respondents are currently employed, and the results indicate that 62% of study respondents are employed in tourism and hospitality sector, 29% in other sectors, and 9% are unemployed.

Table 4.5 depicts the industry that respondents are currently employed in. The majority of the respondents (61.7%) indicated that they are currently employed in the tourism and hospitality sector, whilst 38.3% are employed in a range of other sectors. After completion of the qualification, respondents may have looked for employment in other sectors, as they might not have found employment in the tourism and hospitality. Also, respondents may have started work in the tourism and hospitality sector and may have moved on to employment in other sectors. Tan, Baharun, Wazir, Ngelambong, Ali, Ghazali, Tarmazi (2015:420) indicated that most tourism and hospitality graduates do not join the industry after finishing their studies, or may leave the industry, due to their attitudes towards the nature of work, physical working conditions, salaries and benefits,

career progression opportunities as well as the relationship between co-workers and managers in the tourism and hospitality industry.

Table 4.5: Industry sector currently employed in (n=121)

Sector	Percentage
Advertising	4.5
Agriculture	2.3
Automotive	0.8
Aviation	0.8
Call centre	3.8
Computer	1.5
Education	0.8
Engineering	0.8
Finance and banking	3.0
Food service aid	1.5
Health care	7.5
Higher education	0.8
Manufacturing	0.8
Municipality	0.8
Natural science	0.8
Sales and retail	5.3
Sports	1.5
Tourism and hospitality	61.7
Transport	1.5
Total	100.0

Table 4.6 depicts the cross-tabulation of the sector respondents are employed in by the type of employment. Of those employed in the tourism and hospitality sector, 71% are in full-time employment, whilst 29% are in part-time employment. With regards to those employed in other sectors, 86% are in full-time employment, and 14% are in part-time employment. The data clearly indicates that full-time employment dominates other employment sectors, compared to the tourism and hospitality sector.

Table 4.6: Cross-tabulation: Sector employed in by employment type (n=121)

		Employment status	
		Full-time	Part-time
Sector employed	Tourism and hospitality	71%	29%
	Other	86%	14%
Total		100.0%	100.0%

Baum (2019:48) mentioned that the tourism and hospitality industry is greatly influenced by the impacts of seasonality and part-time employment. Vučetić (2012:213) indicated that the introduction of technology together, with the high seasonality of tourist activities, has led to an increase in part-time employment compared to full-time employment. Hence, permanent employees are converted to part-time and seasonal employees based on demand. Russell and Taylor (2011:12) concluded that part-time workers have fewer privileges compared to full-time workers, and this offers a number of benefits to companies which, in an attempt to reduce business risks, cut down of full-time employment and use more part-time employees. In some cases, this does not only refer to operational employees in the tourism and hospitality industry, but also extends to management staff as well.

Table 4.7: Time taken to obtain employment after graduation (n=121)

	Frequency	Percent
Immediately	80	66
1-2 years	30	25
More than 2 years after	11	9
Total	121	100.0

Table 4.7 presents the time respondents had taken to obtain employment after graduation. Evidently, 66% of respondents indicated that they obtained employment immediately after graduation, 25% indicated that they obtained employment between 1-2 years after graduation, and 9% of respondents indicated that they obtained employment more than 2 years after graduation. Zaitseva, Kozlov and Nikolskaya (2017:689) alluded that in addition to the requirements for competencies of tourism and hospitality graduates, many employers indicated that the work experience in the sector is a mandatory condition for hiring a university graduate. The authors further

stated that personal qualities of graduate's aspirations to the development of professions, and their willingness to work in various departments within one organization, and their learning ability and drive to professional development were key elements needed to secure employment. Based on this, graduates may not immediately obtain employment in the sector.

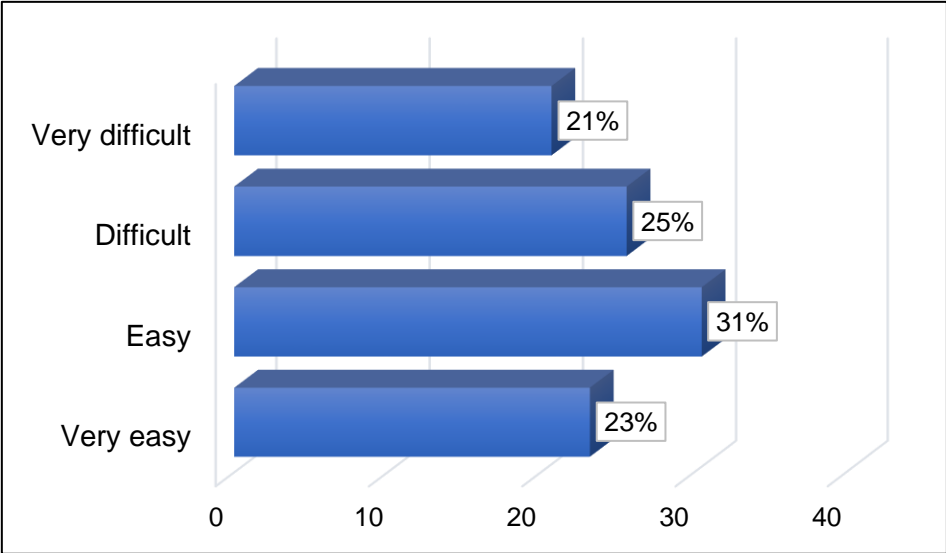


Figure 4.8: Ease of obtaining employment in tourism and hospitality (n=82)

Figure 4.7 illustrates the level of ease that respondents experienced in obtaining employment in the tourism and hospitality sector. More than half of the respondents (54%) indicated that it was relatively easy to obtain employment in tourism and hospitality, whilst 46% of respondents stated that they experienced difficulty in obtaining employment in tourism and hospitality. The difficulty in obtaining employment in the sector corroborates with the data in Table 4.7, where 39% of respondents stated that it took more than one year to obtain employment in this sector. Sparreboom and Staneva (2014:31) argue that globally, in the tourism and hospitality sector, finding work is more difficult for younger employees than older employees, as employment opportunities available for this cohort often fall short of decent work standards, and only serve the need to make a living, with poor career progression.

Table 4.8: Cross-tabulation: Monthly income by sector employed (n=121)

		Tourism and hospitality	Other
Monthly income	Up to R5000	31%	18%
	R5001 to R10000	23%	8%
	R10001 to R15000	18%	35%
	R15001 to R20000	22%	31%
	More than R20000	6%	8%
Total		100.0%	100.0%

Table 4.8 reveals the data from the cross-tabulation of respondent's monthly income by sector that they are currently employed in. Evidently, salaries for the tourism and hospitality sector are lesser compared to salaries of other sectors. Almost half of the respondents employed in the tourism and hospitality sector (54%) earn up to R10 000 per month compared to those in other sectors (26%). Earnings of more than R10000 per month is more evident for other sectors (75%) compared to the tourism and hospitality sector (46%).

According to Businesstech (2018:2), the Department of Labor has revealed that the minimum wage for the hospitality sector in South Africa will be amended, and the revised minimum wage will be effective from June 2019. Figure 4.9 depicts salary adjustments for daily, weekly and monthly rates for the industry based on the number of employees in the company. The revised rates indicate that employees can earn substantially more, especially if they are working for a large company. However, the minimum wage for the sector remains under R4 000 per month.

Table 4.9: Minimum wage for South Africa's tourism and hospitality sector

Tourism and hospitality company with 10 or less employees		
Amount worked	2018/2019	2016/2017
Month	R3 384.71	R2 959.35
Day	R781.14	R689.97
Hour	R17.34	R15.17
Tourism and hospitality company with more than 10 employees		
Amount worked	2018/2019	2016/2017
Month	R3 772.65	R3 298.52
Day	R870.62	R761.25
Hour	R19.35	R16.91

Source: Businesstech (2018)

Table 4.10: Cross-tabulation: Monthly income by number of years employed in the hospitality and tourism sector (n=82)

		Number of years employed in the tourism and hospitality sector			
		<1 year	1-3 years	4-6 years	7-10 years
Monthly income	Up to R5000	56%	30%	7%	0%
	R5001 to R7000	13%	26%	21%	40%
	R10 001 to R15 000	6%	22%	29%	0%
	R15 001 to R20 000	19%	20%	36%	20%
	More than R20 000	6%	2%	7%	40%
Total		100%	100%	100%	100%

Table 4.10 depicts the results of a cross-tabulation between monthly income and the number of years employed. The data reveals an increase in salary with an increasing number of years in employment. A higher percentage of respondents that worked for more than four years in the sector, earned salaries of R15 000 and above per month, whilst a larger proportion of respondents that worked for less than 4 years in the sector, earned less than R15 000 per month. In particular, almost 86% of respondents that worked for 3 years or less in the sector, earned up to R5 000 per month. The data clearly indicates that an increase in salary is dependent on the number of years in employment. Graduates that enter the tourism and hospitality employment sector, must therefore acknowledge that salary scales are dependent on the years of experience.

Table 4.11: Cross-tabulation: Monthly income of respondents currently working in tourism and hospitality by gender (n=82)

		Gender	
		Male	Female
Monthly income	Up to R5000	18%	41%
	R5001 to R10000	21%	24%
	R10 001 to R15 000	24%	14%
	R15 001 to R20000	29%	16%
	More than R20 000	8%	5%
Total		100%	100%

Table 4.11 displays the data on the cross-tabulation of the monthly income of respondents currently working in tourism and hospitality by gender. Overall, the data reveals that males earn a higher salary compared to females in the tourism and

hospitality sector. Majority of females (41%) earn up to R5000 per month, compared to males (18%). A higher proportion of males (61%) earn more than R10 000 per month compared to females (34%). Cicek, Zencir and Koza (20017:229) maintain that the tourism and hospitality industry in developing countries started to offer cheaper services to developed countries, and the sector offers the largest employment opportunities to the women in the third world countries compared to other industries. However, the females are still faced with challenges of being poorly remunerated compared to their male colleagues who are doing the same jobs within tourism and hospitality sector. Furthermore, Chambers and Rakic (2018:6) agrees that the remuneration benefits that are assigned to jobs that are seen as desirable for females, has traditionally been lower than those that are defined for males.

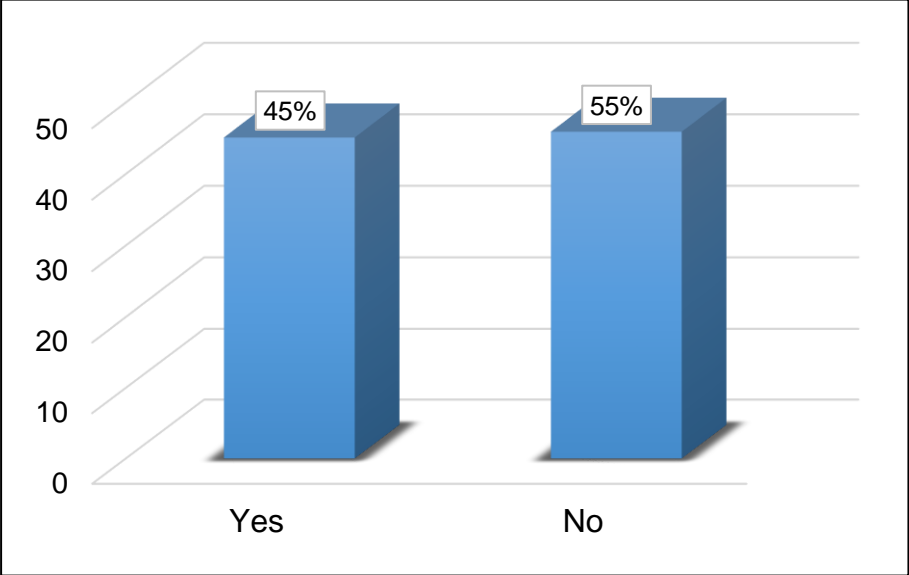


Figure 4.9: Expectations met in tourism and hospitality employment (n=82)

Figure 4.8 shows the data on whether respondents' expectations have been met in tourism and hospitality employment. The results reveal that a larger proportion of respondents (55%) stated that their expectations were not met in tourism and hospitality employment. Several factors may explain these results and are displayed and discussed in Table 4.12. Arasli, Daskin and Saydam (2014:1399) stated that in the tourism and hospitality sector, organizations are facing human resource challenges such as recruiting qualified personnel, minimizing high staff turnover rates and paying low salaries as employee's job satisfaction and retaining employees for a long period of time has become one of the most critical issues in the service industry. Shehu and

Nilsson (2014:1) also agree that tourism and hospitality graduate’s perception towards employment in the sector is predominantly negative due to the dominance of unfavorable working conditions.

Table 4.12: Level of agreement to the extent to which expectations have been met in tourism and hospitality employment (n=82)

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
Work in management positions	10.7	24.8	22.3	39.7	2.5	3.02
Flexible work schedule	9.1	33.1	28.1	27.3	2.5	3.19
To earn a high salary	7.4	27.3	31.4	28.9	5.0	3.03
To work normal working hours	10.7	27.3	20.7	32.2	9.1	2.98
Work progression	11.6	38.0	23.1	25.6	1.7	3.32
Job security	8.3	41.7	24.2	25.0	0.8	3.32
Work-family balance	9.4	24.4	27.6	24.4	14.2	2.91

Respondents were asked to rate their level of agreement with the extent to which their expectations have been met in tourism and hospitality employment on a 5-point Likert scale, with 5 being ‘strongly agree’ and ‘1’ being ‘strongly disagree’. Table 4.12 displays the results for this data. Overall, respondents did not strongly agree with expectations being met in tourism and hospitality employment. A mean average score of 3 was evident, which indicates a ‘neutral’ to ‘disagree’ response. However, there was a stronger level of agreement in expectations being met for job security and work progression (mean=3.32), flexible work schedule (mean=3.19), earn a high salary (mean=3.03), and work in management positions (mean=3.02). However, expectations were not met when it came to working normal hours (mean=2.98) and having a work-family balance (mean=2.91).

According to Ladkin and Kichuk (2017:5), tourism and hospitality careers and work progression follow a much less defined route and leads to development of more ad hoc promotions, with greater variability, compared to other sectors that have clear progression routes. The tourism and hospitality sector is regarded as a labor intensive, 24-hour service industry with extended working hours, and often tourism and hospitality employees are over-worked, working long hours (including weekends and holidays), and are also called to duty when other employees from other sectors are on vacation (Lin, Wong and Ho 2015:3). In some cases, although respondents might be

working abnormal working hours, they may still have a privilege of flexibility in their work schedule, with adequate leave days. Terry (2016:112) stated that the tourism industry is a highly seasonal industry, and presents “cyclical staffing challenges to tourism operators”, because during the peak season, higher demand necessitates additional workers to manage the excess workload, and seasonal workers are not generally needed during the off-season. Thus, employers have flexible work schedules were some employees are scheduled flexibly, which allows others to rest to avoid burnout and fatigue during high demand season.

Zopiatis et al (2017:4) suggest that tourism and hospitality graduate’s career decisions are primarily influenced by the intrinsic aspects of their jobs, such as opportunities for self-advancement and personal achievement. They further state that organizations which “facilitate employee development and career growth will realize benefits through greater retention, leading to higher managerial positions in the sector”. Ferland (2011:25) however, argues that there is a negative perspective that tourism and hospitality industry does not guarantee opportunities to support a decent career progression, which may not always be the case.

Employment in tourism and hospitality did not meet the majority of respondent’s expectations in terms of work-family balance and regular working hours. Lin, Wong and Ho (2015:5) alluded that the tourism and hospitality industry employees are more prone to face work and family role demands simultaneously, compared to employees from other sectors, because they often spend more time at work on weekends and holidays, with anti-social irregular work scheduling and excessive overtime which prevents employees from focusing on other activities of the family.

Table 4.13: Cross-tabulation: Level of satisfaction in current job by sector employed (n=133)

		Which industry are you currently employed in?		Chi square
		Tourism and hospitality	Other	
Level of satisfaction	Very satisfied	6%	12%	$\chi^2(4)=11.005$ p=.027
	Satisfied	42%	61%	
	Neutral	35%	25%	
	Dissatisfied	15%	2%	
	Very Dissatisfied	2%	-	
Total		100.0%	100.0%	

Table 4.13 depicts the cross-tabulation of respondent’s level of satisfaction in their current job by sector employed. The Chi-square result of p=0.027 indicates a strong association between level of job satisfaction by employment sector, where those employed in other sectors are more satisfied in their job, compared to those employed in the tourism and hospitality sector. In particular, majority of respondents that are employed in other sectors (73%) are satisfied in their jobs, whilst only 48% of respondents employed in the tourism and hospitality sector are satisfied in their jobs.

Baum (2012:126) indicated that tourism and hospitality employment faces challenges in recruitment, employee retention, training and development, and employee satisfaction, and these issues consequently lead to a failure to meet employee expectations and reduced job satisfaction. In previous discussions, the respondents indicated that irregular working hours, poor remuneration, and unclear promotional opportunities are the main reasons that they are not satisfied, or even left employment in tourism and hospitality and joined other sectors. Furthermore, Arasli et al. (2014:1398) indicated that other industries are paying salaries that are more than those of the tourism and hospitality sector, and have better working conditions compared to tourism and hospitality industry.

Table 4.14: Cross-tabulation: Progress made in current job by sector employed (n=133)

		Employment sector		Chi square
		Tourism and hospitality	Other	
Progress made	Yes	40%	65%	$\chi^2(1)=7.527$ p=.005
	No	60%	35%	
Total		100.0%	100.0%	

Table 4.14 displays data on the cross-tabulation between respondent’s progress made in their current job by sector employed. The Chi-square analysis indicates that there is a significant relationship between the progress by respondents in their current job by sector employed in ($p=.005$), with more progression being made by respondents employed in other sectors compared to tourism and hospitality. The majority of respondents (65%) who are working in other sectors indicated that they have progressed in their work, compared to 40% of respondents who are working in tourism and hospitality. Ladkin and Kichuk (2017:71) believe that some careers have clear career progression routes and these are largely professional careers such as medical practitioners, airline pilots, educators, and many more. Other careers follow a much less defined route, with greater fluidity and variability, and this is certainly the case for many tourism and hospitality careers, as there is a lack of clear career progression pathways.

Table 4.15: Cross-tabulation: Relevance of tourism and hospitality qualification to current job by sector employed (n=133)

		Employment sector		Chi square
		Tourism and hospitality	Other	
Relevant	Yes	81%	23%	$\chi^2(1)=42.062$ p=.000
	No	19%	77%	
Total		100%	100%	

Table 4.15 illustrates the data on the cross-tabulation between the relevance of the tourism and hospitality qualification to their current job by sector employed. The Chi-square results indicate a strong association between these variables, where the tourism and hospitality qualification is far more relevant for those employed in the tourism and hospitality sector (81%) compared to its relevance for those employed in

other sectors (23%). Wang, Ayres and Huyton (2009:66) alluded that the tourism industry needs to adopt a new approach to the education and training of employees, as education and training have become increasingly important as a starting point for the development of human resource capital in the industry. The authors added that a tourism-related degree is important and relevant today, as it addresses not just the initial demands of the entry level employment positions, but also aims to provide new insights to the management of tourism activities.

Table 4.16: Respondents who left employment in tourism and hospitality and moved to another sectors (n=121)

	Frequency	Percent
Yes	39	32%
No	82	68%
Total	121	100%

Table 4.16 presents the data on respondents who left employment in tourism and hospitality industry and moved to other sectors. The majority of respondents (68%) indicated that they did not leave the tourism and hospitality industry, and 32% indicated that they have left the tourism and hospitality industry to seek employment in another sector. The data corroborates with findings in Figure 4.6, where the majority of respondents (62%) indicated that tourism and hospitality was their first career choice. This represents a passion for the industry, hence respondents retaining their employment in this sector. However, 32% of respondents indicated that they have left employment in the tourism and hospitality sector, and this supports the data in Figure 4.6, where 38% of respondents indicated that tourism and hospitality was not their first choice, hence a lack of passion for this sector.

Undesirable working conditions may also be the reason why respondents have left employment in the tourism and hospitality sector. Murray, Elliot, Simmonds, Madeley and Taller (2017:395), in their study on human resource challenges in Canada’s hospitality and tourism industry, mentioned that “recent conversations with industry operators have highlighted the ongoing challenges of finding and retaining talented employees, leading to potential labor shortages facing the industry”. Santhanam, Kamalanabhan, Dyaram and Ziegler (2015:18) agree that jobs in tourism and

hospitality industry are largely perceived to be undesirable which results in a high staff turnover.

Table 4.17: Reasons for leaving employment in tourism and hospitality (n=39)

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
Poor wage/salary	22%	78%	-	-	-	4.78
Long working hours	64%	16%	16%	4%		4.43
Lack of promotional opportunities	68%	24%	8%	-	-	4.59
Family life negatively affected	60%	27%	8%	5%	-	4.41
Limited or no fringe benefits	46%	43%	11%	-	-	4.35
Job insecurity	41%	41%	15%	3%	-	4.19
Heavy workload	49%	41%	8%	2%	-	4.35
Work is part-time and seasonal	22%	41%	11%	8%	18%	3.38
Lack of work incentives	30%	51%	14%	5%	-	4.05
Lack of promotions for females	22%	42%	20%	14%	2%	3.66

Respondents were asked to rate their level of agreement on statements pertaining to reasons for leaving employment in tourism and hospitality, on a 5-point Likert scale, with 5 being 'strongly agree' and '1' being 'strongly disagree'. Table 4.17 reflects the data for this. High levels of agreement were evident for poor wages and salary (mean=4.78), lack of promotional opportunities (mean=4.59), long working hours (mean=4.43), family life is negatively affected (mean=4.41), heavy workload and limited or no fringe benefits (mean=4.35), job insecurity (mean=4.19) and lack of work incentives (mean=4.05). To a lesser extent, lack of promotions for females (mean=3.66) and the seasonal nature of tourism employment (mean=3.38) were reasons for leaving employment in tourism and hospitality.

Chang and Ching- Rogerson (2012:37) stated that tourism and hospitality employment is often associated with low salaries, high staff turnover, seasonal employment, demanding working conditions and unfriendly shift patterns. Ying Tse (2015:14) alluded that tourism and hospitality students in Turkey also regarded tourism and hospitality jobs as low-paying. According to Brown, Thomas and Bosselman (2015:131), the high rate of staff turnover is considered a problem in the tourism and hospitality sector, as employees have high intentions to "leave the industry and move to other industries with better working conditions". Sara, Valentina, Yonca, Yves and Marco (2015:33) mentioned that the global challenges facing tourism and hospitality

graduates are “lower quality jobs for those who find work, greater labor market inequalities among different groups of young people, scarcity of decent employment, heavy work-load, poor remuneration, a lack of fringe employment benefits and uneven working hours”. Also, tourism and hospitality graduate’s perception towards employment in the sector is predominantly negative due to lack employment incentives, and as a result the majority of young employees tend to not seek a full-time commitment in tourism and hospitality employment (Shehu and Nilsson 2014:1).

Jucan and Jucan (2013:440) that involvement the planning and management usually does not include women in the tourism and hospitality sector. Gender roles, women’s rights and exploitation may take different forms such as poor wages, lack of career growth opportunities, dangerous working conditions and sexual discrimination. The authors added that women experience barriers in almost every aspect of work, such as acceptable salaries, the type of work they obtain or are excluded from, the availability of support services such as childcare, and employment benefits. Owusu-Mintah (2014:834) posits that career progression of Ghanaian tourism and hospitality graduates revealed that unemployment was a major problem that affected all women irrespective of their skills or education qualifications.

Table 4.18: Mean distribution of level of agreement with current employment benefits (n=133)

	Tourism and hospitality	Other sectors
Career growth	3.24	3.76
Job security	3.44	3.96
Personal growth	3.48	3.90
Reasonable workload	3.23	3.92
Good salary	3.02	3.25
Training and development	3.52	3.55
Good promotion prospects	3.15	3.69
Reasonable working hours	3.12	4.14

Respondents were asked to rate their level of agreement on statements pertaining to current employment benefits by sector employed, on a 5-point Likert scale, with 5 being ‘strongly agree’ and ‘1’ being ‘strongly disagree’. A summary of means for this analysis is depicted Table 4.18. In terms of those employed in tourism and hospitality, higher

levels of agreement with regards to employment benefits was evident for: training and development (mean=3.52), personal growth (mean=3.48), job security (mean=3.44), career growth (mean=3.24), reasonable workload (mean=3.23), good promotion prospects (mean=3.15), reasonable working hours (mean=3.12) and good salary (mean=3.02). Whereas for other sectors, higher levels of agreement with regards to employment benefits was evident for: reasonable working hours (mean=4.14), job security (mean=3.96), reasonable workload (mean=3.92), personal growth (mean=3.90), career growth (mean=3.76), good promotion prospects (mean=3.69), training and development (mean=3.55) and good salary (mean=3.25).

The study findings indicate that level of agreement with career growth as an employment benefit it was rated higher in other sectors (mean=3.76) compared to the tourism and hospitality sector (mean=3.24). Santhanam, Kamalanabhan, Dyaram and Ziengler (2015:12) indicated that one of the major factors that forces tourism and hospitality employees to seek employment in other sectors is lack of internal labor markets, and employees leave their organisation within a year or two, due to the lack of clear career progression in sight.

Job security is rated higher as an employment benefit in other sectors (mean=3.96) compared with the tourism and hospitality sector (mean=3.44). According to Davidson, McPhail and Barry (2011:512-513), tourism managers continuously target to increase profit levels and rising labor costs, when employees on the other hand worry about low salary and poor working conditions in the workplace. This weakens the industry's ability to create stable and secure employment. Furthermore, Zampoukos and Laonnides (2011:40) maintain that bottom range employment positions within the tourism and hospitality sector are low paid, low skilled, part-time, and have limited training and few long-term career opportunities.

The study findings show that in terms of level of agreement with personal growth as an employment benefit, there is a higher mean in other sectors (mean=3.90) compared to tourism and hospitality sector (mean=3.48). This means that respondents do not consider tourism and hospitality industry as an industry where there are favorable personal growth prospects compared to other sectors of employment. Mahal (2018:22) concurs with the findings of this study, in that factors prevail in tourism and

hospitality industry that lead to antecedents of staff turnover. Lee, Hwang and Jang (2018:5526) also agree that employees in the tourism sector experienced more stress in their workplace in terms of their personal growth in their careers.

Respondents indicated higher levels of agreement with reasonable workload as an employment benefit in other sectors (mean=3.92), compared to the tourism and hospitality sector (mean=3.23). According to El-Houshy (2018:1) and Wan, Wong and Kong (2014:5), the tourism and hospitality sector is a labor-intensive service industry. The sector worldwide has been “confronted with the problem of attracting and retaining quality employees”, and this has led to a shortage of skilled employees. Richardson (2008:29) stated that tourism and hospitality in Australia is also faced with the problem of attracting and retaining quality employees due to heavy workloads.

It is noted that the respondent’s level of agreement on good salary for other sectors was higher (mean=3.25), compared to the tourism and hospitality sector (mean=3.02). Dogru, McGinley, Line and Szende (2019:2) mentioned that “economic factors such as changes in wages, salaries and benefits often exert the most significant effect on employment decisions” when choosing to remain in the tourism and hospitality sector. Mooney (2017:36) added that even though the tourism and hospitality sector is considered to be the major contributor towards employment in many countries, there is a considerable body of literature that suggests that graduates desire to work in the sector after graduation is eroded by negative workplace experiences such as poor wages and salaries. Richardson (2010:182) added that potential tourism and hospitality employees indicated that the industry is considered as glamorous and rewarding, but on the contrary, the evidence of low pay and low status becomes a reality once they join the tourism and hospitality sector.

The study findings show that in terms of level of agreement with training and development as an employment benefit, there was a higher mean for other employment sectors (mean=3.55), compared to the tourism and hospitality sector (mean=3.52). Kamalanabhan et al. (2015:12) posits that lack of training and career growth opportunities in the tourism and hospitality sector leads to employees quitting their employment jobs and moving to other industries, and they further argued that

professional development is essential to develop skills of industry employees in order to attain competitive advantage.

Results of the study indicate that in terms of level of agreement with good promotion prospects, there is a high mean value in other sectors (mean=3.69), compared to tourism and hospitality sector (mean=3.15). Wakelin-Theron, Ukpere and Spowart (2018:4) indicated that the tourism industry is characterized by “high labor intensity, instability of employment and high levels of labor turnover”, which relate to poor staff training and promotion criteria. Daskin (2016:318) further indicated that “negative perceptions of the tourism and hospitality as a career, have become a global phenomenon and without immediate and strategic effort, shortages of skilled personnel will continue to be the one of the crucial issues facing tourism and hospitality businesses”.

Table 4.19: Chi-square analysis of current employment benefits by number of years employed, age, gender, marital status and employment type (n=82)

	Years employed	Age	Gender	Marital status	Employment type
Career growth	$\chi^2(12)=21.233$ p=.044	$\chi^2(4)=7.899$ p=.095	$\chi^2(4)=2.874$ p=.579	$\chi^2(8)=7.902$ p=.443	$\chi^2(4)=7.460$ p=.113
Job security	$\chi^2(12)=21.119$ p=.049	$\chi^2(4)=3.545$ p=.471	$\chi^2(8)=7.82$ p=.067	$\chi^2(8)=9.025$ p=.340	$\chi^2(4)=3.891$ p=.421
Personal growth	$\chi^2(12)=19.773$ p=.072	$\chi^2(4)=6.182$ p=.186	$\chi^2(4)=1.725$ p=.786	$\chi^2(8)=.617$ p=.617	$\chi^2(4)=10.361$ p=.035
Reasonable workload	$\chi^2(12)=25.813$ p=.011	$\chi^2(4)=7.921$ p=.095	$\chi^2(4)=4.367$ p=.359	$\chi^2(8)=4.338$ p=.825	$\chi^2(4)=3.114$ p=.539
Good salary	$\chi^2(12)=18.290$ p=.107	$\chi^2(4)=.932$ p=.920	$\chi^2(4)=4.775$ p=.311	$\chi^2(8)=6.218$ p=.623	$\chi^2(4)=7.960$ p=.093
Training	$\chi^2(12)=9.662$ p=.646	$\chi^2(4)=6.939$ p=.139	$\chi^2(4)=7.834$ p=.098	$\chi^2(8)=12.002$ p=.151	$\chi^2(4)=3.978$ p=.409
Promotion prospects	$\chi^2(12)=12.663$ p=.394	$\chi^2(4)=4.424$ P=.352	$\chi^2(4)=2.039$ p=.729	$\chi^2(8)=4.290$ p=.830	$\chi^2(4)=6.783$ p=.148
Reasonable working hours	$\chi^2(12)=15.628$ p=.209	$\chi^2(4)=.969$ p=.969	$\chi^2(4)=9.087$ p=.059	$\chi^2(8)=9.423$ p=.308	$\chi^2(4)=1.683$ p=.794

Table 4.19 depicts the data for the Chi-square analysis undertaken to examine the level of association between current employment benefits in the tourism and hospitality sector, and number of years employed, age, gender, marital status and employment type. The alpha level of .05 was used for all statistical tests. Evidently, a strong association exists between number of years employed and career growth (p=.044), job

security ($p=.049$) and reasonable workload ($p=.011$), with a higher level of satisfaction noted with an increase in the number of years employed. These findings clearly indicate that the more years spent in the employment, the higher the chances for career growth, job security, and a reasonable workload. There were no significant relations between variables such as age, gender, marital status and employment and employment benefits.

4.5 Challenges faced in the workplace

This section presents the data pertaining to the respondent's challenges faced in the workplace. The data presented in this section will focus on the mean distribution of level of agreement with challenges faced in current employment, by sector employed in.

Table 4.20 depicts the data on the cross-tabulation between challenges faced in current employment by the sector employed. Overall, a higher proportion of those employed in tourism and hospitality experienced far greater challenges compared to those employed in other sectors. The findings show that there is much variation in specific challenges faced by employees in tourism and hospitality sector and challenges faced by employees in others sectors. Poor wage/salary was regarded as a greater challenge for employees in the tourism and hospitality sector (mean=4.07) compared to other sectors (mean=3.08). Long working hours was noted to be a greater challenge for those employed in the tourism and hospitality sector (mean=3.98) compared to other sectors (mean=3.18). Deery (2008:797) alluded that the long and unsocial working hours, low pay and often low status of many tourism jobs especially in the hospitality industry mean that it is an industry that does not easily attract new staff nor retain the current existing staff.

Table 4.20: Cross-tabulation: Level of agreement with challenges faced in current employment by sector employed (n=133)

		Tourism and Hospitality	Mean	Other sectors	Mean
Poor wage/salary	Strongly agree	42%	4.07	8%	3.08
	Agree	34%		26%	
	Neutral	17%		33%	
	Disagree	5%		33%	
	Strongly disagree	2%		-	
Long working hours	Strongly agree	32%	3.98	10%	3.18
	Agree	39%		35%	
	Neutral	26%		22%	
	Disagree	2%		29%	
	Strongly disagree	1%		4%	
Lack of promotional opportunities	Strongly agree	31%	3.88	10%	3.39
	Agree	42%		41%	
	Neutral	16%		27%	
	Disagree	9%		22%	
	Strongly disagree	2%		-	
Family life negatively affected	Strongly agree	17%	3.50	8%	2.88
	Agree	35%		37%	
	Neutral	33%		22%	
	Disagree	10%		26%	
	Strongly disagree	5%		8%	
Limited or no fringe benefits	Strongly agree	17%	3.67	4%	2.82
	Agree	44%		26%	
	Neutral	29%		29%	
	Disagree	9%		31%	
	Strongly disagree	1%		10%	
Heavy workload	Strongly agree	23%	3.74	8%	3.10
	Agree	42%		31%	
	Neutral	26%		26%	
	Disagree	4%		33%	
	Strongly disagree	5%		2%	
Work is often part-time and seasonal	Strongly agree	13%	3.21	4%	2.33
	Agree	35%		12%	
	Neutral	20%		20%	
	Disagree	22%		42%	
	Strongly disagree	10%		22%	
Lack of work incentives	Strongly agree	11%	3.40	4%	3.04
	Agree	42%		33%	
	Neutral	25%		29%	
	Disagree	21%		29%	
	Strongly disagree	1%		5%	

The data confirms that lack of promotional opportunities is viewed as a greater challenge for employees in the tourism and hospitality sector (mean=3.88) compared to other employment sectors (mean=3.39). According to Richardson (2008:40), tourism and hospitality management graduates are leaving the industry or even fail to enter the industry due to lack of promotional opportunities. The data further reveals that the negative impact on family life is considered a greater challenge for tourism and hospitality employees (mean=3.88) than for employees in other sectors (mean=2.88). Deery and Jago (2009:99) state that there is an “unhealthy acceptance of long working hours”, especially in the service industries of tourism and hospitality, and “these hours are unsocial and often mean that there is little flexibility in the way that employees conduct their social and family lives”.

The results of the study further indicate that limited or no fringe benefits is a greater challenge for the tourism and hospitality sector (mean=3.67) compared to other sectors (mean=2.82). Ahmad and Scott (2015:16), in their study of Langkawi hotels, confirmed that only employees who remain with the same organisation for more than 10 years were entitled to pension scheme or retirement benefits. Tan, Baharun, Wazir, Ngelambong, Ali Ghazali and Tarmazi (2015:422) revealed that most of hospitality students do not join the industry right after they completed their qualification because of different reasons, such as the nature of work and employment fringe benefits. Heavy workload is viewed as a greater challenge for employees in the tourism and hospitality sector (mean=3.74) compared to other sectors (mean=3.10). According to Mansour and Tremblay (2018:2390) and Baum (2019:49), employees in the hospitality industry often have a heavy workload, with long and irregular working hours which is synonymous with exploitation.

A higher percentage of employees in the tourism and hospitality sector (mean=3.21) cited part-time and seasonal nature of work as a challenge, compared to employees in other sectors (mean=2.33). According to the UNWTO (2014:16), the tourism and hospitality industry employs a higher level of part-time, seasonal and casual labor than other tourism industries, and this heightens risks or repeated high labor turnover, and necessitates increased organizational cost due to on-going recruitment and training.

Lack of work incentives was cited as a greater challenge for employees in the tourism and hospitality sector (mean=3.40) compared to employees in other sectors (mean=3.04). Yao, Qiu and Wei (2019:2) believe that an increase in employee turnover, generally demonstrates a lack of employee loyalty, as employees are “optimally motivated by increased wages and tangible incentives such as competitive salaries and bonuses”, that make these employees loyal and encourage them to stay with the company for a long time.

4.6 Conclusion

This chapter investigated the findings of the primary data retrieved through online questionnaires. These findings were presented in the form of graphs and tables. A detailed discussion on key variables was undertaken, based on the key objectives and themes of the research. The discussion of the data will provide the basis for fundamental conclusions to be made from this study, and to put forward justifications for recommendations. The final chapter of this dissertation will summate the conclusions drawn, and will provide recommendations based on these conclusions.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented a detailed discussion of the findings of the study. In this chapter, the summary, conclusions and recommendations will be presented. Study limitations and possible views for future research will also BE highlighted. Limitations to the study will be briefly discussed in this chapter. The interpretation and discussion that follows aims to provide inferences on tourism and hospitality management graduates' perceptions on career advancement in tourism and hospitality industry.

5.2 Summary of key findings

5.2.1 Respondents profile

In terms of gender, the majority of tourism and hospitality graduates surveyed were females. The average age of respondents was between 31 to 40 years, with the majority being between the ages of 21 to 30 years old. Africans were the predominant racial category of respondents. Majority of the respondents in the study were single. In terms of income earned, the majority of respondents earn between R10001 to R15 000. The data revealed that with regards to the highest education level, most respondents had a diploma qualification. A qualification in tourism and hospitality was the first career choice for most respondents. However, a large proportion of respondents who are currently employed in sectors other than tourism and hospitality, indicated that tourism and hospitality was not their first career choice.

5.2.2 Objective 1: To examine the employment status of tourism and hospitality graduates

The results from the study showed that the majority of the respondents are currently employed in the tourism and hospitality industry. This distinctly revealed that even though the tourism and hospitality industry is considered to have a high employee turnover, a large proportion of respondents are still employed in tourism and hospitality sector. Also, given that respondents chose to study a qualification in tourism and hospitality, a career in the sector would be obvious.

The study found that majority of respondents that are employed in the tourism and hospitality sector, are employed on a full-time basis. However, the study findings also disclose that full-time employment dominates in other sectors compared to the tourism and hospitality sector. Full-time employment has a number of benefits such as pensions, medical cover, sick leave and other benefits and these are important for employees as they enhance the employee's commitment to the organisation and reduces chances of employees leaving the organisation. Even though the majority of respondents in the tourism and hospitality sector are in full-time employment, the literature suggests that the tourism and hospitality industry is regarded as a highly seasonal and part-time employer, due to seasonal demands of products and services. Although seasonal employment brings some form of benefits to tourism and hospitality companies, it has adverse impacts on the rate of unemployment. Majority of respondents found employment immediately after the completion of their qualification. Approximately half of the respondents stated that it was easy to obtain employment, whilst the remaining half found it difficult to obtain employment. Also, higher earnings were evident in other sectors, with comparatively lesser incomes being earned in the tourism and hospitality sector.

Recommendations

It is recommended that the tourism and hospitality industry has a variety of products and services that will target different markets to minimise seasonality of tourism and hospitality products. For example, tourism companies can come up with itineraries based on geographical offerings of each city or town, natural attractions, game parks, and special events that could be rolled out throughout the year and generate revenue for all sectors throughout the year, creating decent work for those employees who are still on part-time or seasonal employment, and where employment contracts can be converted to permanent employment. This will lead to the sector's ability to recruit and retain suitably trained and qualified employees.

5.2.3 Objective 2: To ascertain the perceptions of graduate employees towards a career and career advancement in tourism and hospitality

The results from the study showed that the respondents indicated that there are more benefits in other employment sectors compared to the tourism and hospitality sector. Reasonable working hours, reasonable work load, personal growth and job security

was cited as the main benefits of employment in other sectors compared to the tourism and hospitality sector. The data further revealed that expectations have not been met in tourism and hospitality employment with regards to earning a high salary, filling immediate managerial positions, normal working hours and work-family balance. Those employed in other sectors showed a higher level of job satisfaction compared to those working in the tourism and hospitality sector. The study also revealed that employment benefits in other sectors were far greater than the benefits in the tourism and hospitality sector.

Majority of the respondents did not leave employment in the tourism and hospitality sector. Most of those who have left employment in the tourism and hospitality sector, indicated that the main reasons for leaving were poor wages and salaries, lack of promotional opportunities, long working hours, family life negatively affected, heavy work load and limited or no fringe benefits, job security and lack of work incentives. To a lesser extent, respondents also indicated that lack of promotions for females and work often part-time and seasonal, as reasons for leaving employment in the tourism and hospitality industry. The study also disclosed that career progression was greater in other sectors compared to that in the tourism and hospitality sector. The qualification in tourism and hospitality was well aligned to the job requirements in the sector.

Recommendations

It is clear that there are a number of concerns, such as salaries, promotion opportunities, career prospects, job security, and the working environment, that the industry must focus on to ensure that graduate employees are receiving positive work experiences in the industry. The tourism and hospitality industry needs to align their benefits to those of other industries, so that employees who are currently employed in the sector can have more or less the same benefits as other industries. This will result in tourism and hospitality sector being able to minimise high staff turnover, as staff are currently leaving the sector for other sectors with greater benefits. This will also help to maximise the number of university graduates entering and remaining in the industry, and reduce the risk of losing these highly educated and trained employees.

The tourism and hospitality sector should align its salaries with that of other sectors to ensure that employees are paid a satisfactory salary. The sector should also have clear

promotional plans for its employees. Furthermore, the tourism and hospitality sector should introduce flexible working hours for their employees so that they can have a work-family balance. These will lead to high staff morale, and a better image of the industry. Tourism and hospitality stakeholders should also ensure that employees have a clear career path and promotional framework within their organisations so that they are aware of how they could gain promotion in their respective jobs. The sector should ensure that they benchmark with other industry sectors that are unrelated to tourism and hospitality industry pertaining to employment benefits and conditions of employment, so that employees can find the tourism and hospitality sector attractive to build a long term career.

It is recommended that the tourism and hospitality sector be proactive and investigate the possible reasons that might lead to employees abandoning the industry and seeking employment in other sectors, so that they could resolve any issues before they lose qualified and skilled employees. The tourism and hospitality sector is facing human resource challenges such as recruiting qualified personnel, minimising high staff turnover rates and paying low salaries as employee's job satisfaction and keeping these employees in organisations for a long period of time has become one of the most critical issues in the service industry, which needs to be urgently addressed.

5.2.4 Objective 3: To investigate the challenges faced by tourism and hospitality graduates of Walter Sisulu University in the workplaces that they are currently working.

The results from the study showed that graduate employees in the tourism and hospitality sector faced far more challenges than employees in other sectors. Most of respondents in tourism and hospitality sector indicated that poor wages/salaries, long working hours, lack of promotional opportunities, heavy work load, limited or no fringe benefits, family life negatively affected, lack of work incentives and work that is often part-time and seasonal were some of the challenges that they faced.

Recommendations

Employee benefits should be the same, or similar, to other sectors so that tourism and hospitality employees can enjoy the same benefits and work incentives and remain

within the employment. The tourism and hospitality industry should remunerate employees according to their level of qualifications and not just years of experience. In so doing, the tourism and hospitality industry must also place greater emphasis on formally recognized and accredited academic qualifications. Moreover, remuneration structures must be appropriately aligned for these qualifications. The industry should work together to develop a formal structure to acknowledge academic qualifications and establish positions and salaries accordingly.

Tourism and hospitality industries should increase their product range and services to ensure that the industry is in demand throughout the year so that those employees who are on part-time employment can be converted to full-time employment. Employees in the tourism and hospitality sector should further comply with government labour laws with regards to the stipulated working hours that state that an employee should work an average of 45 hours a week, and should be paid extra allowance for work during public holidays, weekends and night work. It is crucial that the industry gives attention to using innovative scheduling techniques to ensure that employees can get the work–life balance that they expect. Both the employee and employer can benefit from this. The employee will be content and therefore more productive and is more likely to remain with the employer. The employer will benefit through reduced staff turnover, lower costs and higher productivity of the workforce, which ultimately results in higher profits for the organization.

Another recommendation relates to tourism and hospitality educators. It is believed that a number of students embarking on tourism and hospitality careers, have little or no true understanding of the types of work available and the employment conditions within the industry. It is the role of tourism and hospitality educators to help alleviate this problem by providing all potential tourism and hospitality students with an extensive synopsis of the types of careers available in the industry and the working conditions, in terms of salaries, promotional opportunities and possible career paths. Prior knowledge of this can help graduates minimise the gap between expectations and perceptions. This will also help lessen the number of graduates who foster negative attitudes towards a career in the tourism and hospitality industry.

To further assist potential tourism and hospitality students, industry managers should host open house events and invite students to visit organizations and interact with the staff. This engagement may help students learn more about the working environment in the industry and help them develop better perceptions of tourism and hospitality careers and career planning. Tourism and hospitality managers can also work closely with educational institutions to design suitable internship programs to improve the students' confidence in tourism and hospitality careers. Educators and the industry should continue to refine internship programs that promote students' professional growth as well as realistic expectations of the tourism and hospitality industry. To reduce the gap between expectations and perceptions, potential students must be provided with realistic information about careers in the industry, and this will assist in reducing negative attitudes in graduates towards a career in the industry, as they will be more advised about the reality of working in the industry. Moreover, with many tourism and hospitality programs requiring students to undertake Work Integrated Learning (WIL) as a formal part of the academic program, it is imperative that these work experiences are positive. To ensure this, educators and the tourism and hospitality industry must work together to develop quality work integrated learning opportunities that highlight the positive aspects of careers and career paths in the industry.

Job rotation or cross-training opportunities for students is also encouraged, to help in the professional growth within various departments within an organization. This can be combined with meaningful training programs offered by the industry to increase the retention of students once they graduate. Such training programs should offer student employees challenging tasks, rather than basic, low-skilled, entry-level task, so that students will feel a sense of responsibility and accomplishment.

Relevant skills and experiences for promotion to the higher career paths should be clearly explained to potential employees during job interviews. Provision of clear promotional framework is recommended to ensure that employees are aware of what they should do in order to be promoted. This will help employees pursue and develop their career in the organization. Even when an employment position provides less or no opportunities for further progress, the organization should, at the outset, enlighten

potential employees on the reasons to prevent any misunderstandings and poor perceptions in the future.

5.3 Limitations of the study

This research is not without limitations. The primary limitation was the fact that the respondents were from one academic institution. This was because it was the researchers' own institution, and therefore greater access to student information was possible. However, this sample does not fully represent the larger number of graduates from a number of academic institutions offering similar programs within South Africa. Therefore, results of the research should not be over interpreted, and has limited generalizability. Another limitation of the study was acquiring updated student information. Due to some tourism and hospitality graduates currently residing in different geographical locations, and the fact that some of their contact details have changed, it was difficult to include them in the study sample.

5.4 Future research

Future research in this area could take a qualitative approach in order to ascertain the reasons why graduate employees perceive the industry in a particular way and to explore more detailed career challenges experienced by them. A qualitative approach will help attain a richer understanding of the feelings of the graduate employees, and an in-depth understanding of their experiences working in the industry. Future research should also include examining what hospitality managers and organizations are doing to address career and employment factors in the workplace. Future research might also examine how graduate employees are coping with challenges faced in the industry. An examination of what educators are doing to prepare students to enter the workplace and how realistic expectations are conveyed, is also an area for future research.

5.5 Conclusion

This research is a response to a call for a greater understanding of employment and career perceptions relating to the tourism and hospitality sector. This research has examined employment experiences and career perceptions of those that have

undertaken a qualification in tourism and hospitality, and have embarked on a career in tourism and hospitality. While the industry as a whole is initially perceived as exciting and dynamic, the actual nature of some of the jobs undertaken has been found to be unappealing and challenging for graduate employees. The findings here strongly support the fact that there is a need for dynamic tourism employment opportunities, as well as tangible opportunities for awareness and internships to gain experience and create awareness of career paths in tourism and hospitality. The tourism and hospitality industry needs to change and improve the image of employment, and this can be achieved by addressing the challenges facing graduate employees. This research further highlights that the industry needs to understand and respond to the needs of graduate employees, in order to ensure it provides a conducive environment for them to develop their careers. An understanding of graduate's motivations and perceptions of careers in the tourism and hospitality industry, as well as employment challenges, is fundamental for an industry that faces the critical issue of positioning itself as a desirable career option for young people.

REFERENCES

- Aberg, K.G. and Muller, D.K. 2018. The development of geographical differences in education levels within the Swedish tourism industry. *Tourism Geographies*, 20(1): 67-84.
- Adukaite, A., Van Zyl, I. and Cantoni, L. 2016. The role of digital technology in tourism education: A case study of South African secondary schools. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 19: 54-65.
- Ahmad, R. and Scott, N. 2015. Fringe benefits and organizational commitment: the case of Langkawi hotels. *Tourism Review*, 70(1): 13-23.
- Andriotis, K. and Vaughan, R.D. 2010. Urban residents' attitudes toward tourism development: The case of Crete. *Journal of Travel Research*, 42(2): 172-185.
- Arasli, H. and Arici, H.E. 2019. The art of retaining seasonal employees: three industry-specific leadership styles. *The Service Industries Journal*, 39(3):175-205.
- Arasli, H., Daskin, M. and Saydam, S. 2014. Polychronicity and intrinsic motivation as dispositional determinants on hotel frontline employees' job satisfaction: Do control variables make a difference? *Social and Behavioral Sciences*, 109: 1395-1405.
- Ayres, H. 2006. Career development in tourism and leisure: An exploratory study of the influence of mobility and mentoring. *Journal of Hospitality and Tourism Management*, 13(2):113–123.
- Babbie, E. 2013. *The Practice of Social Research*. 13th ed. Wadsworth: Canada, Cengage Learning.
- Babbie, E. and Mouton, J. 2001. *The Practice of Social Research*. Cape Town: Oxford University Press.
- Bahçelerli, N.M. and Sucuoglu, E. 2015. Undergraduate tourism students' opinions regarding the work conditions in the tourism industry. *Procedia Economics and Finance*, 26: 1130-1135.
- Baum, T. 2002. Skills and training for the hospitality sector: a review of issues. *Journal of Vocational Education and Training*, 54(3): 343-364.
- Baum, T. 2006. *Human Resource Management for Tourism, Hospitality and Leisure: An International Perspective*. London: Thomson Learning.
- Baum, T. 2012. Human resource management in tourism: a small island perspective. *International Journal of Culture, Tourism and Hospitality Research*, 6 (2): 124-132.
- Baum, T. 2019. Hospitality employment 2003: a back-casting perspective. *International Journal of Hospitality Management*, 76: 45-52.

- Bhattacharjee, A. 2012. *Social Science Research: Principles, Methods and Practices*. Tampa, Florida, USA: University of South Florida.
- Blomme, R., Van Rheede, A. and Tromp, D. 2009. The hospitality industry: an attractive employer? An exploration of students' and industry workers' perceptions of hospitality as a career field. *Journal of Hospitality & Tourism Education*, 21(2):6-14.
- Boone, H.N. and Boone, D.A. 2012. Analysing Likert data. *Journal of Extension*, 50(2): 1-5.
- Brien, A. 2004. Do I want a job in hospitality? Only till I get a real job! In K.A. Smith & C. Schott (Eds.), *Proceedings of the New Zealand Tourism and Hospitality Research Conference Wellington*, New Zealand.
- Brown, E.A., Arendt, S.W. and Bosselman, R.H. 2014. Hospitality management graduates' perceptions of career factor importance and career factor experience. *International journal of Hospitality Management*, 37:58-67.
- Brown, E.A., Thomas, N.J. and Bosselman, R.H. 2016. Are they leaving or staying: A qualitative analysis of turnover issues for Generation Y hospitality employees with a hospitality education? *International Journal of Hospitality Management*, 46: 130-137.
- Bussinesstech. 2018. This is the new minimum wage for hospitality workers in South Africa. *Staff writer*, 20 June. Available: <https://businesstech.co.za/news/business/252785/this-is-the-new-minimum-wage-for-hospitality-workers-in-south-africa/> (Accessed 17 February 2019).
- Byamugisha, J., Shamchiyeva, L. and Kizu, T. 2014. Labour market transitions of young women and men in Uganda. International Labour Office. Available: https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/publication/wcms_329976.pdf (Accessed 3 March 2019).
- Campos Soria, J.A and Robles Teigeiro, L. 2019. The employment multiplier in the European hospitality industry: A gender approach. *International Journal of Contemporary Hospitality Management*, 31(1):105-122.
- Campos-Soria, J.A., Marchante-Mera, A. and Ropero-Garcia, M.A. 2011. Patterns of occupational segregation by gender in the hospitality industry. *International Journal of Hospitality Management*, 30 (1): 91-102.
- Carvalho, I., Costa, C., Lykke, N. and Torres, A. 2018. Agency, structures and women managers' views on their career in tourism. *Women's Studies International Forum*, 71: 1-11.
- Chambers, D. and Rakic, T. 2018. Critical considerations on gender and tourism: an introduction. *Tourism, Culture and Communication*, 18(1): 1-8.

- Chand, M. 2016. Building and educating tomorrows' manpower for the tourism and hospitality industry. *International Journal of Hospitality and Tourism Systems*, 9(1).
- Chi, C.G. and Gursoy, D. 2009. Employee satisfaction, customer satisfaction, and financial performance: An empirical examination. *International Journal of Hospitality Management*, 28(2): 245-253.
- Chibili, M.N. 2016. Modern hotel operations management. 1st ed. Noordhoff Uitgevers: Netherlands.
- Christian, M. 2012. A gendered tourism global value chain: economic upgrading lessons from Kenya. International Department of the World Bank, Washington DC, USA.
- Cicek, D., Zencir, E. and Kozak, N. 2017. Women in Turkish tourism. *Journal of Hospitality and Tourism Management*, 31: 22-234.
- Costa, C., Brenda, Z., Malek. M. and Durao, M. 2013. Employment situation of tourism graduates working in and outside the tourism sector. *Journal of Business Review*, 3(1):141-146.
- Creswell, J.W. 2009. Research Design: Qualitative, Quantitative and Mixed Methods approaches. 3rd ed. London: SAGE Publications.
- Creswell, J.W. 2014. Research Design: Qualitative, Quantitative and Mixed Methods Approaches, 4th Edition. Washington: Sage Publications.
- Cuesta, H., 2013. Sector Skills Plan: 2014/15-2016/2017. Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CHATHSSETA). Pretoria: CHATHSSETA.
- Dagsland, A.H.B., Mykletun, R.J. and Einarsen, S. 2017. Antecedents of Norwegian Adolescents' Choice of Educational Pathway in Hospitality and Tourism. *Nordic Journal of Working Life Studies*, 7(4):1-21.
- Dale, C. and Robinson, N. 2001. The theming of tourism education: a three-domain approach. *International Journal of Contemporary Hospitality Management*, 13(1):30-35.
- David, M. and Sutton, C.D. 2011. Social Research an Introduction. 2nd ed. London: SAGE Publications.
- Davidson, M.C., McPhail, R. and Barry, S. 2011. Hospitality HRM: past, present and the future. *International Journal of Contemporary Hospitality Management*, 23(4): 498-516.
- Deery, M. and Shaw, R. 1999. An investigation of the relationship between employee turnover and organisational culture. *Journal of Hospitality & Tourism Research*, 23(4): 387-400.

- Deery, M., 2008. Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7): 792-806.
- Deery, M., and Jago, L. (2009). A framework for work-life balance practices: Addressing the needs of the tourism industry. *Tourism and Hospitality Research*, 9(2): 97-108.
- Denzin, N.K. and Lincoln, Y.S. 2008. *The Discipline and Practice of Qualitative Research*. CA: Sage Publications, Inc.
- Department of Environmental Affairs and Tourism. 2008. *Tourism Sector Skills Audit*.
- Department of Tourism (DoT). 2018. *The National Youth Chefs Training Programme (NYCTP)*. Pretoria: Government Printer.
- Dogru, T., McGinley, S., Line, N. and Szende, P. 2019. Employee earnings growth in leisure and hospitality industry. *Tourism Management*, 74: 1-11.
- Dritsakis, N. 2015. Tourism as a long-run economic growth factor: an empirical investigation for Greece using causality analysis. *Tourism Economics*, 10(3): 305-316.
- El-Houshy, S. 2018. Hospitality Students' Perceptions towards Working in Hotels. The 6th International Scientific Conference Faculty of Tourism and Hotels Alexandria University: Alexandria, Egypt.
- Engel, R.J. and Schutt, R.K. 2014. *Fundamentals of Social Work Research*. Sage Publications.
- European Foundation for the Improvement of Living and Working Conditions (Eurofound). 2012. *Working conditions: the dark side of tourism*. Available: <http://www.eurofound.europa.eu/observatories/eurwork/articles/other/working-conditions-the-dark-side-of-tourism>. (Accessed 3 April 2019).
- Ferland, N. 2011. *Measuring Employment in the Tourism Industries beyond a Tourism Satellite Account: A case of study of Indonesia*. International Department of Labour.
- Ferris, G.R., Berkson, H.M. and Harris, M.M. 2002. The recruitment interview process persuasion and organization reputation promotion in competitive labour markets. *Human Resource Management Review*, 12: 359-375.
- Folarin, O. and Adeniyi, O. 2019. Does tourism reduce poverty in Sub-Saharan African countries? *Journal of Travel Research*, 5: 22-33.
- Freeland, B. 2000. *Demands of training: Australian tourism and Hospitality*. Adelaide, Australia: National Centre for Vocational Education Research.
- George, R. 2003. Tourist's perceptions of safety and security while visiting Cape Town. *Tourism Management*, 5(24): 575-585.

- Harkison, T., Poulston, J. and Kim, J.H 2011. Hospitality graduates and managers: the big divide. *International Journal of Contemporary Hospitality Management*, 23(3): 377-392.
- Henama, U.N. 2017. South African tourism: Negative effects of marches and protests. Available:<https://www.cnbcfrica.com/news/2017/04/12/negative-effects-marches> (accessed 06 October 2019).
- Hjalager, A.M. 2002. Repairing innovation defectiveness in tourism. *Tourism Management*, 23(5): 465-474.
- Ho, G.K. and Law, R. 2017. Finding and fostering our future tourism leaders: undergraduate choice in pursuit of hospitality and tourism higher education: *Innovation and Progress in Sustainable Tourism*, 30.
- Inkson, K., Arthur, M.B. and Pringle, J. 1999. *The New Careers: Individual Action and Economic Change*. London: Thousand Oaks.
- Jamali, R. and Nejati, M. 2009. Women's career progression barriers and organisational justice: a study of Iranian society. *Business Strategy Series*, 10(5): 311-328.
- Javed, A. 2017. How artificial intelligence is impacting the tourism sector. Available: www.xorlogics.com/2017/05/08/how-artificial-intelligence-is-impacting-the-tourism-sector (accessed 09 October 2019).
- Jaykumar, V., Balasubramanian, K., Kumar, J., Francis, R.S. and Sangaran, G. 2011. Hotel career perceptions of final year hospitality degree students. *Advanced Science Letters*, 21(6): 1956-1959.
- Jolliffe, L. and Farnsworth, R. 2003. Seasonality in tourism employment: human resource challenges. *International Journal of Contemporary Hospitality Management*, 15(6): 312-316.
- Jucan, C.N. and Jucan M.S. 2013. Travel and tourism as a driver of economic recovery. *Practical Economics and Finance*, 6: 81-88.
- Kaplan, L. 2004. Skills development in tourism: South Africa's tourism-led development strategy. *Geo Journal*, 60: 217-227.
- Khasanov, I.S. 2015. Research methodology of the tourism and hospitality sector in Republic Tatarstan as transaction type of economic activity. *Procedia Economics and Finance*, 24: 313-317.
- Kim, J.H. 2014. The antecedents of memorable tourism experiences: the development of a scale to measure the destination attributes associated with memorable experiences. *Tourism Management*, 44: 34-45.
- Kothari, C.R., 2004. Methods of data collection. In *Research Methodology: Methods and Techniques* (online). Delhi, India: New Age International, Available:

<http://site.ebrary.com/lib/durbanut/Doc?id=10318734&ppg=115> (accessed 17 October 2019).

- Kumar, A., Singh, P.K., Kumar, A. and Shalini. S. 2014. An investigation into perception of hospitality graduates towards hospitality industry. *African Journal of Hospitality, Tourism and Leisure*, 3 (2): 1-7.
- Kumar, R. 2011. *Research Methodology: A Step-by-Step Guide for Beginners*, (3rd.ed), Singapore: Pearson Education.
- Kumar, R. 2019. *Research Methodology: A step-by-step Guide for Beginners*. London: Sage Publication.
- Kusluvan, S. and Kusluvan, Z. 2000. Perception and attitudes of undergraduate tourism students towards working in the tourism industry in Turkey. *Tourism Management*, 21, 251–269.
- Ladkin, A. and Kichuk, A., 2017. Career Progression in Hospitality and Tourism Settings. In: Horner, S., ed. *Talent Management in Hospitality and Tourism*. Oxford, UK: Goodfellow Publishers.
- Le Christine A.H., McDonald, C.V. and Klieve, H. 2018. Hospitality higher education in Vietnam: Voices from stakeholders. *Tourism Management Perspectives*, 27: 68-82.
- Lee, C.S., Hwang, Y.K. and Jang, H.Y. 2018. Moderating effect of growth mind-set on the relationship between attitudes toward tourism and meaning in life. *International Journal of Pure and Applied Mathematics*, 120(6): 5523-5540.
- Lillo-Banuls, A., Casado-Diaz, J.M. and Simon, H. 2018. Examining the determinants of job satisfaction among tourism workers. *Tourism Economics*, 24(8): 980-997.
- Lu, T. and Adler, H. 2009. Career goals and expectations of hospitality and tourism students in China. *Journal of Teaching in Travel & Tourism*, 9(2): 63-80.
- Madrid, C. 2018. Artificial Intelligence is making inroads into tourism sector. Available: <https://www.thehindu.com/sci-tech/technology/artificial-intelligence-is-making-inroads-into-tourism-sector/article22486163.ece> (accessed 09 October 2019).
- Mahal, P.K. 2018. Organizational factors affecting job outcomes: An empirical study of hotel industry. *Journal of Applied Management*, 10(1): 21-37.
- Mahanta, J. and Kalita, B.C. 2016. Tourism associated developments in Nilachal Hills: A geographical analysis. *The Clarion International Multidisciplinary Journal*, 5(2): 59-64.
- Mansour, S. and Tremblay, D.G. 2018. Work-family conflict/family-work conflict, job stress, burnout and intention to leave in the hotel industry in Quebec (Canada): moderating role of need for family friendly practices as “resource passageways”. *The International Journal of Human Resource Management*, 29(16): 2399-2430.

- Maruitti, F.G., Giraldi, J.D.M.E and Crescitelli, E. 2013. The image of Brazil as a tourism destination: an exploratory study of the American market. *International Journal of Business Administration*, 4(1): 13-22.
- Milman, A. and Dickson, D. 2014. Employment characteristics and retention predictors among hourly employees in large US theme parks and attractions. *International Journal of Contemporary Hospitality Management*, 26(3): 447-469.
- Mooney, S. 2017. Caught between a rock and an inhospitable place: How should hospitality students negotiate the changed employment landscape? *Critical Tourism Studies Proceedings*, 2017(1): 1-13.
- Mouriki, A. 2001. Labour relations and social dialogue in Greece: the difficult path from state custody to independence. *European Journal of Industrial Relations*, 6(2):145-152.
- Murray, W.C., Elliot, S., Simmonds, K., Madeley, D. and Taller, M. 2017. Human resource challenges in Canada's hospitality and tourism industry: Finding innovative solutions. *Worldwide Hospitality and Tourism Themes*, 9(4): 391-401.
- Nadiri, H and Tanova, C. 2010. An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behaviour in hospitality industry. *International Journal of Hospitality Management*, 29(1): 33-41.
- Nestoroska, I. and Petrovska, I. 2014. Staff training in hospitality sector as benefit for improved service quality. Faculty of Tourism & Hospitality Management in Opatija. Biennial p437, University of Rijeka.
- Neuman, W.L. 2000. Social Research Methods Qualitative and Quantitative Approaches. 4th Edition, Allyn and Bacon: Needham Heights.
- Nischithaa, P. and Rao, M.V.A.L. 2014. The importance of training and development programmes in hotel industry. *International Journal of Business and Administration Research Review*, 1(5):50-56.
- O'Leary, S. and Deegan, J. 2005. Ireland's Image as a tourism destination in France: Attribute importance and performance. *Journal of Travel Research*, 43(3): 247-256.
- Olds, D. and Lee, 2008. Why students choose a hospitality and tourism program: A pilot study of U.S. undergraduate students. *Journal of Hospitality and Tourism Education*, 22(3): 20-26.
- Ondieki, E. and Kung'u, K. 2013. Hospitality employment: policies and practices in hotels in Kenya. *Journal of Tourism and Hospitality Management*, 1(1):1-6.
- Owusu-Mintah, S.B. 2014. Entrepreneurship education and job creation for tourism graduates in Ghana. *Education and Training*, 56(8): 826-838.
- Park, S., Yaduma, N., Lockwood, A.J. and Williams, A.M. 2016. Demand fluctuations, labour flexibility and productivity. *Annals of Tourism Research*, 59: 93-112.

- Pavesic, D.V. and Brymer, R.A. 2012. Job satisfaction: what's happening to the young managers? *Cornell Hotel and Restaurant Administration Quarterly*, 30(4): 90-96.
- Pellissier, R., 2008. *Business Research Made Easy*. Juta Academic: Cape Town.
- Peters M. 2017. The relationship between employee job satisfaction, perceived customer satisfaction, service quality, and profitability in luxury hotels in Kuala Lumpur. *Indian Journal of Management*, 10(1): 26-39.
- Pizam, A. 2016. Hospitality mergers and acquisitions: Who are their beneficiaries? *International Journal of Hospitality Management*, 55: 154-155.
- Powell, S. 1999. Is recruitment the millennium time bomb for the industry worldwide? *International Journal of Catering and Hospitality Management*, 11(4): 138-139.
- Raba, B. 2016. "NSFAS 2017 funding expected to be more than R10 billion". *Sowetan News*, 16 August. Available: <https://www.sowetanlive.co.za/news/2016-08-16-nsfas-2017-funding-expected-to-be-more-than-r10-billion/> (Accessed 17 July 2017).
- Rahi, S. 2017. Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics and Management Sciences*, 6(2): 1-5.
- Ramakrishnan, S. and Macaveiu, G. 2019. Understanding aspirations in tourism students. *Journal of Hospitality and Tourism Management*, 39: 40-48.
- Ribeiro, L.C.D., Lopes, T.H.C.R., Motenegro, R.L.G. and Andrade, J.R. 2018. Employment dynamics in the Brazilian tourism sector (2006-2015). *Tourism Economics*, 24(4): 418-433.
- Richardson, S. 2008. Undergraduate tourism and hospitality student's attitudes toward a career in the industry: A preliminary investigation. *Journal of Teaching in Travel and Tourism*, 8(1): 23-46.
- Richardson, S. 2010. Generation Y's perceptions and attitudes towards a career in tourism and hospitality. *Journal of Human Resources in Hospitality and Tourism*, 9(2): 179-199.
- Richardson, S. and Butler, G. 2012. Attitudes of Malaysian tourism and hospitality students towards a career in the industry. *Asia Pacific Journal of Tourism Research*, 17(3): 262-276.
- Richardson, S. and Thomas, N.J. 2012. Utilising generation Y: United States hospitality and tourism students' perceptions of careers in the industry. *Journal of Hospitality and Tourism Management*, 19(1): 102-114.
- Riley, M., Ladkin, A. and Szivas, E. 2002. *Tourism employment: Analysis and planning*. Sydney, Australia: Channel View Publications.

- Robinson, R., Barron, P. and Solnet, D. 2008. Innovative approaches to event management education in career development: A study of student experiences. *Journal of Hospitality, Leisure, Sports and Tourism Education* 7(1): 45-57.
- Rogerson, C.M. 2012. The tourism-development nexus in Sub-Saharan Africa: progress and prospects. *Africa Insight*, 42(2): 28-45.
- Roney, S.A. and Oztin, P. 2007. Career perceptions of undergraduate tourism students: A case study in Turkey. *Journal of Hospitality, Leisure, Sport and Tourism Education*, 6(1): 4-17.
- Russell, R. and Taylor, B. 2011. *Operations Management - Creating Value along the Supply Chain*. Hoboken: John Wiley & Sons, Inc.
- Salkind, N.J., 2012. *Exploring research*. Hoboken: John Wiley & Sons, Inc.
- Santhanam, N., Kamalanabhan, T.J., Dyaram, L. and Ziengler, H. 2018. Examining the moderating effects of organizational identification between human resource practices and employee turnover intentions in Indian hospitality industry. *Journal on Business Review (GBR)*, 4(1): 11-20.
- Santos, E. and Khan, S. 2018. *The Impact of Foreign Participation in Outdoor Tourism Activities on Job Creation*. Econstor, Faculty of Economics, University of Coimbra. Avenida Dias
- Sara, E., Valentina, B., Yonca, G., Yves, P. and Marco, P. 2015. Labour market transitions of young women and men in Eastern Europe and Central Asia. Work4Youth Publication Series No. 28. Geneva: International Labour Organization.
- Sears, Z. 2013. *Travel & Tourism as a Driver of Employment Growth*. World Travel & Tourism Council. Rochelle Turner: Oxford Economics.
- Service Skills Victoria 2005. *Service Skills Victoria's response to Victoria's tourism and events industry discussion paper*. Melbourne, Australia.
- Shehu, E. and Nilsson, B. 2014. Informal employment among young: *Evidence from 20 School-to-work Transition Surveys*. Geneva: International Labour Organization.
- Shepard, L.A. 2000. The role of assessment in a learning culture. *Educational Researcher*, 29(7), 4-14.
- Sibanyoni, J.J., Kleynhans, I.C. and Vibetti, S.P. 2015. South African hospitality graduates' perceptions of employment in the hospitality industry. *African Journal of Hospitality, Tourism and Leisure*, 4(1): 1-16.
- Simon, H. Casado-Diaz, J.M. and Lillo-Banuls, A. 2018. Exploring the effects of commuting on workers' satisfaction: evidence for Spain. *Regional Studies*, 5: 1-13.
- Sledge, S., Miles, A.K. and Coppage, S. 2008. What role does culture play? A look at motivation and job satisfaction among hotel workers in Brazil. *The International Journal of Human Resource Management*, 19(9): 1667-1682.

- Sparreboom, T. and Staneva, A. 2014. Is education the solution to decent work for youth in developing economies? Identifying qualifications mismatch from 28 school-to work transition surveys. *Work4Youth Publication Series No. 23*. Geneva: International Labour Organization.
- Stacey, J. 2015. Supporting Quality Jobs in Tourism, OECD Tourism Papers. OECD Publishing.
- Statistics South Africa (Stats SA). 2018. Key findings report: PO277-Quarterly employment statistics (QES), 2018. Available: <http://www.statssa.gov.za>. (Accessed 5 April 2019).
- Sun International Hotel Group. 2019. Graduates internships and training programme. Available: <https://www.suninternational.com>. (Accessed 5 April 2019).
- Tan, Z.M.A., Baharun, N., Wazir, N.M., Ngelambong, A.A., Ali, N.M., Ghazali, N. and Tarmazi, S.A.A. 2015. Graduates' perception on the factors affecting commitment to pursue career in hospitality industry. *Procedia-Social and Behavioral Sciences*, 224: 416-420.
- Teng, C.C. 2013. Developing and evaluating a hospitality skills module for enhancing performance of undergraduate hospitality students. *Journal of Hospitality, Leisure, Sport and Tourism Education*, 13: 78-86.
- Terry, W.C. 2016. Solving seasonality in tourism? Labour shortages and guest worker programmes in the USA. *Area*, 48(1): 111-118.
- Tsogo Sun. 2019. Learnership and Graduate Programmes skills development with Tsogo Sun. Available: <https://www.tsogosun.com/careers/learnship-graduate-programmes>. (Accessed 5 April 2019).
- Tung, V.W.S., Tang, M.F.C. and King, B.E.M. 2017. Tourism industry career prospects and business environment: Evidence from Canada and Macau. *International Journal of Tourism Research*, 20(4): 518-525.
- Tuzunkan, D. 2018. Undergraduate tourism students' perceptions and attitudes towards tourism industry: The case of Daejeon, South Korea. *Geo Journal of Tourism* 21(1): 103-111.
- United Nations World Tourism Organisation (UNWTO). 2008. International Recommendations for Tourism Statistics (IRTS 2008). New York: UNWTO.
- United Nations World Tourism Organisation (UNWTO). 2014. Measuring Employment in the Tourism Industries – Guide with Best Practices. Madrid: UNWTO.
- United Nations World Tourism Organization (UNWTO) (2018), Tourism Highlights, 2018 Edition. UNWTO: Madrid.

- Uniting Travel. 2018. Travel and Tourism: A force for good in the world. Available: https://docs.wixstatic.com/ugd/3e5e67_46d9495de17c486fbd2de9120274b114.pdf (Accessed 9 March 2019).
- Veal, A.J. 2006. *Research Methods for Leisure and Tourism*. Pearson: UK.
- Vellas, F. 2011. The indirect impact of tourism: an economic analysis. Third meeting of T20 Tourism Ministers Paris, France, dated 25 October 2011 (accessed 17 October 2019).
- Vucetic, A. 2012. Analysis of seasonal employment in travel agencies in Montenegro. *Preliminary Communication*, 60(2): 213-222.
- Wakelin-Theron, N., Ukpere, W.I. and Spowart, J. 2018. A three-way partnership model of tourism graduate's employability. *Conference Proceedings: Collaboration and Co-creation Opportunities in Tourism, 7th Biennial ITSA & 2ND International TESA Conference*. Pretoria, August 2018.
- Walter Sisulu University (WSU). 2019. University Prospectus. Available: <http://www.wsc.ac.za>. (Accessed 06 April 2019).
- Wan, Y.K.P., Wong, A.I. and Kong, H.W. 2014. Student career prospect and industry commitment: The roles of industry attitude, perceived social status, and salary expectations. *Tourism Management*, 40: 1-14.
- Wang, J., Ayres, H. and Huyton, J. 2009. Job ready graduates: A tourism industry perspective. *Journal of Hospitality and Tourism Management*, 16(1): 62-72.
- Wang, Y. 2008. Collaborative destination marketing: Understanding the dynamic process. *Journal of Travel Research*, 47(2): 151-166.
- Waryszak, R. 2002. Prior expectations, realities and subsequent ideals in workplace attitudes of two samples (1994 and 2000) of hospitality students. In *CAUTHE 2002: Tourism and Hospitality of the Edge; Proceedings of the of the 2002 CAUTHE conference*, Edith Cowan University Press.
- Welman, C., Kruger, F. and Mitchell, B. 2005. *Research Methodology*. 3rd ed. Cape Town: Oxford Press South Africa.
- Welman, C., Kruger, F. and Mitchell, B. 2005. *Research Methodology*. 3rd ed. Cape Town: Oxford Press.
- Wong, S.C. and Ko, A. 2012. Exploratory study of understanding hotel employee's perception on work-life balance issues. *International Journal of Hospitality Management*, 28(2):195-203.
- World Travel and Tourism Council (WTTTC). 2018. *Travel and Tourism Economic Impact 2018*, South Africa. WTTTC.

- Wu, Y.H. and Lin, M.M. 2013. The relationship among business strategies, organisational performance and organisational culture in tourism industry. *South African Journal of Economic and Management Sciences*, 16(5): 1-8.
- Yang, J.T. 2009. Antecedents and consequences of job satisfaction in the hotel industry. *International Journal of Hospitality Management*, 29(4): 609-619.
- Yao, T., Qiu, Q. and Wei, Y. 2019. Retaining hotel employees as the internal customer: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76: 1-8.
- Ying Tse, T.S. 2015. A review of Chinese outbound tourism research and the way forward. *Journal of China Tourism Research*, 11(1): 1-18.
- Zaitseva, N.A., Kozlov, D.A. and Nikolskaya, E.Y. 2017. Evaluation of the competencies of graduates of higher education institutions, engaged in the training of personnel for tourism and hospitality. *Eurasian Journal of Analytical Chemistry*, 12(5): 685-695.
- Zampoukos, K. and Loannides, D. 2011. The tourism labour conundrum: agenda for new research in the geography of hospitality workers. *Hospitality and Society*, 1(1): 25-45.
- Zins, A.H. and Jang, S.Y. 2018. Towards a better understanding of higher education in tourism and hospitality management in China. In *8th Advances in Hospitality and Tourism Marketing and Management (AHTMM) Conference*. Thailand, June 2018.
- Zopiatis, A., Theocharous, A.L., Constanti, P. and Tjiapouras, L. 2017. Quality, Cyprus. *Journal of Quality Assurance in Hospitality and Tourism*, 18(1): 1-24.

APPENDIX 1: QUESTIONNAIRE

In effort to investigate tourism and hospitality management graduates' perceptions on career advancement, the researcher would like you to answer the following survey. All submissions are confidential and at no time are you required to mention your name.

1. Are you currently employed?

- a. Yes
- b. No

2. If Yes, which industry are you currently employed in?

- a. Finance and Banking
- b. Agriculture
- c. Sales and Retail
- d. Health Care
- e. Advertising
- f. Tourism and Hospitality
- g. Legal
- h. Call Centre
- i. Sports
- j. Transport
- k. Engineering
- l. Manufacturing
- m. Computer
- n. Not Applicable
- o. Other:

3. How long have you been employed in this sector?

- a. Less than a year
- b. 1-3 years
- c. 4-6 years
- d. 7-10 years
- e. More than 10 years
- f. Not Applicable

4. Where you previously employed in another sector?

- a. Yes
- b. No

5. If yes, which industry sector were you previously employed in?

- a. Finance and Banking
- b. Agriculture
- c. Sales and Retail
- d. Health Care
- e. Advertising
- f. Tourism and Hospitality
- g. Legal
- h. Call Centre
- i. Sports
- j. Transport
- k. Engineering
- l. Manufacturing
- m. Computer
- n. Not Applicable

6. How long were you employed in your previous place of employment?

- a. Less than a year
- b. 1-3 years
- c. 4-6 years
- d. 7-10 years
- e. More than 10 years
- f. Not applicable

7. How many years have you been employed in the hospitality and tourism sector?

- a. Less than a year
- b. 1-3 years
- c. 4-6 years
- d. 7-10 years
- e. More than 10 years
- f. Not Applicable

8. Do you have a qualification in tourism and hospitality?

- a. Yes
- b. No

9. If yes, which level of qualification do you have?

- a. Certificate
- b. Higher Certificate
- c. Diploma
- d. Degree
- e. Post Graduate Degree
- f. Other:

10. In which year did you obtain your tourism and hospitality qualification?

11. Do you have a qualification other than that in tourism and hospitality?

- a. Yes
- b. No

12. If Yes, state the name of your qualification

13. At what level is this qualification?

- a. Certificate
- b. Higher Certificate
- c. Diploma
- d. Degree
- e. Post Graduate
- f. Not Applicable
- g. Other:

14. How long after graduating with your tourism and hospitality qualification where you able to obtain employment in the sector?

- a. Immediately
- b. Less than a year
- c. 1-2 years
- d. More than 2 years after
- e. To date, unable to find employment in tourism and hospitality sector

15. Indicate your level of difficulty in obtaining employment in the tourism and hospitality sector

- a. Very difficult
- b. Difficult
- c. Relatively easy
- d. Very Easy

16. Did you leave employment in tourism and hospitality and move to another sector?

- a. Yes
- b. No

17. If yes, rate the extent to which the following factors influenced your decision to leave.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Poor wage/salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of promotional opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsatisfactory and unfair promotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family life is negatively affected due to the nature of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited or no fringe benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job insecurity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heavy workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work is often part-time and seasonal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of work incentives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsafe working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Academic qualifications not linked to type of job undertaken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of promotional opportunities for females	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dismissal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interest change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better opportunities elsewhere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Rate the extent to which you experience the following challenges in your current place of employment

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Poor wage/salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of promotional opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsatisfactory and unfair promotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Family life is negatively affected due to the nature of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited or no fringe benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job insecurity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heavy workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work is often part-time and seasonal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of work incentives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsafe working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Academic qualifications not linked to type of job undertaken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of promotional opportunities for females	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dismissal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interest change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better opportunities elsewhere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. What employment benefits do you enjoy in your current workplace?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Career growth opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A job that is concerned with my personal growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reasonable workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A career that provides intellectual challenge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pleasant working environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training courses and seminars to help me grow in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for further training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good promotion prospects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A job with high quality resources and equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reasonable working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Why did you choose to study a tourism and hospitality course?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Could not gain access to any other courses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To gain transferable skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A job that will give me opportunities for further training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing industry, so future prospects looks good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To secure employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good starting salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will have a job with pleasant working environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My character fits with the industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will have secure job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The tourism and hospitality industry is characterised by a large number of job opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved professional work skills and knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The industry is growing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Was tourism and hospitality qualification your first career choice?

- a. Yes
- b. No

22. Is employment in the tourism and hospitality industry what you expected it to be?

- a. Yes
- b. No
- c. Not applicable

23. If you have worked in the tourism and hospitality industry, rate the extent to which the following expectations have been met by being employed in the tourism and hospitality industry.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
To work in management positions immediately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible work schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To earn high salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To work normal working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
To be valued in society	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It will be easy to progress through tourism and hospitality ranks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It will be easy to achieve most of my career goals that I have set for myself within tourism and hospitality industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It will be easy to find a job within tourism and hospitality industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will be able to establish networks within the industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will be able to get better career opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working extra hours leading to rewards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-family balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work place support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to voluntarily reduce hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. What is your level of satisfaction in your current job?

- a. Very Satisfied
- b. Satisfied
- c. Neutral /Unsure
- d. Dissatisfied
- e. Very dissatisfied

25. In your current job have you progressed to another level?

- a. Yes
- b. No

26. If yes, how long did it take you to progress in your career within tourism and hospitality industry?

- a. Less than 1 year
- b. 1-3 years
- c. 4-6 years
- d. More than 6 years

- e. Did not progress at all

27. To what extent is your tourism and hospitality qualification assisting you in your current job?

- a. Very small extent
b. Small extent
c. Moderate extent
d. Large extent
e. Very large extent

28. Is your tourism and hospitality qualification relevant to your current job?

- a. Yes
b. No

29. If No, would you consider moving to a more relevant job?

- a. Yes
b. No

30. Has your tourism and hospitality qualification prepared you for the workforce?

- a. Yes
b. No

31. If No, how can someone be made more prepared for tourism and hospitality industry? Multiple responses

- a. Proper career guide about tourism and hospitality industry
b. Mentoring and student preparation for interviews
c. Tourism and hospitality work experience
d. Focus more on practical tourism and hospitality subjects
e. Provide work integrated learning opportunities
f. Strengthen emphasis on tourism and hospitality subjects
g. Provision on reputation and quality of tourism and hospitality industry
h. Tourism and hospitality internships
i. Increase flexibility on subjects/ subject sequences
j. Provide knowledge of different tourism and hospitality fields

32. Thinking about your current job and career, which of these, if any, apply to you?

- a. I feel I have already achieved all I want to achieve in my career
- b. I see my current position as a training ground for my next career move within my current organisation
- c. I see my current organisation as a training ground for a career move to another organisation
- d. I am prepared to move into another work area to develop my career

33. Respondents demographics profile:

Age

- a. 18-20
- b. 21-30
- c. 31-40
- d. 41-50
- e. 51-60
- f. 60>

Gender

- a. Male
- b. Female

Race

- a. Black
- b. White
- c. Indian
- d. Coloured
- e. Other:

Marital status

- a. Single
- b. Married
- c. Separated
- d. Divorced
- e. Widowed

Employment status

- a. Self-employed
- b. In part-time employment
- c. In full-time employment
- d. Unemployment
- e. Other:

Monthly income (in Rands) per month

- a. < 1000
- b. 1 000 to 3 000
- c. 3 001 to 5 000
- d. 5 001 to 7 000
- e. 10 001 to 13 000
- f. 13 000 to 15 000
- g. 15 001 to 18 000
- h. 18 001 to 20 000
- i. 20 001 to 25 000
- j. More than 25 000

Dependents

- a. None
- b. 1-3
- c. 3-5
- d. 5>

APPENDIX 2: PERMISSION LETTER



Tel: (043) 7085204

OFFICE OF THE Acting Rector
Buffalo City Campus
P O Box 1421, EAST LONDON, 5200
Fax: (043) 7085335

fsarber@wsu.ac.za
blanaker@wsu.ac.za

27 November 2014

Mr L. Stemele
School of Hospitality & Tourism
Faculty of Business Sciences
Buffalo City Campus

Dear Mr Stemele

**Re-request to conduct research study among staff and students at Walter
Sisulu University**

The Research policy of WSU requires that one should submit an ethical clearance from his/her institution before permission is granted to undertake the study.

Based on the requirement of your institution, WSU grants you provisional permission to conduct your study entitled M Tech: Tourism and Hospitality. You will not access the participants before submitting ethical clearance from your institution. Upon receipt of the certificate, kindly submit it to our offices in order to get the final letter, with a copy to the Research Office at Potsdam Site email: snombewu@wsu.ac.za.

Regards

Ferdie Verwer, FT Eng
Acting Campus Rector

Walter Sisulu University