

UNIVERSITY OF KWAZULU-NATAL ™

INYUVESI YAKWAZULU-NATALI

Stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban, KwaZulu Natal

By

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2025

DECLARATION

I, Celumusa Jele declare that:

- This dissertation is my original work and has never been submitted anywhere for examination.
- I have acknowledged all scholarly articles used in this research report.
- This dissertation does not contain participants' data such as images and real names of respondents; pseudonyms have been used instead.
- The tables and figures in this research report are not copied from the internet.

Signed

…… 02/02/2025

Signed Date

[redacted]

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[redacted]

Dr Mabuyi Gumede 02-02-2025

DEDICATION

This dissertation is dedicated to my beloved late mother

Monica Nikiwe Ngubane

(August 1963 – April 2020)

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I thank God Almighty for keeping me safe and healthy during the COVID-19 pandemic. It was not easy, but with God's grace, I was able to complete my dissertation and submit it for examination.

I am deeply grateful to Dr. Luzipo, who stood by me during difficult times. Whenever I felt like giving up, he held my hand and showed me the way. Without his academic support and guidance, I could not have completed my dissertation. Thank you for spreading positive energy toward me. May God bless you.

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ABSTRACT

The purpose of the study is to explore multiple pressures that affect tourism and hospitality businesses in Durban. This study also aims to offer advice to affected business in order to improve their performances. The research problem for the current study is that many employees in the tourism and hospitality industry in Durban lack specialised knowledge and necessary skills required for identifying and solving problems and formulating and interpreting policies.

The study adopted a mixed methods sequential explanatory research design. Exactly 440 respondents participated in this study. The data collection process involved a questionnaire survey and semi-structured interviews. Data analysis of this study followed a thematic approach. This study is underpinned by the stakeholder theory. Major findings of this study are as follow: (a) too many employees in the tourism and hospitality businesses are unqualified; (b) deteriorating security issues; (c) worsening housekeeping issues; and (d) costly operational issues. Additional findings of this study are such that existing structures, which are meant to solve multiple challenges that affect tourism and hospitality businesses are not well coordinated, hence, employees receive conflicting messages, and this results in the duplication and multiplication of multiple pressures.

A key recommendation of this study is that employees in the tourism and hospitality businesses in Durban must be equipped with the necessary skills, abilities and knowledge needed for solving multiple pressures that affect the delivery of services in the industry. In the wake of ever-demanding guests who make demands on tourism and hospitality businesses to improve services and satisfy their expectations, there is a great need for consistent refresher courses, which are designed to support employees, businesses and clients. Further research must be conducted into the role and impact of ever-demanding guests who make demands on tourism and hospitality businesses in Durban.

Keywods: stakeholders perspectives, multiple pressures, challenges

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LIST OF ACRONYMS

BHA	British Hospitality Association
CBD	Central Business District
CBs	Community Benefits
CSR	Corporate Social Responsibility
DOT	Department of tourism
FBI	Foodborne Illness
GDP	Gross Domestic Product
GMO	Genetic modified food
ILO	International Labour Organisation
KSD	King Sabata Dalindyebo
KZN	KwaZulu Natal
NDT	National Department of Tourism
NMCs	Multinational Corporations
NMW	National Minimum Wage
NRA	National Restaurant Association
SA	South Africa
SAT	South African Tourism
SSCM	Sustainable Supply Chain Management
UK	United Kingdom
US	United State
WTO	World Tourism Organization

CHAPTER 1: INTRODUCTION

1.1 Introduction

The aim of Chapter 1 is to introduce this study within the following: (a) its context; (b) location of the study; (c) problem statement; (d) rationale; (e) research questions; (f) aim; (g) research objectives; (h) significance of the study; (i) purpose of the study; (j) definitions of key concepts; and (k) research methodology. The current study explores the stakeholders' perspectives on the multiple pressures, which affect tourism and hospitality businesses in Durban. The research sites of the current study are detailed. In addition, the research sites are as follow: (a) Cargo Hold Restaurant; (b) Mimmos Restaurant; (c) Emzini Kababa Restaurant; (d) Riverside Hotel; (e) Durban Manor Hotel; and (f) Riviera Hotel. Afterwards, the study's theoretical framework and research methodology are introduced. Chapter 1 concludes by considering the study limitations. Finally, this chapter provides a synopsis of 6 chapters of the current study.

Context

1.1.1 Research Context

The current study was conducted at 3 hotels and 3 restaurants in Durban. The Port City of Durban is part of eThekwini Metropolitan Municipality in the Province of KwaZulu-Natal, South Africa. In respect of the prevalence of multiple pressures that affect tourism and hospitality businesses in Durban, the World Health Organisation is very clear. Therefore, WHO states that the outbreak of COVID-19 since 2019 has given rise to massive supply chain disturbances and closures of all types of economic activities, which also caused further negative impacts on other businesses throughout the entire world (Deb & Nafi, 2020b).

There are no studies which were conducted on the research topic of the current study in Durban. For the purpose of clarity, the research topic of this study is known as "Stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban, KZN". The universal tourism market has been expanding considerably in the previous few decades (Deb & Nafi 2020b). However, the spread of COVID-19 has reduced the global tourism market (Deb & Nafi, 2020a). COVID-19 is easily transmitted from one individual to another, particularly, between persons who do not follow COVID-19 guidelines. For example, wearing face masks in public places and, maintaining a social distance of about 2 meters between 2 people (Deb & Nafi, 2020a). All kinds of businesses are experiencing severe pressures (difficulties) such as job losses, shortages of required qualified and highly skilled employees (International Labour Organisation, 2020). Likewise, the aviation, tourism and hospitality industries throughout the world have continuously experienced pressures ever since

the outbreak of COVID-19 IN 2019 and these encompass: decreases in expansion of tourism markets; losses of revenues; wasteful expenditure (purchases of perishable fresh farm products); closed borders; cancellation of bookings and the lengthy suspension of travelling between certain places (Deb & Nafi, 2020a).

Clearly, a number of previous studies exist (Deb & Nafi, 2020a, 2020b; Dlomo & Rogerson, 2021; Gopalakrishnan, Peters & Vanzetti, 2020), which are related to the current study. However, there is lack of data on the prevalence and incidents of multiple pressures, which affect tourism and hospitality businesses in Durban, KZN.

In a paper entitled "COVID-19 and tourism: Assessing the economic consequences", by Gopalakrishnan, Peters and Vanzetti (2020), the authors highlight current and future economic consequences of the termination of the tourism industry within short and medium terms, especially, in key tourist destinations and in certain nations that are reliant on tourism. Interestingly, strong emphasis is placed on emerging markets in which the success of certain groups of people can be undermined and weakened by the reduction of tourism earnings.

The paper reports that due to the prevalence of the contagious disease of COVID-19, the number of international and domestic tourists using services provided by tourism and hospitality businesses decreased. It was also found that COVID-19 gives rise to the cancellation of international and domestic flights, as well as hotel bookings. Gopalakrishnan et al. (2020) mentioned that COVID-19 continuously decreases the number of tourists who arrive at destination places and, this increases unemployment rates, reduces tourism earnings and, it also negatively impacts on the supply chain. Female employees in the tourism sector were found to be the most negatively affected gender and, this is due to the loss of employment in large numbers caused by the prevalence of COVID-19 (Gopalakrishnan et al., 2020). Another major finding, was that tourists are required to isolate themselves from the locals for about 2 weeks. The separation of international arrivals from the locals was found to be a deterrent to travelling freely. Although the restrictions related to self-isolation have been lifted in many countries, their effects will still continue to devastate global tourism markets and various economies. Interestingly, the foregoing finding is consistent with findings made by WTTC (2020), which found that the tourism industry is expected to rebound at a slower pace than the rest of other sectors and, this prediction is founded on the previous outbreaks of contagious diseases.

Dlomo and Rogerson (2021) conducted a qualitative study titled "Tourism and local economic development in King Sabata Dalindyebo Local Municipality, South Africa: Stakeholder

Perspectives". Dlomo and Rogerson's (2021) study is relevant to the current study, because it examines and evaluates the difficulties experienced when improving the contribution of the tourism industry to the country's economy. The researchers conducted semi-structured interviews with 20 government stakeholders and 13 private sector stakeholders. In terms of the method used for analysing data, the researchers utilised content analysis. Dlomo and Rogerson's study suggested a range of problems experienced by stakeholders who improve their contribution to the country's economy and, these encompassed: poor roads; absence of relevant information; poor maintenance of toilets; lack of effective policing; dilapidated private and public infrastructure; KSD is dysfunctional and disorganised; lack of funds for development; higher crime rates and tourism attraction centres are filthy and poorly maintained.

1.2.2 Location of the study

1.2.2.1 Durban, KwaZulu-Natal (KZN)

The researcher conducted the current study at 3 hotels and 3 restaurants which are all located within the Port City of Durban. The restaurants which were included in this study are as follow: Cargo Hold Restaurant; Emzini Kababa Restaurant; and Krispry Kreme Restaurant. Added to this, the researcher conducted this study at the following 3 hotels: Riverside Hotel; Durban Manor Hotel; and the Riviera Hotel. The Cargo Hold Restaurant is situated inside Ushaka Marine World Durban, which is along Bell Street. Moreover, Krispry Kreme Restaurant is situated inside Pavilion Shopping Mall and, the distance between the abovementioned mall and Durban CBD is 10.7 km. In addition, Emzini Kababa Restaurant is located at the edge of Durban CBD area at 121 Margaret Mncadi Avenue, Esplanade. Furthermore, Durban Manor Hotel is located inside Durban CBD area along 93 Margaret Mncadi Avenue. The Riverside Hotel is located at 10 Kenneth Kaunda Road which is found in the northern part of Durban and, the distance between Riverside Hotel and Durban CBD is 9.3 km. The Riviera Hotel is situated on the periphery of Durban CBD area at 127 Margaret Mncadi Avenue, Esplanade.

Durban Metropolitan Municipality was renamed as eThekwini Metropolitan Municipality through utilising a Zulu name after the division of the municipality. (EThekwini Metropolitan Municipality, 2002). For the purpose of clarity, this study refers to eThekwini Metropolitan Municipality as Durban. Durban is situated in KwaZulu-Natal Province on the eastern coast of South Africa and, the metropolitan municipality covers an area of 2,300km² (Marx & Charlton, 2013). This includes a 98km stretch of comparatively narrow coastal plain, which gives way to key river valleys that originate to the west of Durban (Marx & Charlton, 2013).

The aforesaid port city has a population of about 3.5 million people (Statistics South Africa, 2011). The aforementioned population makes EThekwini Metropolitan Municipality the second biggest in South Africa after the Greater Johannesburg Metropolitan Municipality (Marx & Charlton, 2013). Durban has s sub-tropical temperature, climate and vegetation (EThekwini Metropolitan Municipality, 2002). Therefore, Durban is hot and humid all year round and, its beaches are a firm favourite for travellers from all over the world (SA Venues, n.d.). The warm Indian ocean waters and long stretches of beautiful coastline attract visitors with irresistible charm (at the time) (South African Tourism, 2018). The greater Durban area also has an industrial development zone catering for agro-processing and time sensitive manufacturing products and has modern road network, as well as rail infrastructure (EThekwini Municipality, 2002). Additionally, and significantly, the Port City of Durban is the largest tourism destination in South Africa and, it has concrete projects in place to become one of the largest international tourism destinations (EThekwini Municipality, 2002). This is done through an event-led tourism drive across both business and pleasure tourism (South African Tourism, 2018).

Furthermore, Durban also has an industrial development zone catering for agro-processing and time sensitive manufacturing products and has modern roads as well as rail infrastructure (EThekwini Municipality, 2002a.). Additionally, and significantly, Durban is the largest tourism destination in South Africa and, it has concrete projects in place to become one of the largest international tourism destinations (South African Tourism, 2018). The warm Indian Ocean waters and long stretches of beautiful coastline attract visitors with irresistible charm (Marx & Charlton, 2013).

In terms of food, Durban is famous for its curry recipes and, it is a rich cultural heritage destination (South African Tourism, 2018). As a largest tourism destination in South Africa, Durban partially depends on millions of visitors per year for economic development (South African Tourism, 2018). The tourism industry is an important sector for Durban and, it is one of the major sources of foreign exchange and employment opportunities (Marx & Charlton, 2013). However, the tourism industry in South Africa has been negatively affected by COVID-19 which broke out on the 19th December, 2019.

1.3 Problem Statement

Although many foreign visitors spend more money within South Africa (SA) than South African citizens who travel to other countries, SA's favourable tourism balance has greatly decreased since 2016 (South Africa [SA], 2021). This is due to the inconsistent number of foreign arrivals in SA. For example, in 2015, 13.9 million international tourists visited SA (SA, 2021). The above-stated number increased by 8.4% to 15.1 foreign visitors in 2016 (SA, 2021). In 2017, the number of international visitors in SA decreased to 14.9 million (SA, 2021). But in 2018, 15 million tourists visited this country, hence, there was an increase of 100 000 foreign arrivals compared to those who arrived in 2017 (SA, 2021). Another research problem is that while the total effects of the COVID-19 crisis on tourism in SA have not yet been ascertained, what is explicit is that damages are long lasting, because complete recovery is solely anticipated post 2023 (SA, 2021). In addition, major global sources of tourists advised foreign tourists not to visit SA and, the South African tourism brand is consistently being pressurised because SA is linked to 501Y.v2 variant of COVID-19 (SA, 2021). Notably, weakened universal and local economies are not good for tourism and hospitality businesses throughout SA (SA, 2021).

In relative to other receiving world-class destinations, Durban is still struggling to target rapidly expanding international tourists (SA, 2021). As suggested by SA Tourism (2015), SA merely changes a little bit of its targeted number of international arrivals into actual tourists, because visitors are consistently less than the expected number of arrivals. In spite of the rapid expansion of tourism around the globe, for tourism growth to remain firm, the tourism sector has to be technologically competitive, however, Durban is not predominantly highly advanced in technology (National Department of Tourism, 2017). They are tourist attraction areas in Durban which are still lagging behind in terms of technology (SA, 2021). The last section of the research problem for the current study, is that many employees in the tourism and hospitality industry in Durban lack specialised knowledge and necessary skills required for identifying and solving problems, and formulating and interpreting policies.

1.4 Rationale of the Study

The rationale for the current study emanates from my experience as a part-time employee at one of the tourism businesses. My experience made me realise that hotel staff members are, in most instances, as good or as inefficient as other stakeholders. I believe that, if multiple pressures are to be identified and solved, cooperation among all stakeholders is relevant to tourism and hospitality businesses in Durban. Thus, the current study sought to explore the

stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban. When I engaged studies on tourism and hospitality businesses, I asked a few questions as to what really constitutes multiple pressures and, this allowed me to identify omissions in the literature, so as to position the current study (Makhaola, 2015). Additional understanding of the studies disclosed that multiple pressures which affect tourism and hospitality businesses justifies farther exploration, because the identification and solving of multiple pressures is relevant to improved performances of tourism and hospitality businesses.

The current study is likely to assist tourism and hospitality businesses to identify more multiple pressures and solve them in order to improve their services. In other words, the present study will help the DOT to assess challenges which affect tourism and hospitality businesses, because identified multiple pressures are not confined to Durban only, but they also affect other cities in SA. This study will further assist the DOT to evaluate the Annual Performance Plan for 2023/2024, so that tourism and hospitality businesses can meet their expected performances in the future. SA (2021) alludes to the significance of tourism and hospitality businesses taking steps in order to improve their services and performances and, this motivated the current study into the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KwaZulu-Natal (KZN).

1.5 Significance of the Study

The significance of the current study rests on the investigations of the stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban, KZN. Hence, this study has a very strong potential to benefit current and future tourism and hospitality businesses in Durban, by providing the aforesaid enterprises with solutions on best practices for supporting strong growth within and outside tourism and hospitality businesses. The current study also put together answers on whether the present focus and work provided by participating hotels and participating restaurants assist to address multiple pressures (problems) faced by hotels and restaurants in enhancing services and goods sold within such businesses.

The significance of the current research is also, inter alia, it will make huge contributions to the growth of the tourism and hospitality businesses, as well as other related businesses which supply goods and services to tourism and hospitality businesses in Durban. The current study will further contribute to the reduction in unemployment in South Africa, because when multiple pressures are solved, many tourism and hospitality businesses become more attractive

than previously and, an increased number of clients spend much needed money on hotel and restaurant bookings. Thus, the national GDP increases and, this further strengthens government expenditure on development and social grants. The current study will create and raise an awareness about cleanness and orderliness in hotels and restaurants in Durban and beyond. Therefore, the present study is significant because it also supports the national slogan about keeping South Africa clean and tidy.

1.6 Purpose of the Study

The purpose of this study is to understand the investigation of stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban.

1.7 AIMS AND OBJECTIVES

The aim of this study is to provide an exploration of stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban. In accordance with this aim, the researcher constructed the following objectives:

1.7.1 Research objectives

- To explore stakeholders' perspectives on multiple pressures that affect tourism and hospitality business in Durban.
- To explain how specific multiple pressures uttered by stakeholders affect tourism and hospitality businesses in Durban.

1.7.2 Research Questions

- What are the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN?
- How can specific multiple pressures uttered by stakeholders be explained that affect tourism and hospitality businesses in Durban?

1.8 THEORETICAL FRAMEWORK

This study draws from one theory namely the stakeholder's theory. Using a theoretical framework in literature shows an understanding of terms and theories which are pertinent to the study and pertain to the wider fields of knowledge being investigated. The choice of a theoretical framework rests on its suitability, ease of use and its ability to explain. Peacock (2013) suggests that a theoretical framework reinforces a study in a number of ways. Firstly, a clear description of a theoretical framework assists the reader to analyse the theory critically. Secondly, a theoretical framework links a reader to the existent knowledge. Thus, a person who

is directed by a pertinent theoretical framework, is provided with the justification for a hypothesis and an adoption of research methods.

1.9 RESEARCH METHODOLOGY

Generally, the research design chosen for this study was a mixed methods research design, which is regarded by Creswell and Plano Clark (2011) as a research process in which the key focus is to obtain qualitative research data to assist in complementing the first quantitative data results. The mixed-methods research design was used fundamentally to allow a platform for triangulation and, to utilise advantages of both quantitative and qualitative research methods in order to address the research questions. The researcher used the mixed-methods sequential explanatory design, which included 3 participating hotels and 3 participating restaurants located in Durban, KZN. In the quantitative part of the current study, a survey questionnaire was administered to chosen respondents. In the quantitative part of the current study, systematic sampling method was employed to identify the following respondents: (a) business owners; (b) doctors; (c) managing directors; (d) lawyers; (e) farmers; (f) engineers; (g) retirees; (h) hotel employees; (i) restaurant employees. Furthermore, at each of the 6 research sites, 84 respondents were chosen. Therefore, the researcher selected a total 504 respondents who were made up of 444 tourists, 30 hotel employees and 30 restaurant employees. Hence the probability of having a sufficient representation of respondents was controlled.

The chosen respondents had the experience of working in hotels and restaurants, and some of the respondents had the experience of buying services and goods sold by hotels and restaurants. The respondents provided a range of information about the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN. In the quantitative research part of the current study, a Likert scale questionnaire was employed to collect quantitative data, which are indicated as frequencies, correlations, percentages and mean values. The said information was utilised to address the first research question. The statistical knowledge was enriched by making use of inferential statistical analysis in this study. Kombo and Tromp (2009) treat data analysis as a well-organised procedure which covers the evaluation of what has been gathered in order to produce deductions and conclusions

In the qualitative research part of the study, participants were deliberately sampled. The qualitative part of this study employed purposive sampling method. Etikan, Abubakar and Alkassim (2015) defined purposive sampling as "a method of selecting specific individuals from a group of people and using them as a sample". Relatedly, purposive sampling happens

when a researcher(s) purposively select(s) participants who can present data, which are pertinent to the area of interest under investigation in a study (Bluff, 2005). The aforesaid sampling method was employed to select information-rich participants for the qualitative part of this study. The data were gathered by making use of semi-structured interviews. Responses of the participants who answered open-ended questions were placed under corresponding themes related to corresponding semi-structured interviews. The rich and thick qualitative data presented in-depth research findings.

Qualitative research methods are driven by the knowledge of Gall et al. (2010). Interviews are designed to assist fill a possible explanatory data gap. The qualitative research method helped the researcher to comprehend all the details of the current study, and this enabled the researcher to describe trends found in the quantitative research part of the current study. The researcher transcribed the data obtained from semi-structured interviews into texts and, classified into themes in order to generate participants narratives which helped in explaining numerical data. The researcher analysed the data in the qualitative part of this study by using interpretational analysis.

1.10 LIMITATIONS OF THE STUDY

In the current study, limitations pertain to the characteristics which the researcher has no control over (threats to internal validity). The current study was limited to the stakeholders' perspectives on the multiple pressures that tourism and hospitality businesses in Durban, KZN. The researcher had no control over whether the respondents and participants presented unbiased, balanced and honest answers to the questionnaires and interview schedule questions. Since the current study was carried out at 3 participating hotels and 3 participating restaurants, this approach might be a limitation in terms of circumstantial richness.

In this study, the researcher interpreted the data and this procedure could have been affected to a certain extent by the researcher's values and experiences in collecting data at the levels of hotels and restaurants. In an attempt to reduce biases which are frequently connected with a single research method (quantitative or qualitative), the researcher gathered quantitative (survey) and qualitative (interview) data and, this procedure allowed the results of the current study to emerge from the data. Due to the fact that only willing respondents and participants were part of the current study, is itself a limitation, which is beyond the researcher's control. Maybe the researcher missed significant data which would have been presented by potential respondents and participants who were not chosen to take part in the current study due to their

positions at the research sites. For example: (a) porters; (b) car guards; (c) contract employees; and (d) gardeners.

Just like any mixed methods sequential design, this study was both time and labour intensive, therefore, it took a long time in order for the researcher to complete it. The current study needed the possibility of adequate resources for collecting and analysing statistical data and text data. However, the researcher did not have sufficient resources, therefore, it is a limitation. Some of the results of the quantitative part of this study did not show any important variations, thus, it was inconsistent with prior research. The study was limited to the perspectives of stakeholders on multiple pressures that affect tourism and hospitality businesses in Durban, KZN.

1.11 Definitions of Key Concepts

There are a number of major concepts in the research title that needs to be defined for example; tourism, stakeholders, perspective and pressure.

1.11.1 Tourism

Tourism is regarded as a versatile term, because it is defined in several ways. For instance, Chambers (2010, pp. x-xi) defines tourism as a "self-conscious experience of another place". The researcher selected the definition put forward by Erve Chambers. Through the utilisation of Chambers' definition, personal recollections about trips to and from tourism destinations can be covered in tourism narratives. Chambers' definition is important to the proposed study in the sense that it enlarges the outer limits of what exactly makes up tourism.

The concept of tourism is further defined as:

> a social, cultural and economic phenomenon which involves the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure. (IRTS, (2008, p. 1)

The above definition of tourism implies that the concept of tourism by global connection is considered as a huge industry. With that being so, the researcher infers that the tourism industry has the potential to contribute to the creation of extra employment opportunities in a cost serving manner. Therefore, it appears that it has the potential to reduce high unemployment levels in South Africa and elsewhere. The tourism industry is divided into the following subdivisions: transport travel organizers; hospitality industry; accommodation and catering

attractions; souvenirs; and, management of destinations (Thomas, 2012). The tourism industry also includes events which are related to planning and progress, together with the traditional heritage and beach tourism activities and, tourism also enables human beings to move away from their everyday conundrums.

Furthermore, the concept of **tourism** is also defined as:

> Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure. (United Nations World Tourism Organization, 2008)

LinkBC (2008) defines a **tourist** as "someone who travels at least 80 km from his or her home for at least 24 hours, for business or leisure or other reasons" (p.8). Additionally, the United Nations World Tourism Organization (1995) analyses LinkBC's (2008) definition of **tourist** by promulgating that tourists can be:

- Domestic (inhabitants of one country moving exclusively internally as opposed to visiting other nations);
- Inbound (people who not residents around within the borders of one country);
- Outbound (residents who exist their own country and travel to other countries).

Discover Hospitality (2015, para. 3) describes **hospitality** as "the business of helping people to feel welcome and relaxed and to enjoy themselves".

1.11.2 Stakeholders

Cleland (1989) defines **stakeholders** as "those persons or organisations that have, or claim to have an interest or share in the project undertaking" (p. 31).

The concept of stakeholder is also defined as;

> an organisation or [as] any group or individual who can affect or is affected by the achievement of the organisation's objectives' and an organisation as characterised by its relationships with various groups and individuals, including shareowners, employers, customers, suppliers, lenders and society. (Freeman, 1984, pp. 30–31)

A stakeholder is also defined as “a person or a group of people who benefits from, or who is harmed by, and whose rights are violated or respected by, the action of a corporation or entity” (Freeman 1984, p. 24)

A concept of stakeholder is further defined by Freeman (1984, p. 25) as “any group or individual who can affect or is affected by the achievement of the firm’s objectives”

Yoon (2002) provides another definition of the concept of stakeholder which includes a broad range of individuals and groups in the framework of tourism. Thus, the term stakeholder is defined by Yoon (2002) as “persons or groups who can affect or be affected by the tourism business within a particular market or community and who have interests in the planning, process(es), delivery, and/or outcomes of the tourism business (p. 14).

Even though all the above-mentioned definitions of stakeholders are relevant to this study, the researcher chose to use Yoon’s (2002) definition of the term stakeholder. This is due to the fact that Yoon’s (2002) definition of stakeholder is narrow and strict.

1.11.3 Pressures

Pressure refers to any of the following concepts:

> “constraints, compulsion, coercion, force, duress, oppression, enforcement, insistence, demand, entreaty, goading, pestering, provocation, harassment, nagging, harrying, badgering, intimidation, arm-twisting, pressurisation, persuasion and influence” (Waite & Hanks, 2006, p. 673).

Within the context of the study, pressure refers to constraints. Therefore, pressure should be understood as a concept which means constraints.

1.11.4 Perspectives

Hughes (2005) defines the concepts of perspective as “a view or prospect”, “a particular way of regarding something,” or "an understanding of the relative importance of things" (p. 771).

1.11.5 Hospitality

Cambridge Dictionary defines the concept of hospitality as “*the food, drink, etc. that an organisation provides in order to keep its guests or business partners happy*”. Merriam Webster Dictionary defines the term hospitality as “the activity of providing food, drinks, etc. for people who are the guests or customers of an organisation”.

1.12 A Summary of Chapters

Chapter 1 is a general introduction of the current study. This chapter provides the context of the present study, study location, the problem statement, the rationale of the study and the significance of the study. This chapter also outlines the purpose of the study, research questions, study aim and research objectives. Furthermore, Chapter 1 outlines a short discussion pertaining to the research methodology of this dissertation. The current chapter also defines key terms of the current research.

Chapter 2: Literature Review

Chapter 2 provides the literature on multiple pressures which affect tourism and hospitality businesses. Chapter 2 further showed how multiple pressures affect tourism and hospitality businesses. The review of previous studies is related to the purpose and aim of the current study, because it explains multiple pressures that affect tourism and hospitality businesses in Durban. The current chapter also presents insights into the effects of multiple pressures that tourism and hospitality businesses on the businesses themselves.

Chapter 3: **Theoretical Framework**

The theoretical framework which the researcher used is provided in Chapter 3. The stakeholder theory explains why the research problem which was studied exists and why it continues to persist even to this day. Therefore, this chapter provides a detailed discussion about the stakeholder theory. The stakeholder theory explains and guides the structure and functions of affected businesses. Additionally, it is different from other theories due to the fact that the abovementioned theory deals with tenets and moral values, therefore, the stakeholder theory manages businesses.

Chapter 4: Research Methodology

Chapter 4 provides a detailed description of the research methodology which was used. Added to this, the research methodology provides detailed information on the way the current study was carried out. The discussion describes the explanatory sequential mixed methods research design. This chapter also assesses the study processes, the data collection tools and various procedures which were adhered to in order to guide the current study. Chapter 4 also provides a discussion about ethical considerations toward the end of the chapter.

Chapter 5: Results/Findings

Chapter 5 provides the results of the quantitative research part of the dissertation and, the data has been tabulated to provide a structured report on findings. Figures and tables present a visual reflection of the results and commend the descriptions of the research results. In terms of the qualitative portion of the dissertation, the research findings are provided within this very chapter so as to assist with the explanation and interpretation of the first findings.

Chapter 6: Data presentation, analysis and discussion

This chapter provides the data collected from the questionnaire survey and the semi-structured (one-on-one) interviews conducted with the participants. Chapter 5 utilises tables, graphs, descriptive statistics and literature and, then reports to provide the data.

Chapter 7: Results/Findings, conclusion and recommendations

Chapter 6 deals with the discussion of results/findings in this study, which were obtained from Chapter 5. In addition, the researcher aligned the discussions in Chapter 6 with previous studies reviewed in Chapter 2. The researcher made the suitable recommendations and conclusions were drawn from the research results/findings.

CHAPTER 2

Literature review

2.1 Introduction

Chapter 2 documents the literature review embarked on as part of the current research. The literature review sought to explore the extent, range and nature of the published studies on or related to the challenges, which affect the tourism and hospitalist businesses in Durban. This literature review shows the researcher's journey from linear collection, organising, structuring and analysis of acknowledged knowledge to the exploration of the probabilities for reasoning differently, which this literature review may provide.

The current review is methodologically and intellectually dependable on the way the researcher carried out the current study. This chapter provided a summary of challenges that affect the tourism and hospitality businesses in Durban. Many of electronic bibliographic databases were employed by the researcher such as Ebscor, Social Science Abstracts and google scholar. The researcher utilised manual searches in order to pinpoint relevant publications. A combination of major words were used by the researcher in order to lead the search in the current study, for example pressures, challenges, tourism industry, hospitality industry, effects and perspectives. In the current literature review, the researcher's reinforcement and straightforwardness were attained by overviewing the literature accepted, and. also commented on the methodology and reinforced the confirmation, sampling methods and several perceived implications.

The motive of this specific literature review is to summarise past comparable studies and, to assess concluded understanding on interrelated themes. Because this particular chapter attempts to dispense a knowledge base on the challenges that affect the tourism and hospitality businesses. This particular review shall assess peer reviewed literature on the challenges and multiple pressures that affect the tourism and hospitality businesses. In this section, a number of studies are reviewed which talk to the challenges and the multiple pressures that affect tourism and hospitality industry. So as for the critical reader to have approachable to numerous pertinent studies, such study works are categorised into the adhering many research fields:

- Multiple pressures that affect tourism and hospitality business in Durban
- How multiple pressures that affect tourism and hospitality businesses in Durban can be explained.

2.2 Prior studies which highlight negative aspects of the labour broker industry

Labour problems in the tourism and hospitality sector have been a field of considerable discussions ever since the beginning of the 1970s. Since 1980s, business owners of tourism enterprises have been scaling down labour expenses by trimming wages and forcing employees to unreasonably work for long hours (Shaw & Williams, 1994).

The International Labour Organisation (ILO) knows that numerous organisations recruit prospective employees and charge them colossal amounts of money for migrating to other countries in search of employment in the tourism industry, thus, such organisations participate in unfair and abusive operations (ILO, 2010). The global competition has been preparing employers so that they could create quality jobs in tourism within their own countries and export lower-added jobs to other countries (ILO, 2010). Swift shifts in technology and transitioning from manufacturing to service industry (for example tourism and hospitality industry) has escalated the need for skilled employees (ILO, 2010). The universal situation states that employees should possess best skills and be highly qualified in a relevant field (ILO, 2010). However, numerous prospective employees including those who specialise in tourism and hospitality industry do not have best skills and, they are poorly educated (ILO, 2010).

2.3 Minimum wage

Minimum wages firstly included comparatively few types of employees and, it aimed to protect those employees who were thought to be, particularly, vulnerable (ILO, 2010). Minimum wages were normally treated as non-permanent step, which was to be eradicated after establishing wage bargaining between social partners (ILO, 2010). A minimum wage structure is more suitable and this depends on national circumstances (ILO, 2010). More intricate minimum wage structures can be designed for circumstances of different types or regions, nonetheless, they need additional organisational ability (ILO, 2010). According to the ILO (2010), minimum wage structures which are too complicated are likely to become ineffective and, in certain circumstances they interrupt collective bargaining between employees and employers. In the Philippines, prior to the simplification of the minimum wage structure, provincial wage boards established many minimum wage rates, which appeared as if they supplanted collective bargaining, as organisations awaited yearly pronouncements of the boards instead of negotiating with employees (ILO, 2009). Easier minimum wage structures do avoid the abovementioned challenges (ILO, 2010). Regional investigative research, which was carried out in Latin America reached a conclusion in which it found that the least successful

minimum wage organisations are those which are excessively complicated and, hence, it is acceptable to draft an easy-to-understand minimum wage structure, instead of attempting to completely solve heterogeneous requirements of the labour market (Cunningham, 2007). Several countries set up low minimum wages for a few types of employees like agricultural employees or domestic employees, disabled employees, adolescent employees and trainee employees (Cunningham, 2007). In numerous African countries, 2 types of rates exist, for example; (a) a general rate; and (b) a rate for agricultural employees (Cunningham, 2007). In north Africa, particularly, Morocco the variation between an ordinary minimum wage and the minimum wage in the agricultural sector was decreased from 35% in 2000 to about 20% in 2012 (Cunningham, 2007).

The national minimum wage has significant effects on the service industry, particularly in hospitality, where employees are paid lower wages, leading to higher job turnover rates compared to other industries (Cunningham, 2007). Hotel and restaurant owners criticise the national minimum wage, citing it as their largest expense, as it eats into their profits (Cunningham, 2007). As a result, many owners resort to layoffs to mitigate losses caused by the national minimum wage (Cunningham, 2007). Consequently, the industry faces staffing crises and critical labour shortages, with numerous hotels and restaurants struggling to maintain adequate staff levels due to the national minimum wage (Cunningham, 2007).

2.4 Enforcement and awareness raising

Enforcement is a key problem especially but not only within the informal sector of the economy. Elevated levels of deviance of established authority have adverse effects not only for employees and their family members, whose privileges are contravened, but also for obedient business owners, because it provides disobedient entrepreneurs with an illegal cost dominance. The level of obedience is influenced by a variety of aspects encompassing the rate through which minimum wages are adjusted, and by organisational elements. Nonetheless, experience demonstrates that obedience can be escalated by using numerous steps for implementing it and, these include:

- Constructing activities for workers and trade unions;
- Empowerment of employees so that they can assert their own privileges by complaining as individuals and, also using collective bargaining;
- Steps taken to formalise the informal sector of the national economy;
- Targeted labour inspections in the workplaces for example hotels and restaurants;

- Penalties which serve as a deterrent to tourism and hospitality businesses which do not comply;
- Promotion of knowledge and awareness campaigns

2.5 Hospitality Labour Shortage

The shortage of labour has adversely affected restaurants and hotels for several decades. Additionally, Winsor (1963) considered the shortage of labour which had negative effects on the hotel sector across the United States of America (USA) and Canada. For Winsor, the biggest shortages of labour were common in the food service, food preparations and room service. In the consideration of likely causes, Winsor mentioned that the food service sector was disadvantaged by the constraining US Immigration policy which eliminates the supply of chefs from European countries.

Regarding problems which faced the hotel sector between the late 1970s and early 1980s, Beck (1976) asserted that the food service was anticipated to experience continued shortages of labour and, this constrained its service. Additionally, Beck pointed out that shortages of labour were strengthened by elevated turnover and shortages of skilled employees. Beck also highlighted that housekeeping service was treated as a field with unconquerable problems related to recruitment and training of employees. A major challenge in hotels and restaurants is that low salaries, small benefits, constrained training and unpaid overtime give rise to elevated turnover, unreliable labour force, substandard service delivery and, the suspicion is that this particular sector is not desirable for prolonged employment (Enz, 2009; Woods & Sciarini, 1995). The combination of all the above-stated problems directly contribute to a nightmare in which the tourism and hospitality sector finds it almost impossible to attract and retain clients (Enz, 2009; Woods & Sciarini, 1995).

2.6 Underqualified employees within the tourism and hospitality sector

Another significant challenge in the tourism and hospitality industry is that many employees lack the necessary qualifications, resulting in inadequate service delivery to clients (Enz, 2009; Woods & Sciarini, 1995). Furthermore, employees without required qualifications in this sector often struggle to manage their emotions, leading to a lack of emotional intelligence and authenticity in their interactions with clients who complain and consistently demand better services (Enz, 2009; Woods & Sciarini, 1995). This can result in unfriendly service to customers who expect high-quality experiences from hotels and restaurants (Enz, 2009; Woods & Sciarini, 1995). Consequently, underqualified staff members face significant pressures in the

tourism and hospitality sector (Enz, 2009; Woods & Sciarini, 1995). In contrast, professional employees in this industry consistently display friendliness and cheerfulness to their clients (Enz, 2009; Woods & Sciarini, 1995).

2.7 The Cost of Turnover

Employee turnover is elevated in tourism and hospitality sector and, any person thinking about a managerial post within the said sector should comprehend grounds, which cause workers to abandon their jobs so that they can solve the above-stated problem and, look for better employment opportunities elsewhere (Mwilu, 2016). Elevated turnover happens in the tourism and hospitality sector due to numerous reasons and, these include: (a) seasonal jobs; (b) low pay and spend long hours at work; (c) absence of capable leadership; (d) customer service problems; (e) employment pool; and (f) lack of training (Mwilu, 2016). Additional reasons as to why there is increased turnover encompass: (a) low-skilled employees and low-paying jobs; (b) lack of recognition of certain employees for their efforts and unfair promotions of specific groups, and this leads to poor job satisfaction; and (c) absence of career development within each business (Mwilu, 2016). This leads to increased operational costs in the tourism and hospitality sector (Mwilu, 2016). Moreover, Mwilu (2016) asserted that numerous tourism and hospitality posts are temporary in nature, because individuals are recruited during peak seasons and fired when the demand for services and goods provided by hotels and restaurants is very low. Mwilu (2016) added that retrenching employees negatively affects their morale, organisational culture and also has adverse effects on the work setting. Bad leadership skills, particularly, the incapability of the managerial staff to justly deal with grievances can adversely affect employee morale (Mwilu, 2016). Many employees in the tourism and hospitality sector are unskilled and not trained (Mwilu, 2016).

Numerous workers within tourism and hospitality sector are youngish, or students and they use employment positions in the said sector as cushions or things which help them to advance to certain professions (Choi, Hickerson & Kerstetter, 2018). Furthermore, Choi et al. (2018) added that the foregoing attitude escalates the possibilities of turnover. Employees in tourism and hospitality sector are subjected to long hours and bad working conditions, and they feel that employers and customers do not appreciate their work (Choi et al., 2018). Additionally, the feelings of being unappreciated make employees within the tourism and hospitality sector resign and seek satisfying job opportunities somewhere else (Choi et al., 2018). Additionally, Choi et al. (2018) stated that employee turnover is a critical matter within a business, due to

the fact that it gives rise to escalating monetary expenses for recruiting and training recruits and, probably it adversely affects the sale of goods and services. Moreover, the tourism and hospitality sector is excessively labour and time intensive, hence, it has an elevated turnover rate and, the attempt to retain educated workers is very important to the growth of each business (Choi et al., 2018).

According to Yang (2010), staff turnover has consistently been studied for many years within the tourism and hospitality sector. Additionally, staff turnover is treated as the typical issue within the tourism and hospitality sector, because it has already been known to be unusually elevated in the aforesaid sector for 30 years (Yang, Wan & FU, 2012). In finding out what precipitates staff turnover within the tourism and hospitality sector, it was asserted that workers in 1 business identified the most causes of elevated staff turnover as bad treatment of junior workers by senior management, long working hours, excessive pressures in workplaces, trainings, offers of additional benefits *elsewhere*, provision of excellent employment opportunities somewhere else and extreme physical pressures of work (Fallon, 2010). Furthermore, numerous studies reported that poor working conditions and weak oversight lead to escalated intent to abandon employment within the tourism and hospitality sector (Blomme, Van Rheede & Tromp, 2009; Wells & Peachey, 2011; Yang, 2010; Yam, Raybould & Gordon, 2018). Furthermore, the hidden meaning of elevated staff turnover leads to adverse effects on client service and escalated expenses for hotels and restaurants regarding recruiting, training and inducting employees (Nasurdin, Ahmad & Tan, 2015).

As anticipated, many novel workers spend a long time trying to settle down in a fresh setting, and while doing so, they are often not able to provide effectual services and this leads to poor setting of tables and unhygienic handling of fold napkins and plates, because they initially have to learn needed services very well (Yam et al., 2018). Novel hotel staff members often exhibit poor professionalism, with many being impolite and dressed inappropriately (Yam et al., 2018). In contrast, only a few novel hotel employees demonstrate politeness and wear their uniforms correctly (Yam et al., 2018). Furthermore, dusty areas in hotels suggest that novel housekeeping staff may be neglecting their cleaning duties (Yam et al., 2018). Additionally, rooms are often inadequately stocked with essential toiletries, including paper rolls, shampoo, soap, and conditioner (Yam et al., 2018). Furthermore, inadequate maintenance by new hotel employees leads to customer complaints regarding faulty electrical switches, lights, and appliances (Yam et al., 2018).

When trained employees resign, their resignation contributes to *brain drain* and, this is a severe challenge in workplaces such as hotels and restaurants (Nasurdin et al., 2015). Staff turnover has consistently been treated as a basic worry for employers, particularly, in hotels and restaurants, because it gives them headaches (Pandita, & Ray, 2018). As already indirectly and partially noted, tourism and hospitality sector is the fastest expanding sector, which is also influenced by staff turnover (Pandita, & Ray, 2018). The expansion of hospitality and tourism sector in third world nations birthed a sudden demand for employees who are dedicated to the activities of the sector (Pandita, & Ray, 2018). Moreover, Jagun (2015) stressed that features of the hospitality and tourism sector, which include unusual working hours, low wages and instability of demand imply that the inspiration of the worker tends to be very low. The inspiration of workers within hotels and restaurants tends to be adversely influenced by the discontent with low wages, harsh supervisors and, generally, poor work conditions (Jagun, 2015). The adverse effects of demotivation among employees within the tourism and hospitality sector forced them to change their commitment and, they decided to look for employment opportunities elsewhere (Jagun, 2015). Kurio et al. (2012) stressed that the key factors, which precipitate staff turnover in hotels and restaurants are the following: (a) bad work environment; (b) absence of shared decision-making processes between workers and managerial teams.

2.8 Wage costs and other expenses

Wage cost is the biggest cost in hotels, motels clubs and restaurants (Schmidgall, 2006). Additionally, employment costs are a major matter for everybody (for example, presidents and senior management teams), however, the problem of declining profits most severely affects owners and operators of hotels and restaurants (Enz, 2004). Not only does wage costs encompass hours worked, taxes, bonuses and benefits, nonetheless, it also covers extra shift, salary contraventions and training payments, which employers incur when hotels and restaurants are not correctly staffed (O'Connell & Kung, 2007). Wage costs are severe challenges, in the sense that, the funds set aside for recruiting, selecting, training and compensating new employees end up being a financial loss for the affected hotels and restaurants (O'Connell & Kung, 2007). Hospitality and tourism businesses have consistently reported yearly turnover rates ranging from 32% to 300% (Cho et al, 2006). Together with elevated turnover, comes increased expense of employing new workers in order to replace former staff members (Cho et al., 2006). In the USA, an hourly paid employee receives a wage of $3000.00, while a manager earns about $50,000 (Woods et al., 2006).

Previous literature such as Rainnie (1989) focused on a worrying perspective which showed that managers of small hotels and restaurants were aware of the possible bargain between high labour turnover and elevated earnings. Furthermore, Rainnie stressed that managers hired marginalised employees who were reliable and accepted low wages. The excessive recruitment of marginalised employees from the community for example females, minors, temporary employees, students and even illegal immigrants further reduces wages paid as remunerations in the tourism and hospitality industry (Lucas & Wood, 2000). Qualifications and skills needed for people to be employed in the hospitality and tourism industry are increasingly undervalued and, this leads to reduced wages within the abovementioned industry (Sachdev & Wilkinson, 1998). However, certain studies showed that the significance of soft skills within the tourism and hospitality industry must not be underestimated at all (Burns, 1997; Warhurst & Nickson, 2007).

There are many problematic aspects which are covered when replacing former employees (Aksu, 2008). Communicating available job posts is the first cost, which happens when a post is advertised (Aksu, 2008). Certain enterprises may opt to use a contract service to help in enticing educated employees with correct qualifications and, expenses increase which may cost $3000.00 per employee (Aksu, 2008). Pre-employment administrative functions are costly, for example, acknowledging employment application forms and doublechecking references (Aksu, 2008). Furthermore, certain businesses (such as hotels and restaurants) spend too much money on acknowledging employment application forms, because they conduct substantial background checks and aptitude analyses (Aksu, 2008). Entrance interviews are soft expenses which are very hard to assess and, they differ, and this depends on the level of the interview processes (Aksu, 2008). Evaluations processes are costly to businesses which establish capabilities before a prospective employee is employed and, such employers are expected to pay for using the system which evaluates the pertinence of the new employee (Aksu, 2008). Irrespective of the method or specific statistics employed to calculate the expenses of recruiting, training and employing new employees, turnover is very expensive to employing businesses (Aksu, 2008).

2.9 Food problems in the hospitality and tourism sector

Foodborne Illness (from hereinafter referred to as FBI) is an illness passed on to other people through food and disease, which certain individuals experience when they consume GMO and infected foodstuffs (Maclaurin & MacLaurin, 2001). FBI's infection is revived by reckless food

handling methods, filth table clothes, filth towels, filth tables, dirty plates, dirty folks, filth knives, filth glasses, dirty cups and dirty spoons (Farber & Todd, 2000). Numerous aspects which contributed to the spread of FBI in hotels and restaurants were identified and these encompassed: (a) insufficient refrigeration; (b) infected ingredients; (c) individuals suffering FBI; (d) intake of uncooked or overcooked meat; (e) insufficient preparation of food; (f) use of incorrect methods for cooling down the food; (g) poor handling of food, highly processed foods, plates and tables which give rise to cross infection (Farber & Todd, 2000). The availability of GMO foodstuffs and their potential impact on consumers has sparked concern among customers about the quality of food served in hotels and restaurants (Farber & Todd, 2000). Furthermore, customers have expressed dissatisfaction with the lack of off-menu options, unsanitary handling of folded napkins and plates, and inadequate table settings (Farber & Todd, 2000).

It was reported that the most widespread oversights in handling of foodstuffs are the following elements: (a) application of wrong techniques for warming or cooling foodstuffs; (b) food preparations beforehand; (c) insufficient cleaning of the food; (d) inadequate cleaning of cooking utensils (Loken, 1994). The National Restaurant Association (from hereon after referred to as NRA) supports the abovementioned studies, because FBI is caused by distorted temperature and negligence, bad individual hygiene and using contaminated hands whilst washing food. (Loken, 1994). Comprehending mistakes made when handling food, is the initial intervention in preventing FBI (Loken, 1994).

2.10 Food safety knowledge and attitudes of employees

Although numerous scholars concentrated on food safety training, a handful of authors evaluated workers' real understanding of food safety and their views towards the significance of food safety applications. Moreover, 2 researchers assessed food safety awareness, views and actions of employees employed in non-permanent restaurants and, they conducted interviews with 64 employees within 11 businesses (Manning & Snider, 1993). Furthermore, Manning and Snider's (1993) study used questionnaires that concentrated on 4 types of aspects which often give rise to outbreaks of FBI, such as cross infection, cooling/rewarming, personalised cleanliness and temperature management. Suitable views with the most intense consensus were in the cross-infection (92%) and personalised cleanliness (71.9%) sections, whilst the suitable views concerning cooling/rewarming (49.7%) and temperature management (56.6%) had a feeble consensus (Manning & Snider, 1993). Regarding questions about knowledge, the

smallest number of proper responses were for queries in the cooling/rewarming (37.7%) and temperature management (62.6%) sections, whilst the amount of right responses was increased for cross-infection (87.8%) and personalised cleanliness (87.8%) questions (Manning & Snider, 1993). The study showed that employees within the non-permanent restaurants, normally, had insufficient views, information and practices in the fields of cooling/rewarming, temperature management and cross-infection (Manning & Snider, 1993).

The aforementioned insufficiencies were due to constrained training which the employees received (Cochoran-Yantis et al., 1996). Moreover, Cochoran-Yantis et al. (1996) studied restaurant foodservice operators' views and understanding of food safety and, evaluated if a dissimilarity existed in views and understanding between owners of restaurants with beneficial health code records and, those which have problems in accomplishing and sustaining admissible codes of behaviour. Owners of restaurants in Santa Clara County in California carried out a survey and, reported that pragmatic understanding of a flourishing owner of a restaurant was an answer to addressing contemporary food safety crises (Cochoran-Yantis et al., 1996). Furthermore, restaurant business owners who lack the understanding of food safety or those that lack constructive views towards the significance of key food safety standards were, at an increased elevated possibility of running a restaurant under inadmissible circumstances (Cochoran-Yantis et al., 1996). For instance, problems experienced, handling difficult clients, indicated almost identical mean scores by the needs grouping and desires grouping, because the scores of ordinary students and graduates did match (Cochoran-Yantis et el., 1996).

Many restaurants and hotels fail to follow food safety guidelines, consistently serving GMO foodstuffs to customers, thereby limiting consumer choice (Cochoran-Yantis et al., 1996). Moreover, some unscrupulous owners exploit this lack of choice by offering well-cooked GMO foodstuffs at discounted prices, perpetuating the risk of Foodborne Illness (FBI) and other health issues (Cochoran-Yantis et al., 1996).

2.11 Competition in tourism and hospitality sector

In an attempt to augment competitiveness levels, tourism and hospitality activities were chosen as a tactical method for managing hotels and restaurants in destination places and, this was identified as a tactical outcome (Benur & Bramwell, 2015; McKercher, 2016; Todd, Leask & Ensor, 2017), which could have created a range of advantages at dissimilar levels for destination places (Hernandez et al., 2017). Activities in the tourism and hospitality sector are

treated as a competitive aspect not only due to the possibility of attracting tourists, but also in the sense that the capability to urge and inspire contended tourists to expend additional money, which contributes to huge economic effects on activities within hotels and restaurants, as well as generally (Boytos, Smith & Kim, 2017; Kelly & Fairley, 2018). Within the sector of difficult management of competitive levels of activities in tourism businesses, the amount of activities created in an area could be described as a criterion of its aggressiveness showing the assets of cultural means, past and specification means and, the ability to change them into activities and circumstances (Cibinskiene, 2012).

The significance of evaluating matters that arise from activities also stem from the fact that travel companies and those individuals accountable for advertising can form an impression, which is consistent with the anticipations of visitors, so as to escalate client contentment (Bigne et al., 2009). In addition, the significance of reviewing matters also exploits views and evaluations, which were previously formulated through experience and subjection during a visit, hence, the authors presumed that there was a possibility of changing the standpoint views of tourists, because of elevated contentment levels (Bigne et al., 2009). According to Gunn (1979), there was dearth literature on tourist attractions within the tourism structure. However, Gunn (1988) found that Donald Getz and Joe Goldblatt published leading extensive evaluations of the conceptualisation of activities, recognising them as exceptional, distinctive means which provides a way out of everyday routine activities of possible visitors.

Cut-throat competition in the hotel industry has severe consequences. It prompts hotel owners to evade tax payments to the government and neglect social contributions (Boytos et al., 2017; Kelly & Fairley, 2018). Furthermore, to stay competitive, hotel owners often circumvent the national minimum wage, thereby reducing labour costs (Boytos et al., 2017; Kelly & Fairley, 2018). As a result, employees suffer, working extended hours without fair compensation (Boytos, et al., 2017; Kelly & Fairley, 2018).

The main challenge with ruthless competition is that it arises in a shrinking economy, where financial struggles lead to the following: (a) poor quality of entertainment; and (b) a breakdown in respect and tolerance between employers and employees; (c) housekeeping issues become one of the key challenges in the hospitality and tourism sector; and economic recession (Boytos, et al., 2017; Kelly & Fairley, 2018). In a constrained economic environment, hotels and restaurants focus on undercutting each other on price and flexibility, rather than prioritizing

quality service and courteous treatment for their customers (Boytos, et al., 2017; Kelly & Fairley, 2018).

2.12 Water reuse and water treatment

There are so many international hotels which show the significance of water, and water resources are an essential component of their commercial activities (InterContinental Hotels Group, 2012). Water problems are prevalent in numerous areas of the world and climate is anticipated to worsen water challenges (InterContinental Hotels Group, 2012). The InterContinental Hotels Group recommended to save water resources and, many methods for saving water were identified, which included: (a) water treatment within and near the hotels; (b) water purification and reuse; (c) installation of water saving equipment; and (d) purchase of suitable electrical appliance for use in hotels (InterContinental Hotels Group, 2012). Due to the use of the abovementioned methods, the InterContinental Hotels Group remained competitive and reduced its fees it charges clients who book hotel rooms or buy foods prepared in the hotel or beverages (InterContinental Hotels Group, 2012).

In line with Marriott's Sustainability Report, a universal environmental stratagem is recommended for reducing water consumption, augment water saving, escalate energy saving, decrease energy waste, construct a maintainable Marriott Hotel Group and decrease greenhouse gas secretions and, this will potentially enable Marriott to be competitive like the InterContinental Hotels Group (Marriott, 2021). Although certain hotels within Marriott Hotels Group are already using the aforementioned methods in order to save energy and water, which leads to huge profits and employment sustainability, Marriott wants to implement the said methods in all its hotels (Marriott, 2012).

2.13 Competitive sustainability in tourism and hospitality sector

Sustainability entices increasing interests within the tourism and hospitality sector, where businesses employ a range of techniques, which include labelling their goods, packaging, news/media relations, newsletters, problem-related events, reports, posters, flyers, leaflets, brochures, websites, advertisements, information packs and verbal expressions (European Commission, nd). More than 2 decades ago, Bowen (2003) found that numerous businesses employed the internet to make reports about their dedications and attainments in sustainability application. Bowen stated that international hotels displayed information on company websites

in a range of manners and, such hotel were dedicated to environmental, social and economic agenda.

Moreover, it can be stated that Bowen (2003) also added that certain international hotels and restaurants addressed employment sustainability and environmental problems such as climate change, energy conservation, waste recycling and waste management. Relatedly, Bowen reported that hotels and restaurants were able to recycle used cooking oil and turned it into diesel and petrol, which were used for generating electricity and fuel for vehicles, respectively. Bowen also pointed out that waste recycling of used cooking oil and waste management enabled hotels to save huge amounts of money, increase employees' wages, employ more workers, reduce prices for meals and accommodation, which they charged their clients. Moreover, Bowen maintained that hotels and restaurants which recycled huge quantities of used cooking oil instead of discarding it, remained competitive and experienced consistent growth and, their employees were satisfied.

Competitive sustainability steps mentioned above, which were taken by a number of hotels and restaurants in Europe contributed to the reductions in fuel, energy and water costs (Wyndham Global, 2011). Increased strict supervision under professional management also reduced the use of fuel, water and energy resources in the tourism and hospitality sector (Wyndham Global, 2011). Relatedly, Wyndham Global (2011) added that hotels and restaurants sold fuels extracted from used cooking oil to many reputable consumers and, the money generated was reinvested in the tourism and hospitality sector, thus, this approach sustained competition and growth. However, hotels and restaurants which did not fully participate or partially participated in recycling used cooking oil were unable to be competitive, hence, owners of such businesses retrenched employees and, they also closed down their businesses, too (Wyndham Global, 2011).

2.14. 1COVID-19 pandemic's effects on the tourism and hospitality industry in South Africa

The tourism and hospitality sector is important for both the natural environment and client contentment grounds, however, it has turned out to be the most susceptible part of the economy (Abbas, Mubeen, Iorember, Raza & Mamirkulova, 2021). Large tourism and hospitality businesses are predicted to be additionally adaptable to the effects of COVID-19 (Abbas et al., 2021). Nonetheless, this is unfair to small enterprises in the tourism and hospitality sector, which have collapsed due to lack of clients (Huynh, Truong, Duong, Nguyen, Huong Dao &

Dao, 2021). The tourism and hospitality sector is consistently affected the most by effects of different illnesses, epidemics, seasonal illnesses and universal pandemics (Abbas et al., 2021). The COVID-19 pandemic has largely decimated the universal tourism and hospitality sector thus, it contributed to the persistent global recession and, this poses a menace to the recuperation of tourism activities within destinations in third-world nations that are susceptible to the pandemic's escalating harsh waves (Huynh et al., 2021; Kim & Lee, 2021; Sucheran, 2022).

The tourism and hospitality businesses have been amongst the most vital markets (Ugur and Akbiyik, 2020), up until the entire globe was negatively affected by the outbreak of COVID-19 in 2019 and, the progression of the said illness caused key monetary losses and deaths of many people throughout the world (Abbas et al., 2021). The worldwide disaster brought about by COVID-19 did have lasting adverse effects on global financial activities in all sectors, including the tourism and hospitality businesses (Abbas et al., 2021). International borders closed and limitations imposed on travellers adversely affected the tourism and hospitality industry and, countries were not affected in a same manner (Scarlett, 2021). Therefore, there was a necessity to reassess how the tourism and hospitality sector conducted its business operations (Kyrylov, Hranovska, Boiko, Kwilinski & Boiko, 2020).

The effects of COVID-19 pandemic continue to have detrimental effects on the SA economy (Marivate & Combrink, 2020). GDP decreased by about 26% in the second quarter of 2020 (Marivate & Combrink, 2020). This is the largest quarterly decrease in GDP which SA recorded (Marivate & Combrink, 2020). The worsened effects of noticeable reductions in investment and consumption are the key causes of this decrease, which has ripple adverse effects on SA tourism industry (Marivate & Combrink, 2020). Therefore, negative effects of global recession continue to adversely affect operational and security issues in hotels, because businesses do not have reserves which can serve as cushions during difficult times (Marivate & Combrink, 2020). COVID-19 had large effects on the tourism and hospitality sector throughout the world (Huynh et al., 2021) and, international tourists were impacted the most due to COVID-19, which quickly spread like a wildfire out of control (Kyrylov et al., 2020). Almost all tourism and hospitality businesses were forced to temporarily close and, many of them did not reopen again (Kyrylov et al., 2020).

SA experienced substantial losses due to the outbreak of COVID-19 (Du Toit, 2020), especially within the tourism and hospitality businesses (Marivate & Combrink, 2020). SA's economy is

comparatively open and it does have a financial system which made it more susceptible to the effects of COVID-19, even though the economic outlook prior to the pandemic was not good (Naude & Cameron, 2020). In order to stop COVID-19, the SA government introduced strict travel bans on high-risk countries and movements across borders were stopped in many countries (Marivate & Combrink, 2020). Therefore, the outbreak of COVID-19 negatively affected the tourism and hospitality sector in SA, particularly, hotels and restaurants (PWC, 2020). The contribution of the tourism and hospitality sector to SA's GDP decreased from 6.9% in 2019 to 3.7% in 2020 due to COVID-19 (Smith, 2021). Many employees within the tourism and hospitality businesses were retrenched and, even entrepreneurs closed some of their hotels and restaurants (Smith, 2021).

In order to enhance tourism activities during the COVID-19 era, the Durban Chamber of Commerce encouraged tourism and hospitality businesses to corporate with similar business, which are located in the formerly disadvantaged areas (Phili, 2021). Furthermore, Phili (2021) stated that when COVID-19 restrictions are eradicated and, people are also permitted to move from one place to another, tourism and hospitality businesses should advertise appealing services and goods to sell to the clients. It became very important for the tourism and hospitality industry to rise above stumbling blocks and, put in place interventions to stop the virus from spreading, while attempting to rebuild the sector (Bojanala, 2021). The latest high speedy transmission of information will present additional reliable and swift techniques for processing, sending, receiving and keeping all types of information required (Kyrylov et al., 2020). Hence, this approach will successfully address basic problems, which affect the tourism and hospitality sector, as well as the international partnership, particularly, during and post the COVID-19 era (Kyrylov et al., 2020). Basically, every party within the tourism and hospitality industry should collaborate in order to decrease the consequences of COVID-19 and construct short, medium and permanent plans to strengthen the economic recovery (Sucheran 2022).

2.14.2 LATEST LITERATURE ON COVID-19

The COVID-19 pandemic has significantly impacted the South African economy, with recovery to pre-pandemic GDP levels being slow and challenging. On a continental and global scale, the crisis has exacerbated socio-economic issues, leading to increased reliance on foreign markets and highlighting vulnerabilities in economic structures.

South African Economic Impact

The South African economy has shown signs of recovery, with GDP returning to pre-pandemic levels; however, the structural weaknesses remain a concern (Rule, Bekker & Dlami, 2025). The South African Economic Reconstruction and Recovery Plan, initiated in October 2020, aimed to address the economic fallout from COVID-19, focusing on sustainable growth and job creation (Modelling South Africa's Economic Transformation, 2023). The pandemic has intensified existing socio-economic challenges, including unemployment and inequality, which are critical for long-term recovery (A systematic literature review of the effects of COVID-19 on SMEs, 2024).

African Continental Economic Effects

African economies have faced cascading crises, with COVID-19 and geopolitical tensions, such as the war in Ukraine, severely impacting economic stability (Economic Development in Africa Report 2024). The reliance on foreign markets has made African nations vulnerable, leading to increased debt and poverty levels across the continent (Impact of COVID-19 in Africa, 2024). Firms in Sub-Saharan Africa have had to adopt various coping strategies to navigate the economic disruptions caused by the pandemic (COVID-19 and African Firms: Impact and Coping Strategies, 2021).

Global Economic Consequences

The global economy has experienced significant disruptions due to the pandemic, with widespread social and economic ramifications (The global economic impacts of the COVID-19 pandemic, 2023). The crisis has highlighted the fragility of global supply chains and the interconnectedness of economies, leading to a reevaluation of economic policies worldwide (South Africa's economic response to the Covid-19 crisis). Projections indicate that the long-term effects of COVID-19 will continue to shape global economic trends, influencing income distribution and economic growth patterns (Full article: Making ends meet, 2025).

Critical Discussion and Comparison of Literature on COVID-19's Economic Impact

The COVID-19 pandemic has had profound effects on economies worldwide, with particular emphasis on the tourism and hospitality sector in South Africa. This discussion critically compares two groups of literature: the first focusing on the specific impacts of COVID-19 on the tourism and hospitality industry in South Africa, and the second addressing broader economic implications at the national, continental, and global levels.

First Group of Literature: Tourism and Hospitality Sector

The first group of literature highlights the severe repercussions of the COVID-19 pandemic on the tourism and hospitality industry in South Africa. Abbas et al. (2021) emphasize that this sector, crucial for both environmental sustainability and customer satisfaction, has been disproportionately affected by the pandemic. Large businesses may exhibit greater resilience, but small enterprises have faced significant challenges, leading to closures and financial instability (Huynh et al., 2021). The literature underscores that the tourism and hospitality sector is particularly vulnerable to pandemics, as evidenced by the drastic decline in international travel and the resultant economic losses (Scarlett, 2021).

The economic downturn was stark, with South Africa's GDP plummeting by approximately 26% in the second quarter of 2020, marking the largest quarterly decrease recorded (Marivate & Combrink, 2020). This decline was primarily driven by reduced investment and consumption, which adversely affected the tourism sector (Marivate & Combrink, 2020). The literature also notes that the contribution of tourism to South Africa's GDP fell from 6.9% in 2019 to 3.7% in 2020 (Smith, 2021), highlighting the sector's critical role in the economy and the devastating impact of the pandemic.

Furthermore, the literature suggests that recovery strategies must involve collaboration among businesses, particularly in previously disadvantaged areas, to revitalize the sector (Phili, 2021). The emphasis on innovative marketing and operational strategies post-COVID-19 reflects a proactive approach to rebuilding the industry (Bojanala, 2021).

Second Group of Literature: Broader Economic Implications

In contrast, the second group of literature provides a broader perspective on the economic impact of COVID-19, encompassing not only South Africa but also continental and global dimensions. This literature indicates that while South Africa has shown signs of recovery, the journey back to pre-pandemic GDP levels remains fraught with challenges, particularly due to structural weaknesses in the economy (Rule, Bekker & Dlami, 2025). The South African Economic Reconstruction and Recovery Plan aims to address these issues by promoting sustainable growth and job creation (Modelling South Africa's Economic Transformation, 2023).

On a continental scale, the literature discusses how African economies have been adversely affected by both COVID-19 and geopolitical tensions, such as the war in Ukraine, which have exacerbated existing vulnerabilities (Economic Development in Africa Report 2024). The reliance on foreign markets has led to increased debt and poverty levels, highlighting the interconnectedness of African economies and their susceptibility to global shocks (Impact of COVID-19 in Africa, 2024).

Globally, the pandemic has disrupted economic activities across all sectors, revealing the fragility of supply chains and prompting a reevaluation of economic policies (The global economic impacts of the COVID-19 pandemic, 2023). The long-term effects of COVID-19 are projected to influence income distribution and economic growth patterns worldwide (Rule, Bekker & Dlami, 2025).

Comparative Analysis

The primary distinction between the two groups of literature lies in their scope and focus. The first group provides a detailed examination of the tourism and hospitality sector's challenges and recovery strategies within South Africa, emphasizing the sector's vulnerability and the need for targeted interventions. In contrast, the second group offers a broader analysis of the economic implications of COVID-19, addressing structural issues and vulnerabilities at national, continental, and global levels.

While both groups acknowledge the severe economic impact of the pandemic, the first group emphasizes the specific challenges faced by the tourism and hospitality sector, including the disproportionate effects on small businesses and the need for collaborative recovery efforts.

The second group, however, highlights the interconnectedness of economies and the broader socio-economic challenges exacerbated by the pandemic, such as increased reliance on foreign markets and rising poverty levels.

In conclusion, both groups of literature contribute valuable insights into the economic impact of COVID-19, with the first focusing on sector-specific challenges and recovery strategies, while the second provides a comprehensive overview of the pandemic's broader economic implications. Together, they underscore the need for multifaceted approaches to recovery that address both immediate sectoral challenges and long-term structural vulnerabilities.

2.15 The effects of crime on tourism and hospitality sector

Criminal activities are among major problems, which adversely affect the tourism and hospitality businesses in South Africa. Literature disclosed that criminal activities give rise to immediate expenses to residents, domestic and foreign visitors, as well as the host nation, and they are likely to damage the good reputation of destinations and, prevent tourists in the future (Recher & Rubil 2020). Criminal activities make local and international tourists uneasy about visiting dangerous destinations and, verbal information simply spreads like a wild fire about bad experiences of tourists in a host country (Tarlow, 2011). KwaZulu-Natal is among SA's regions, which are popular for their excellent scenic and natural landscape that entices local and foreign tourists (South African Tourism [SAT], 2015). Illegal activities are among the most serious threats to the expansion of tourism and hospitality in KZN (Lisowska, 2017; Nkosi, 2010). According to Tarlow (2011), elevated crime levels, which are treated by certain people as targeting foreign and local tourists, decrease the number of visitors who visit a city like Rio de Janeiro.

Intimidating remarks do not encourage possible tourists to visit SA and, such perceptions encompass the possibility of impairing the safety of the visitors, because of their criminal nature and additional crimes which they cause (Phori, 2017). Since 2015, SA has been faced with increased violent offences, political assignations, xenophobic attacks and prevalent social and labour unrests (Cele, 2015, Manda, 2015 & Nkama, 2015). Moreover, Mthembu (2009 p. 27) showed that in order for the tourism and hospitality businesses to expand, individuals who spend huge sums of money within a host country such as SA, must be protected. Furthermore, Nkosi (2010 p.80) asserted that criminal activities have adverse effects on tourism and hospitality businesses and, they bring the good reputation of the tourism sector into disrepute,

hence, it is important that safety and security should be reinforced in order to support the sustained expansion of the said sector. Nkosi noted that the preceding assertion is a fact because the moment international visitors are attacked, the media swiftly publishes and circulates unfortunate incidents and, the victims stop visiting SA and they also dissuade their relatives and companions from visiting destinations in the above-stated country.

As demonstrated by Nkosi (2010), tourism is an activity liked and supported by many people and, that it is sensitive and quickly responds to criminal activities. Moreover, Perry and Potgieter (2013) stipulated that tourists consistently face an elevated possibility of being victims of criminality and, that there is increased terrorism targeted, particularly, at tourists and hotel chains. Perry and Potgieter added that similar activities related to terrorism have happened in Tunisia, Egypt, Spain, France and Turkey. International tourists are not acquainted to domestic places, which are not safe and also exposes foreign tourists to violence (Mopeli, 2009). Foreign tourists are easy preys for opportunistic offenders and, other types of perpetrators, because it is very easy to spot them and, they do not carry firearms for self-defence.

Harm caused by cybercrimes, include data breaches which are excessively high and, the universal economy suffers huge monetary losses totalling hundreds of billion, yearly (Antonescu & Birau, 2015). Furthermore, data breaches have effects on the tourism and hospitality businesses through the deprivation of the following: (a) income and trust in the brand name of the business; (b) allegiance to the business by the clients; and (c) stable prices and goods for clients (Chong et al., 2017). Additionally, there are other concealed expenses, which impact on the tourism and hospitality businesses (Amato, 2016). For instance, following the of data breaches, yearly premiums for cybersecurity insurance escalate by 200% or more (Amato, 2016).

Fraud happens to be the vulnerability and the likelihood to do something incorrect by an individual or a grouping of people, and criminal actors who commit this illegal act utilise purposeful deceptive and insincere actions in order to get illicit advantage over a party or another individual, irrespective, of the damage that fraudulent action may precipitate (Abdullahi & Mansor, 2018). Identity theft happens to be a deliberate utilisation of a person's or business' personalised information with the intention to commit or assist a perpetration of an offence (Kahn & Linares-Zegarra, 2016). Therefore, the theft of someone's personalised identifying information is a type of fraud which consists of a passport forgery or a forged

driver's license (DiSanto, 2015). Due to the introduction of internet and commerce, offenders have the ability to get identifying information about persons and enterprises in order to perpetrate identity theft in a simple manner (DiSanto, 2015).

The theft of another person's identity also encompasses data breaches and, data breaches are costly to tourism and hospitality business sector, as well as to the customers and the aforementioned sector lost about $51 billion in 2014 (Harrell, 2015). About 43% of tourism and hospitality businesses reported a key data breach in 2013 (Chong et al., 2017). The tourism and hospitality sector experienced losses of between 0.4% and 5% of yearly total income, due to the theft of identity documents. A data breach happens when personal information like a name, ID number, credit card information and/or bank account number is undermined (Bjorke & May, 2016; Chong et al., 2017; Romanosky, 2016; Sen & Borle, 2015).

Terrorism activities committed in host countries affect tourism and hospitality businesses, because they damage the reputation of the destination and, also instil fear in tourists (Baker, 2014). The presence of many tourists with huge amounts of money, jewelleries and cameras entices criminals who deal in illicit drugs (Luzipo, 2017; Terrero, 2014) and also commit robberies inside and outside hotels (Terrero, 2014). A number of tourists and certain hotel employees steal personal belongings of other tourists during their stay at many hotels and, this adversely affects the perceptions of victims and tourists who intend to visit the affected destination (Terrero, 2014). Moreover, gambling is an indirect link between crime and tourism and, this is because destinations which foster casinos are connected with prostitution, organised crime, thefts and fraud (George, 2015). Tourists look for sex workers within destinations and, prostitutes also enter hotels in search of tourists, but this behaviour damages the reputation of the hotel and, it discourages other tourists who end up not coming back to the same hotel in the future (George, 2015). Hotel management teams often avoid adopting innkeeper laws to evade responsibility for guests' property damage or loss, as well as liability for injuries or deaths caused by hotel premises' defective conditions (George, 2015). Additionally, they do not want to be held accountable for guests' property destruction due to fires, effectively treating them as insurers (George, 2015).

2.16 Pollution and waste management

The development of tourism and hospitality businesses causes pressure on natural resources and, the basic natural resources, which are at risk because of the expansion of the tourism and hospitality sector are land and fresh water (Yazdi, 2012). Tourism and hospitality businesses

need large quantities of portable water for swimming pools, fish ponds, gardening, cleaning, cooking different types of dishes and tourists' own use inside hotel rooms (Keyser, 2009). However, water is a scarce natural resource in numerous places in this world and, it is easily polluted and, this has negative effects on services provided by tourism and hospitality businesses such as hotels and restaurants (Keyser, 2009). The tourism and hospitality sector also causes problems for itself such as incorrect disposal of solid waste (for example empty packaging materials and human excrement) at the beaches close to the said sector and, this same problem is prevalent in developing countries and, it prevents tourists from visiting the affected destination (Eugenio & Elena, 2016).

Apart from littering and dumping solid waste noted above, pollution also includes noise and, the increased use of motor vehicles causes noise, which disturbs tourists who stay at expensive hotels surrounded by several streets (Isaac et al., 2012). Additionally, certain motorists install expensive and powerful sound systems in their motor vehicles, which are used irresponsibly whilst driving around or past targeted hotels, where clients pay too much money for comfort and to stay there, but they are consistently buzzed with extremely loud music day in and day out (Isaac et al., 2012). Unfortunately, high paying customers who are constantly affected by loud offending music played by irresponsible motorists, do not have an option of continuing their stay but they check out of the affected hotel and, this gives rise to monetary losses to hoteliers and subsequent job losses (Isaac et al., 2012).

2.17 Employment in the hotel industry

The hospitality sector consists of permanent and temporary staff members (Davidson, McPhail, & Barry, 2011), nonetheless it heavily relies on casual and contract employees and, this is done in order to reduce employment expenses (Lam & Han, 2005). The departments within the hotel industry which are chosen and recommended for outsourcing are as follows: (a) Human Resources; (b) Information Technology; and (c) Housekeeping (Davidson et al., 2011). Cost savings were seen as the major reasons for outsourcing (Davidson et al., 2011). Nevertheless, this approach is also associated with downsides such as loss of control, loss of skilled and experienced employees who leave the hotel industry (Davidson et al., 2011, p. 509). Similarly, casual contracts are also associated with a variety of advantages and disadvantages. Although contracts are flexible for some groups of workers for example students and the youth, as well as hotels regarding controlling staff levels in order to correspond to the company's

prerequisites, they offer very little to workers because there is no attachment and they receive meagre remunerations (Davidson et al., 2011, p. 509).

In view of the diversified sizes and features of the tourism and hospitality industry, they are varieties of jobs in the said industry ranging from those without the requirement of skills to jobs that require educated employees and, this depends on the kinds of clients who buy services and goods in the industry, and employees needed to work there (Lucas, 2004). However, most of the employees who work in the tourism and hospitality industry are considered as semi or not skilled (Lucas 2004; Riley 2011). Previous findings made by Hospitality Training Foundation (2000) found that owners of tourism and hospitality businesses only rate highly generic skills for example; the capability to adhere to instructions, preparedness to learn and the capability to be pliable and adaptable. It was also reported that owners of tourism and hospitality businesses were doubtful of qualifications, because they did not treat them as an assurance of the skills, which they needed from workers (Lucas, 2004). However, People 1st (2013) contends that lately the tourism and hospitality industry has focused on soft skills and, also accepted added skills which are required and, the industry experienced challenges in recruiting employees.

Confirmed skills that are very hard to find were categorised into 3 sections and these included: (a) job-specific skills, which encompass culinary skills for employees who cook and prepare food in hotels and restaurants; (b) inter-personal skills or softer skills like communication, customer service and team work; and (c) management and leadership skills (People 1st, 2013). Client handling abilities were also treated as the most sought-after employment skills, currently and in the future (People 1st, 2013). Nonetheless, Lashley (2009) contended that against the oversimplified method of recognising required skills as the author stressed that various bunches of sub-skills subsist in each key skill, which the owners of tourism and hospitality businesses look for and, each function under dissimilar labour force conditions that need to be contemplated. Given the enormous focus on soft skills, soft skills need to be strengthened and conceptualised in order to ascertain if they deserve the *skilled* label (Hurrell, Scholorious & Thompson, 2013).

Regarding skill requirements, it was found that although technical skills are treated as vital, the hotel sector is inclined to favour soft skills (Nickson, Warhurst & Dutton, 2005). Soft skills are connected with the shifting nature of the hospitality sector from its dominant technical foundation to cover a variety of, arguably, complicated generic abilities which encompass

fields like communication, languages, IT, emotional, aesthetic and labour inputs (Baum, 2006, p.131). Employees are able to freely converse with clients and, this narrows the conventional distance between hotel staff members and their clients (Baum, 2006). Due to the mentioned changes, the hotel sector anticipates soft skills to be displayed even at the time when a new employee first reports to work, whilst concentrating their training on the progression of technical skills (Nickson et al., 2005, pp. 204–205). Soft skills do not solely cover attitudes, social interpersonal skills, but they also encompass what research investigators refer to as aesthetic skills (Nickson et al., 2005, p. 196). Related to this, Nickson et al. (2005) found that soft skills were reasonably considered and added to other skills. Nickson et al. (2005) also found that soft skills were reviewed and aligned with other skills, and they are treated as an inherent component of the product provided by the hospitality industry and retail businesses. Furthermore, soft skills possessed by employees are specifically necessary for attracting customers, hence, employees who execute customer-facing roles have to display them in order not to be dismissed (Nickson et al., 2005). However, soft skills (such as the type of language, dress codes, shape and size of the body, manners and styles) are incorrectly used by home-country managers against certain employees in host countries, so as to harass them (Perlmutter, 1969).

Recently, large hotels have faced criticism for exploiting their employees, particularly housekeeping staff, who are often subjected to unfair labour practices (Roberts, 2015). These employees frequently work extended hours without receiving adequate compensation for overtime, with many not being paid for extra hours worked (Roberts, 2015). Furthermore, many hotel employees lack sufficient training and skills, leaving them ill-equipped to handle challenging situations and interactions with difficult or mentally ill customers (Roberts, 2015). These hotels do not accept the accountability for exposing their workers to poor working conditions within the premises of the hotels, because cleaning is farmed out to contractors (Roberts, 2015). Although hotels cannot acknowledge the accountability for the poor working condition of employees sub-contracted by agents, this approach compounds the reputation of tourism and hospitality businesses, particularly, when the headline of the article in Guardian written by Roberts (2015) reads and quote "*Britain's hotel workers – bullied, underpaid and with few rights"*.

The dependence on sub-contractors to provide services needed within tourism and hospitality businesses has been increasing every year as a way for the hotels and restaurants to decrease

expenses (Davidson, McPhail & Barry, 2010). Additionally, subcontracting enables hotels and restaurants to control skills of the employees in certain instances while getting rid of the interference of managing minor operations (Davidson et al., 2010). However, it is concerning when hotels lose *control* in places, which could be regarded as the hub of services like cleaning and preparing rooms for clients (Davidson et al., 2010). Most of the newly recruited employees in the tourism and hospitality sector are compliant with the policies of the businesses within the said sector such as clocking in early and clocking out on time whilst at work (Davidson et al., 2010). However, after 2 months or more, newly recruited employees become arrogant, and disobedient to everyone at work and, they also behave as co-owners of tourism and hospitality businesses (Davidson et al., 2010).

Smaller hotels and tiny restaurants are negatively affected more than bigger hotels and larger restaurants and, the staggering majority of the tourism and hospitality industry consists of small hotels and tiny restaurants, and this matter is concerning for employers (British Hospitality Association [BHA], 2015). The BHA (2015) showed their worry because a quarter of the workers employed in tourism and hospitality businesses earn a minimum wage and, another considerable proportion of employees receive wages between the National Minimum Wage (NMW) and the afresh *Living Wage* rate, therefore, the inception of the Living Wage has huge negative effects on the aforesaid industry, particularly, when expenses of sustaining differentials are considered. Similar theses were provided by BHA (2015) at the time when NMW was brought into being and, since its inception, an agreement exists about constrained effects on tourism and hospitality industry (Adam-Smith, Norris & Williams, 2003). Owners of restaurants and hotels accepted NMW without making alterations to their work practices, thus, Adam-Smith et al., (2003) contended that an individual must not exaggerate the significance of the consequences of legal steps on labour relations.

2.18 Internationalisation of human resources

As the hotel and restaurant sector grows more, there is a desire for training managers who are able to work within an international setting (Watson & Brotherton, 1996, p. 16). Several concepts have been assigned to this kind of a manager for example international manager (Watson & Littlejohn, 1992; D'Annunzio-Green, 1997) transnational manager (Edwards & Rees, 2006). The 3 above-stated concepts share a key thing in common, regarding the managers' capacity to work universally and reason locally. To further describe this, Watson and Littlejohn (1992) identified 2 major skill collections, which an international manager needs

to have. The initial skill set relates to the managers' capability required for performing work tasks in dissimilar places, whilst adapting to the local setting. Watson and Littlejohn highlighted that within the hospitality sector, managers have been consistently anticipated to control a labour force, which consists of many cultures.

Edwards and Rees (2006) stressed that many hospitality industry managers lack the skills required to manage a multicultural labour force, hence, they are inflexible and do not have the ability to implement complicated strategies needed to solve challenges facing the industry. Edwards and Rees also stated that numerous hospitality industry managers stick to the major goal of expanding the said industry, in order to attain economies of scale by duplicating their own business's domestic operations and, transferring them to foreign branches which they open in other countries. This method is known as ethnocentric approach and, it proposes that the manner in which matters related to the hospitality industry are managed and controlled within the home country, is treated as far much better than the traditional way of managing issues in host countries (Perlmutter, 1969). Therefore, Multinational Corporations (also referred to as MNCs) impose their own inflexible policies on the workforce in the hospitality industry within host countries and, such policies are not compatible with domestic labour laws, thus, they fail to solve labour disputes (Perlmutter, 1969).

Additionally, MNCs' rigid policies in host countries are often copied by local hotels and restaurants, amplifying challenges that harm the hospitality industry, such as falsely advertising world-class services unrelated to their actual offerings (Perlmutter, 1969). The basic tenet of MNCs is that "This works at home; therefore, it must work in your country" (Perlmutter, 1969, p. 12). MNCs often reserve top branch management positions for managers from their home country, who then impose rigid policies which remove complaints from the clientele and, also leaves very little or no room for listening to clients (Heenan & Perlmutter, 1979). When these policies fail, the home-country managers tend to blame local employees for being incompetent or disobedient, rather than acknowledging the policy flaws (Heenan & Perlmutter, 1979). Furthermore, Heenan and Perlmutter (1979) noted that when tourists' expectations of advertised services are unmet, they often vow not to return to the domestic hotels in the future. This is directly connected to change in guest expectations, which forces clients never to return again to affected hotels and restaurants in developing countries (Heenan & Perlmutter, 1979).

Moreover, home-country managers operate as the enforcers of the headquarter policy (Edwards & Rees, 2006, p. 72), and they are treated as more capable and honest than their colleagues

found in the host countries (Go & Pine, 1995, p. 215). An ethnocentric method was seen as specifically helpful in circumstances where an organisation is devoted to standard operating processes and a robust organisational culture, and where there is a lack of skilled and highly educated employees in the domestic labour force (Roper et al., 1997, p. 206). Nevertheless, the consequences of cultural variations on the execution of work tasks by expatriate managers is usually ignored by MNCs and, it is a major problematic aspect in expatriate managers' failures in the hospitality industry within host countries (Go & Pine, 1995). Even though the aforesaid method is prevalent, a major change exists towards the progression of a universal manager that is linked to a geocentric method, which numerous MNCs are trying to choose (Roper et al., 1997).

It is contended that of the 3 methods particularly, ethnocentric, polycentric and geocentric, the geocentric method is the most difficult to accomplish (Roper et al., 1997). The authors assert that although the description of an ethnocentric method or a polycentric method is the most prevalent, a geocentric depiction still dodges many people (Roper et al., 1997). Additionally, Roper et al. (1997) highlighted that the typical absence of both the investments in the progression of employees and managerial stratagems are the core reasons as to why the geocentric method is problematic to attain within the hospitality industry. Roper et al. (1997, p. 207) mentioned that MNCs make sure that HR policies are complicated, so as to generate a universally competent managerial skill, which is not good for employees' satisfaction within the hospitality industry in host countries, because it stifles benefits for the labour force.

2.19 Labour market issues (matters)

One of the problems experienced by the hospitality industry throughout developed and developing nations is the shortage of labour and correct skills (Choi, Woods, & Murrmann, 2000; Baum, 2006a; Joppe, 2012). The examples that follow show this further. For instance, within the UK, there is a robust and continued demand not solely for frontline posts, but also for highly qualified individuals who can be employed as managers (People 1st, 2013a). Nevertheless, they are very few people who apply for managerial posts and, there are inadequate people with correct qualifications for such jobs (People 1st, 2015, p. 12). The matter of attempting to recruit individuals with correct qualifications has been recorded, specifically, pertaining to hard-to-fill positions like chefs, kitchen and catering helpers, standby employees, restaurant managers/manageress and housekeepers (People 1st, 2013a, p. 47). Additionally,

hotels are facing immense difficulties in employing individuals with correct skills, that is, when compared to restaurants (People 1st, 2013b).

The major challenge related to shortages of skills and correct qualifications in the hospitality and tourism industry is connected with matters such as misconceptions about the said industry, which make job seekers think that the comparatively easy entry into employment positions is among contributors to the construction of a bad reputation of the above-stated industry (People 1st, 2013a, p. 23). Misconceptions construct a reputation that the hospitality and tourism industry provide low-skilled and temporary jobs and, this discourages people from pursuing careers in the tourism and hospitality industry or seeking employment positions within the same industry (People 1st, 2013a). Furthermore, minimum requirements for previous experience and knowledge also discourage people with much needed skills and correct qualifications from applying for employment positions in the hospitality and tourism industry (People 1st, 2013a). Highly skilled and qualified individuals leave the hospitality and tourism industry or avoid applying for posts, due to the understanding that employees in the said industry start working with minimum or no knowledge and skills, then slowly progress into higher positions whilst executing work tasks (People 1st, 2013a).

2.20 Collaborative behaviour between social media micro-influencers, hospitality businesses and consumers

In recent past, social media influencers have become a famous advertising tool for sectors such as the hospitality industry and, this is due to their successfulness in reaching targeted clients and surpassing the traditional companies which advertise services and goods sold by hotels and restaurants (Campbell & Farrell, 2020). Therefore, influencer marketing is a vital force in the hospitality and tourism industry and, many studies have explored its effects on destination marketing, customer behaviours and general tourism experiences (Femenia-Serra, Gretzel & Alzua-Sorzabal, 2022; Manthiou, Ulrich & Kuppelweiser, 2024). Influencer marketing is strongly connected with ethical issues about whether influencers function at the peripherals of or outside the ethical environment (Wellman, Stoldt, Tully & Ekdale, 2020). Authenticity and trustworthiness of influencers are terms of increasing concern in marketing studies. For example, regarding trustworthiness, influencers are required to provide factual information and legal descriptions concerning services and products (Wellman et al., 2020).

Several studies found that the influencer's trustworthiness has effects on the customers' intentions to buy services and products provided by hotels and restaurants (Erdem & Swait,

2004; Wei, Miao & Huang, 2013). Customers treasure the influencers' reasons for convincing them to buy services and products provided by the hospitality and tourism sector in the sense that they are perceived to be intrinsic and not treated as commercially oriented (Audrezet, de Kerviler & Guidry-Moulard, 2020), because they accept the significance of discerned genuineness of the influencers and their contents, which finally give rise to positive perceptions of the clients (Poyry, Pelkonen, Naumanen & Laaksonen, 2021). Literature found that marketing contents of the influencers, which show communiques that not branded and undisclosed can contribute to reduced conviction knowledge activation, hence, this is likely to result into positive views about the advertisements (advertised services and products) (Darmawan & Huh, 2022). Similarly, evidence indicated that even though uncertainty can cause influencer marketing less acceptable, the said unethical habit is not likely to affect views of customers about brands and advertising values (Loude, 2017). The above-stated evidence is shocking because influencers usually hide real information about services and products provided by hotels and restaurants, thus, they mislead customers in order to increase bookings based on their marketing methods and also shift the blame to clients who are accused of being ever-more demanding guests (Loude, 2017).

2.21 Innkeeper Laws

Innkeeper laws are a set of legal principles that govern the relationship between lodging providers (such as hotels, motels, and inns) and their guests. These laws typically outline the rights and responsibilities of both parties, focusing on issues such as liability for guest property, the duty of care owed to guests, and the conditions under which a guest can be evicted. For instance, innkeepers are generally required to take reasonable steps to protect guests' belongings from theft or damage, and they may be held liable for losses that occur due to negligence (Kwortnik & Thompson, 2009). Additionally, these laws often stipulate the circumstances under which an innkeeper can refuse service or terminate a guest's stay (Walker, 2016). Understanding these regulations is crucial for hospitality professionals, as they help ensure compliance with legal standards and promote a safe and welcoming environment for guests. For a comprehensive overview, resources such as "Hospitality Law: Managing Legal Issues in the Hospitality Industry" provide in-depth discussions on these topics (Ladkin, 2011).

2.22 CONCLUSION

This chapter has examined the various pressures affecting tourism and hospitality businesses, highlighting their severity within the industry. This particular chapter has highted that the labor

broker industry in tourism and hospitality faces significant challenges, including unfair labor practices, low wages, and a persistent labor shortage. High turnover rates, driven by poor working conditions and insufficient training, diminish employee morale and service quality. The industry's reliance on underqualified staff complicates efforts to enhance standards, while inadequate food safety practices pose public health risks.

To address these issues, proactive strategies are needed, focusing on fair compensation, comprehensive training, and improved working conditions. By valuing both employees and customers, the sector can break the cycle of turnover and low quality, fostering a sustainable industry.

The interplay of food safety, competitive sustainability, and external crises like COVID-19 further complicates the industry's viability. A notable gap in food safety knowledge necessitates training, particularly in vulnerable establishments. Fierce competition has led some businesses to prioritize cost-cutting over service quality, adversely affecting employee and customer satisfaction.

The COVID-19 pandemic and crime highlight the need for resilience and adaptability. Collaboration among stakeholders, innovative marketing, and a renewed focus on safety and experience are vital for recovery. Enhancing food safety knowledge, embracing sustainability, and addressing crime can strengthen the tourism and hospitality sector for future success.

As the sector expands, pressures on natural resources exacerbate pollution and waste issues, emphasizing the need for sustainable practices. The reliance on flexible labor raises ethical concerns, and subcontracting risks undermining service quality. Evolving skill requirements stress the importance of soft skills, while misconceptions about the industry hinder recruitment.

It is also worth noting the growth of social influencers on social media as they affect the relationship between brands and consumers, two aspects that must be taken with caution regarding communion and the ethics of marketing. Industry actors have to take a balanced approach, one that secures profitability while also being socially responsible and environmentally friendly; thus securing that tourism can provide profit to local communities and ecosystems around the world. Stakeholder theory was selected for the current study as the theoretical framework, which could be seen later on in the next chapter where the theoretical framework of the current dissertation was discussed.

CHAPTER 3

Theoretical framework

Stakeholder theory

3.1 Introduction

As discussed in chapter 1, the stakeholder theory underpins the current study. The stakeholder theory is concerned with how the managerial teams and stakeholders conduct their behaviours and, how they view their acts and purposes. In tourism, the stakeholder theory proposes that stakeholders affected by tourism activities within a specific place have to jointly manage all businesses or structures under the umbrella of tourism (Inskeep, 1991). By using the stakeholder theory for this study, the researcher examined and theorised ways in which multiple pressures which affect tourism and hospitality businesses can be solved. In line with the stakeholder theory, the researcher began to find out how various stakeholders are likely to have dissimilar standards of behaviour, which affect their views about progressive matters in tourism. Therefore, different standards of behaviour affect how role players in tourism contemplate the interests of stakeholders prior to setting development in motion regarding tourism and hospitality businesses. Using the stakeholder theory, the researcher was able to closely explore its 3 aspects which are as follow: (a) descriptive/empirical; (b) instrumental; and (c) normative. The researcher used the aforementioned aspects of the stakeholder theory to pinpoint the interests or concerns of all stakeholders in this study (Byrd, 2007). This chapter is divided into the following sections: (a) the history of the stakeholder theory; (b) six principles of tourism related to the stakeholder theory; (c) the stakeholder theory and tourism; and (d) the analysis of the stakeholder theory.

3.2 The History of the Stakeholder Theory

The progression of the stakeholder theory is normally associated with Freeman (1984). The beginning of the modern stakeholder theory in management is tracked back to Freeman's (1984) seminal work. Furthermore, Freeman developed an inclusive and combined comprehension of the term stakeholder. Significantly, Freeman emphasised that companies ought to manage large numbers of people apart from *shareholders* and, also analyse what the connections between them connote for modern corporate practices. In this way, the stakeholder theory aims to widen the management's view of its tasks outside the range of profit maximisation, so as to include the assertions of *non-stockholding* groupings (Freeman 1984; Mitchell, Agle, & Wood,1997). Specifically, the stakeholder theory concerns itself with links

between a company and, different stakeholders, mostly, regarding the procedures and results for the company and stakeholders (Jones & Wicks, 1999).

Even though the stakeholder theory was initially utilised in management perceptive, subsequently, it became a common theme tourism literature. The Global Ethics for Tourism endorsed by the 13th General Assembly of World Tourism Organization (WTO) employed the phrase of "tourism stakeholder" in order to acknowledge that the phrase has been endorsed. The stakeholder theory is treated as a vital word in the tourism industry, especially as it is related to the effects of tourism and tactics used in an attempt to decrease conflicts (Kayat, 2008; Byrd & Gustke, 2004; Byrd, 2007).

Even though the concept of stakeholder has opposing meanings (Phillips, Freeman & Wicks, 2003), in general, stakeholders are regarded as individuals or groups which can influence or are influenced by the accomplishment of the company's goals (Freeman, 1984, p.46). Furthermore, Looser and Wehrmeyer (2015) identified various stakeholders connected to a company: investors; political groups; suppliers; customers, trade associations, employees and communities. Henriques and Sadorsky (1999) added the state to the inventory of possible stakeholders. Relatedly, a state, its departments or its programs may consist of dissimilar stakeholders (Donaldson & Preston, 1995).

The stakeholder theory is frequently employed in business management studies and, it is tightly connected to corporate social responsibility (CSR) research, because corporations act in a socially accountable way, so as to earn the stakeholders' confidence (Foss & Klein, 2018; Frynas & Yamahaki, 2016). The stakeholder theory is helpful for analysing exterior features, which affect sustainable supply chain management (SSCM) and, describing corporate drivers for community benefits (CBs) application, because workers are encompassed as stakeholder (Donaldson & Preston 1995; Walker & Jones 2012). Thus, the stakeholder theory is likely to describe certain exterior corporate push factors for CBs application and, why or how satisfactory diverse stakeholder needs contribute to dissimilar explanations for applying CBs and various procedures of executing tasks.

Key (1999) criticises the stakeholder theory in many important ways, for instance, usually it is regarded as a management instrument, instead of being a theory, insufficiently describes procedures and fails to analyse additional grounds. Added to this, Key (1999) argues as follow: the stakeholder theory fully fails to connect interior and exterior factors; the stakeholder theory pays little attentiveness to both the structure in which companies function and, also the rates of

analyses inside the structure; the stakeholder usually falls under many divisions or networks, hence, it is unreliable; the stakeholder theory fails to sufficiently evaluate the corporate setting, which it cannot stay unchanged and the corporate's conduct within the community cannot continue be unchanged.

The reason for using the stakeholder theory rests on the presuppositions, which explain the link between a corporation and its setting, such presumptions are that firms have connections with different stakeholders and, businesses are controlled by senior managers who make sensitive and tactical resolutions that influence stakeholders, while contending concerns between firms and stakeholders can lead to conflicts and, companies participate in the marketplaces that have a tendency to steer towards equality (Tomas, Hult, Jeannette, Mena Ferrell & Ferrell, 2011). Consistent with the stakeholder theory, a company ought to make sure that it meets not only the concerns of the interior stakeholders including shareholders, but also different anticipations of stakeholder groupings, which include exterior stakeholders such as community members. Contrary to shareholder conceptualisation, the stakeholder theory provides a company's responsibility outside the range of economic performance (Belal, 2008). Therefore, the stakeholder theory suggests that monetary prosperity and sustenance can be achieved by a business, which considers concerns of all stakeholders (for example community members, state officials, ordinary company employees, suppliers or trade unions) and, subsequently businesses are required to create strategies and capabilities, which can present the best equilibrium between such features (de Chernatony & Harris, 2000).

As mentioned by Carroll (1991), corporations which expect to attain prosperity ought to be closely attentive to different groupings and categories of stakeholders and, then find out the types of abilities possessed by each grouping. As contended by Frooman (1999), prosperous managers and companies know their stakeholders and also assess their initiators of abilities, credibility and businesses. Thus, the lack of success in identifying strong stakeholders (Clarkson, 1999) is most likely to prevent businesses from prospering. Mitchell et al (1997) mentioned the matter of trust and corporations and their different stakeholder groupings, which mangers access. In addition, corporations and stakeholders anticipate reciprocal gains, which affect subsequent businesses. In this creation, companies subsist at the convergence of concerns (Mitchell et al., 1997).

Expanding on the conceptualisation of the business possessions as a basis of a touchable and real means, it has been contended that supportable growth and stakeholder interrelationship

supervision are formed by real and actual means as well as interior and exterior resources, which have the potential to foster favourable connections and credibility between a company and stakeholders (Donaldson & Preston, 1995). Therefore, the stakeholder theory allows managers to choose important stakeholders and corporate *resources*, which are necessary for stakeholders' contributions, so that companies can succeed (Donaldson & Preston, 1995). Descriptions of stakeholders assist companies to identify a best plan of action for a stakeholder grouping (Frooman, 1999; Hendry, 2005). Therefore, corporations which possess a robust reciprocal relationship with stakeholders do tend to increase comparable rental fees (Hendry, 2005).

Furthermore, Carroll (1979) asserts that the stakeholder theory involves organisational business plan of action on the basis of how a company learns what is helpful major stakeholders and, also needed by social standards (and the law) so as to formulate and support the permit to function successfully (Idemudia, 2010). In line with the management procedure and the stakeholder theory, a company can be successful if it maintains a persistent strategy and a continuing procedure and dealing efficiently with stakeholders' concerns and assertions in a descriptive and correct manner (Freeman, 1984). In addition, companies which consider the concerns and priorities of different stakeholders have a competition-oriented gain within the market place and, they also benefit from the stakeholders' social permit to function (Idemudia, 2010). As contended by Frooman (1999), companies do not react to social and *environmental* matters but, instead they say things in response to stakeholders' matters.

3.3 Six Principles of Tourism Related to the Stakeholder Theory

Six key principles of tourism reported by WTO in 2004 are linked to the stakeholder theory and there are as follow: (a) accomplish increased level of contentment among tourists; (b) effect most appropriate utilisation of natural resources; (c) honour the socio-cultural genuineness of communities which host tourism businesses; (d) to distribute socio-economic gains to various stakeholders; (e) to consistently monitor effects of challenges on tourism and the natural environment; and (f) informed engagement of all pertinent stakeholder in matters on tourism and the natural environment, including inviting different politicians in order to get their inputs (WTO, 2004, p.193). In the 1990s, it was asserted that every group of stakeholders must directly affect decision-making processes of managers in tourism and hospitality businesses, in the sense that, the collection of perspectives of stakeholders regarding tourism plans can

assist in decreasing many pressures and conflicts the tourism industry and contribute to growth (Healey, 1998; Jones, 1995).

Byrd et al, (2009), and Timur (2010) highlighted that stakeholder theory has a vital purpose in the growth of tourism which involves balancing the necessities of the tourism industry, community members and the destination neighbourhood. Kruja and Hasaj (2010, p.4) evaluated pertinent research on tourism and surmised several outcomes, which urge stakeholder participation and these include: (a) knowledge and educating the citizenry about relevant topics and related matters; (b) community members' ideas are included in the decision-making processes of managers; (c) enhancement of quality determinations; (d) consistent generation of fresh ideas; (e) making sure that stakeholders in tourism and hospitality industry are treated justly; (f) encouraging the use of rules towards the receiving community and visitors; (g) every stakeholder has equal rights and is also encouraged to participate in discussions and decision-making processes; and (h) the decision-making processes must be successful and balanced taking into cognisant the concerns of all stakeholders.

3.4 The Stakeholder Theory and Tourism

The expansion of tourism, particularly, policy making and planning have endorsed stakeholder theory, in the sense that, the growth of tourism is assisted by intricate stakeholder groups who have diverse concerns and views in terms of losses and advantages of development. A new method required for addressing problems was followed and experts proposed that every stakeholder concerned with or impacted by multiple pressures in tourism and hospitality businesses in communities, must collaboratively deal with the tourism system (Inskeep, 1991). In this regard, people who plan about tourism programmes must understand all the stakeholders interested in making plans, decision-making processes, rendering services and results of tourism (Sautter & Leisen, 1999). As suggested by Getz (1991), stakeholders' views about growth in tourism and hospitality businesses are important and they necessitate the author's perspective regarding expansion in tourism. Stakeholders' views are different due to the fact stakeholders possess various rules of conduct in terms of issues through which they participate (Henning, 1974). As proposed by Henning (1974), values are limits, aims, concerns, and perspectives that alter with time and perceptions of people and, that they have key effects on power disputes related to policies. Thus, various stakeholders are likely to possess dissimilar values, which influence their views on developmental matters and experts who plan tourism activities have to think about the concerns of all stakeholders prior to continuing with attempts

meant for expanding the tourism industry (Sautter & Leisen, 1999; Hardy & Beeton, 2001; Vincent & Thompson, 2002).

Including stakeholders' perspectives contributes to knowledge and understandings and, such views decrease disputes within a lengthy period of time (Yuksel *et al.,* 1999). Particularly, identifying stakeholders and their own participation are the key steps in the direction of attaining community cooperation and teamwork in tourism (Hardy & Beeton, 2001). The application of the stakeholder theory terms to tourism requires experts in tourism to know and be interested in the views of various stakeholders who engage within tourism structures (Suatter & Leisen, 1999). Different studies applied the stakeholder theory to tourism as an instrument used for organising and managing tourism activities (Getz & Jamal,1994); Sautter & Leisen, 1999; Yuksel *et al*.,1999).

Ioannides (2001) simultaneously applied stakeholder theory together with the destination life-cycle phrase in different stakeholders' perspectives towards the growth of tourism at various phases of the expansion of host places, specifically, regarding numerous islands in the Mediterranean Sea. A string of studies found that stakeholders' wisdom and experiences in managing tourism businesses and, the stakeholders' engagement in organising tourism and developmental approaches, as well as prolonged community participation play a vital purpose in managing tourism and hospitality businesses (Hall 1999; Hardy & Beeton, 2001; Heath, 2003; Howie, 2003; Leiper 2004; Yoon 2002). Furthermore, numerous studies exist on the application of the stakeholder theory in tourism (Burns & Howard, 2003; Byrd & Gustke, 2007; Byrd *et al.* 2009; Jamal & Getz 1995; Li, 2006; Sheehan & Ritchie, 2005; Timothy, 1999; Wisansing, 2008). A study conducted by Wisansing (2008) deduced that the creation of a suitable approach and a system, is a must in the application of the stakeholder perspective in managing a place which host tourism and hospitality businesses. In this regard, Byrd and Gustke (2006) employed a decision tree for identifying stakeholders who support sustained growth in tourism businesses.

For residents, the application of stakeholder theory leads to attractive employment opportunities and, this is a simpler approach used for getting work permits and setting up tourism and hospitality businesses (Timothy, 1999). The application of stakeholder in tourism helps to improve quality of various types of infrastructures and, it also increases safety and security (Burns & Howard, 2003). A study conducted by Byrd et al. (2009) expanded on the research about how stakeholder understanding of tourism affects 2 nonurban North Carolina

counties. In a study conducted by Byrd et al, it was found that when aiming to improve tourism and hospitality businesses the stakeholder theory concentrated on the need to integrate different stakeholders such as tourists, residents, state officials, and employees. Timur and Getz (2008) used the stakeholder theory to pinpoint major players in tourism and hospitality businesses. Timur and Getz evaluated the interconnection between stakeholders in tourism businesses in big urban areas in North America. Timur and Getz identified the stakeholder theory by using Mitchell *et al.'s* (1997) study on stakeholder saliency framework.

3.5 The Analysis of the Stakeholder Theory

The first step in practically applying the stakeholder theory is not simple, yet it is essential and a successful implementation. In order to pinpoint a correct stakeholder and to get a suitable sample of the stakeholder, a person should be cautious and, has to consider different kinds of individuals or groups who influence or are influenced by how an organisation performs in lieu of a cursory report about the clearest stakeholders (Sautter and Leisen, 1999). In addition, Freeman (1984, p. 53) pinpoints 3 essential terms in the successful governance of stakeholders and these are as follow: (a) identifying stakeholders and their discerned posts; (b) methods needed for managing the organisation's relations with its stakeholders; and (c) the governance of a collection of business deals between the institution and its stakeholders.

Thus, identifying stakeholders is a vital initial step when a manager is trying to successfully manage pertinent persons. There are numerous steps designed to categorise and identify stakeholders using diverse criteria: their position as internal and external stakeholders rest on whether staff members of a tourism business are in attendance or not (Zhao, 2006), including contracted employees visa viz community members (Charkham, 1992), primary vs secondary parties (Clarkson, 1995), possibility of threats vs possibility of support (Savage *et al.,* 1991).

The abovementioned guidelines are employed for describing and identifying stakeholders of a firm (Mitchell et al*.,* 1997). Categorising stakeholders helps a company to differentiate between less and more significant stakeholder (Mitchell et al., 1997). As suggested by Vos and Achtenkamp (2006), Mitchell et al.'s model has progressed into one of the key categorisation perspectives in research. Mitchell et al., (1997) suggested a categorisation of stakeholders on the basis of their ability to affect the rightfulness of every stakeholder's relation with the firm and the importance of the stakeholder's assertation on the company. In addition, the interrelationships between companies and stakeholders are intricate in terms of managing them (Mitchell et al*.,* 1997).

Mitchell et al. (1997) propose that stakeholders are pinpointed through what they have regarding one or more of the 3 inferences of power, importance and urgency. Mitchell et al. identify the significance of power in stakeholders' relationships. Mitchell et al state that even though power is a vital aspect, it is frequently omitted when experts analyse the stakeholders' relationships. Nonetheless, it is not simple to describe power. In this regard, Weber (1947) describes the concept of power as "*the probability that one actor within a social relationship would be in a position to carry out his own will despite resistance*". Related to this, Foucault (1984, p. 175) asserted that, "*there is no power relation without the correlative constitution of a field of knowledge, nor any knowledge that does not presuppose and constitute at the same time power relations*". Foucault treats power as an association instead of a structure in which power moves in many directions.

Additionally, Kreisberg (1992, p. 57) proposed to define the concept of empowerment on the basis of partnership, supposedly known as "*power with*". Kreisberg contends that a typical research on power is foretold upon a description of power as dominance, the ability over something, which is improbable to accomplish it democratically. Kreisberg also asserts that *power with* is not all-or-nothing concept in which a single individual gets the ability to accomplish his/her needs at the cost of other people. Instead, Kreisberg argues that *power with* is the progressive ability of the community to take action and achieve as a group. Kreisberg's phrase of empowerment informs people about the cooperation of stakeholders in community engagement. This point highlights coordination and blending instead of fighting for power or domination.

The second trait of the Mitchell's stakeholder perspective is legitimacy and, this refers to likely assertions made against a company by stakeholders (Mitchell et at*.,* 1997). In terms of the stakeholder theory, urgency represents the extent through which assertions of a stakeholder need instantaneous actions and responses (Mitchell et at*.,* 1997). Legitimacy is defined by Suchman (1995, p. 574) as "*a generalised perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed systems of norms, values, beliefs, and definitions*". The above-stated operational definition is problematic, nonetheless, it consists of many excellent descriptive statements which assist readers to pinpoint the stakeholders. Finally, Mitchell et al. (1997) suggest that urgency provides the stakeholder theory with a more powerful role. Mitchell et al. (1997) stress that in the absence of urgency trait, the stakeholder theory can be unchanging. Mitchell et al. (1997) describe urgency as the extent in which stakeholders' assertions involve instantaneous considerations.

Urgent assertions are treated as those which require instant response and critically relevant to specific stakeholders (Mitchell et al.,1997).

3.6 Conclusion

In conclusion, Mitchell et al. (1997) suggested a stakeholder salience theory which clusters around where stakeholders are produced by analysing them on the basis of 3 aspects which include: (a) power; (b) legitimacy; and (c) urgency. Nonetheless, in Mitchell et al.'s model, power, legitimacy and urgency are unconnected traits. Therefore, it is probable for a stakeholder to possess power in an interrelationship, however, he/she cannot possess a legal or vital assertation on management. Hence power alone is not adequate for an increased level of stakeholder importance. In the same vein, a legal assertion which lacks power and urgency has a low stakeholder importance. Thus, stakeholder importance is favourably linked to the growing amount of stakeholder traits understood by the managerial team to be in existence.

CHAPTER 4
RESEARCH METHODOLOGY

4.1 INTRODUCTION

My pursuit to understand stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN, guided me to choose an explanatory sequential mixed methods approach, using a questionnaire and individual one-on-one interviews as data collection instruments. Therefore, Chapter 4 provides an inclusive description of the research methodology chosen for the current study, beginning with a short explanation and grounds for the research paradigm, research design, sampling procedures, data collection procedures, data analysis techniques and ethical considerations.

4.2 RESEARCH QUESTIONS

The key objective of the current study was to investigate the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN. As shown in Chapter 1, the following 2 research questions guided the current study:

- What are the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN?
- How can specific multiple pressures that affect tourism and hospitality businesses in Durban be explained?

The broad objective which guided the current study was, firstly, the exploration and identification of the types of stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN.

4.3 RESEARCH PARADIGM

Assisted by the current study's research questions, I studied the relevant literature to the research paradigm, which led to the final choice of a suitable paradigm to this study. Scholars like Creswell and Plano Clark (2007) and Teddlie and Tashakkori (2009), treat a research paradigm as a worldview which steers research. The foregoing viewpoint had been stressed by Hanson, Creswell, Plano Clark and Petska (2005), who proposed that it was essential to put a paradigm which guides a technique or theoretical lens in research. The specific focus of the worldview of the current study was on the stakeholders' perspectives on the multiple pressures

(challenges) which affect tourism and hospitality business in Durban, KZN. Pragmatism, as the adopted research paradigm for the current study, is enlightened by Feilzer's (2010) work, who regarded pragmatism as a repetitively utilised paradigm connected with mixed methods research. Relatedly, Johnson and Onwuegbuzie (2004) did not merely agree, but they noted that pragmatism concentrates on addressing practical research challenges, instead of being concerned about presumptions regarding the basic characteristics of knowledge. The initial authors considered pragmatism to be relevant to mixed methods, because of its capacity to combine dissimilar methods, and this challenged what is seen as infecund and uncultivatable dualism (Maxcy, 2003; Tashakkori & Teddlie, 2003). Even though Johnson and Onwuegbuzie (2004) agree with other authors' ideas, the 2 scholars treat pragmatism as an outcome-based method, with a specific concentration on communication and apportioned meaning construction in order to construct tangible answers to social problems.

4.4 RESEARCH APPROACH

In an attempt to reinforce, comprehend and interpret the findings of the current study and, also acquire ideas for future research, a mixed methods approach was seen as the most appropriate research method to study the stakeholders' perspectives about multiple pressures (challenges) that affect tourism and hospitality businesses in Durban, KZN. A mixed methods approach is more appropriate than a completely quantitative research method or qualitative research method. Furthermore, Johnson and Onwuegbuzie (2004) pointed out that within a mixed methods approach, the basic elements of the research questions, start off the adoption of the techniques to be employed. Nieuwenhuis (2012) describes mixed methods approach as a process of combining both quantitative and qualitative data within one study, so as to be perfect addition to the benefits of each of the 2 research methods when answering research questions. Hesse-Biber (2012) treats the mixed methods approach as multi-methods, due to the fact that it does not rest on a single approach, nevertheless, it definitely involves a mixture of 2 research methods.

In the current study, a quantitative research method was employed to pinpoint and meticulously study the type of stakeholders' perspectives about multiple pressures (challenges) that affect tourism and hospitality businesses in Durban, KZN. The qualitative research method probed the level of insight and participants' experiences about multiple pressures that affect tourism and hospitality businesses. The 2 mixed research methods are meant to reinforce and be a perfect companion to one another's research findings. Peter (2010) mentioned that the mixture of quantitative and qualitative research methods enables a research investigator to get another

viewpoint from any of the 2 methods, and hence, augments the validity of the conclusions reached. Therefore, the utilisation of quantitative and qualitative instruments smoothened an increased level of pliability in the current study, due to the fact that this enabled me to conduct one-on-one contact with the participants in their own settings, where I gathered thick data, which helped me to address the research questions. Clark and Creswell (2014) also mentioned the suitability of quantitative and qualitative research methods required by the research investigator for addressing research questions. A range of research designs like explanatory sequential, convergent and exploratory sequential, are employed in mixed research methods. Thus, the current study chose the explanatory sequential design, which is considered within the subsection below.

4.5 MIXED METHODS RESEARCH DESIGN

The current study was designed to conduct an inquiry into the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN. The research design of this study, links the theoretical principles with methodological presumptions of the study, while conserving its validity and authenticity; therefore, a mixed-methods sequential explanatory design was employed in the current study (Creswell, 2007).

A research design pertains to a plan for choosing the respondents/participants, research sites, the data to be gathered and analytic processes for addressing research questions (McMillan & Schumacher, 2001). As a researcher, I selected the mixed-methods sequential explanatory design so as to successfully answer research questions. The current study was conducted at 3 restaurants and 3 hotels in Durban, KZN. First, this study entailed collecting quantitative data by employing a survey instrument. Second, qualitative data were collected by making use of interviews. The intent was to utilise qualitative findings in order to explain quantitative results, which enabled the researcher to interpret and clarify interrelationships between variables in the current study, because they pertain to multiple pressures that affect tourism and hospitality businesses in Durban, KZN. Creswell (2003) suggests that the process of gathering data, particularly, for a mixed-methods research, is mostly famous and rests on the fact that the qualitative data are gathered following the quantitative part of the study, in order to explore specific matters pertaining to the research.

The researcher did not combine the quantitative and qualitative during the analysis procedure, but only mixed the data while interpreting the research findings. This procedure is consistent with Kombo and Tromp (2009) and Clark and Creswell (2014), who treat research design as a

tie, which brings together the study through data collection and data interpretation. Like any research method, the utilisation of the mixed-methods sequential explanatory design in the current study experienced the following problems while collecting data and these included: (a) limited time and constrained resources; (b) decisions concerning what matters to follow up in the qualitative part of this study; and (c) the problem about choosing the respondents. However, the researcher was consistently guided by the research questions and the research objectives, even though she became aware of the matters that emerged from the quantitative part of this study, that is, when she determined the trajectory which the interviews followed despite knowing that the schedules were predetermined.

4.6 Research site

In the current study, the chosen research sites were 3 hotels and 3 restaurants located in Durban, KZN. The 3 hotels where this study was partially conducted included the following: (a) Riverside Hotel; (b) Riviera Hotel; and (c) Durban Manor Hotel. The current study was also carried out at 3 restaurants and these encompassed: (a) Cargo Hold Restaurant; (b) Mimmos Restaurant; and (c) Emzini Kababa Restaurant. When the researcher carefully chose the research sites for the current study, she was motivated by Kombo and Tromp (2009), who noted that the adoption of research sites controls the importance of the collected data. Thus, the 3 hotels and 3 restaurants were chosen based on the convenience sampling, accessibility and availableness. The hotels and restaurants were regarded as excellent centers, which sell tourism and hospitality services and related goods on behalf of the entire SA. The chosen hotels and restaurants consisted of the following respondents: (a) business owners; (b) managing directors; (c) lawyers; (d) farmer; (e) engineers; (f) retirees; (g) hotel employees; and (h) restaurant employees. The abovementioned respondents are regarded as stakeholders, because they play important roles within the tourism and hospitality businesses in Durban, KZN. All 3 restaurants and 3 hotels in Durban were accessible, thus, it was probable to purposefully choose respondents for the current study.

4.7 Population

Lior (2021) states that a population of a study pertains to a grouping of persons or events pertinent to the investigation, which a research investigator needs to explain and comprehend. Moreover, a population is easily comprehended as a bigger grouping from which a research investigator would like to generalise. In line with Snelson (2016), a population consists of individuals belonging to a specific section or events and, who satisfy specified yardstick for

the purpose of generalisation. The population is a particular grouping of individuals to whom research findings/results may pertain to. The population for this study included hotel employees, hotel managers, restaurant employees, restaurant managers, domestic and internal tourists who were chosen at 3 hotels and 3 restaurants.

The total population size was 504 respondents selected from 3 hotels and 3 restaurants in Durban, KZN. The prevalent defining element of the chosen population was that the respondents had to be clients or employees/managers at the participating hotels and restaurants in Durban, KZN. The target population for this study consisted of the following: (a) business owners; (b) managing directors; (c) lawyers; (d) farmer; (e) engineers; (f) retirees; (g) hotel employees; and (h) restaurant employees. The target population was helpful because the respondents provided data related to the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN. Therefore, the researcher was interested in finding out the types of stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN. In respect of the stakeholders' perspectives, the researcher investigated how the respondents explained the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN.

4.8 DATA COLLECTION PROCESS

The current study employed a questionnaire survey as a data collection tool in the first part of this study. The questionnaire comprised closed-ended questions. The data collection process was guided by viewpoints of Johnson, Onwuegbuzie and Turner (2007), who asserted that mixed methods research works frequently employ surveys to gather data about a population through which statistical data and practices are collected. In the current study, the collected quantitative data and the related subsequent analysis presented the researcher with a general comprehension of the research problem, that is, whether stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, existed or not.

4.8.1 Questionnaire administration (quantitative part of the study)

According to Creswell's viewpoint (2012), the procedure of gathering quantitative data is guided by more than gathering data. For instance, a research investigator decides who the respondents are and the exact kind of data which are required for the study. In the current study,

the data were collected from sampled stakeholders selected at participating 3 hotels and participating 3 restaurants located in Durban, KZN. The questionnaire which was circulated was mostly descriptive in nature and, meant to find out the extent of knowledge among the stakeholders regarding their perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN. The researcher administered the questionnaire survey to the stakeholders who were selected at participating 3 hotels and participating 3 restaurants in Durban, KZN. Because the researcher directly interacted with the respondents, she formed professional interrelationships with them and, such an approach helped in making sure that the respondents devoted their time to the process. All the respondents answered the questions as tabled before them, without thinking that they were forced to address such questions. Some of the respondents requested the researcher to wait whilst they answered the questions. The researcher took an average of about 40 minutes to complete asking the respondents necessary questions.

Even though the sample size of this study was large, the questions were constructed in such a manner that it was very easy for the researcher to conduct an analysis of the responses. The way in which the questions were constructed it easily enabled the researcher to organise and generate frequencies from the answers provided by the respondents. Maree (2012) contended that the worth of detailed preparation of a questionnaire is fundamental, so as to exclude any likely uncertainty and time-limiting aspects during the conclusion and circulation thereof. This particular aspect dealt with the preparatory stage and balanced greatly while analysing the data, which turned out to be easily understood and managed. The survey tool consisted of one section, which required respondents' answers to be placed on a five-point Likert scale: (a) strongly disagree; (b) strongly agree; (c) disagree; (d) agree; and (e) neutral.

4.8.2 Sampling procedure

Teddlie and Yu (2007) describe sampling as the procedure of adopting units, for instance, groupings of persons or organisations, with a specified intent of responding to research questions. McMillan and Schumacher (2010) suggest that sampling is the adoption of the representatives of the target population. In respect of the current study, a representation of various stakeholders was attained. Regarding the quantitative research part of this study, systematic sampling was employed to identify the following respondents: a) business owners; (b) managing directors; (c) lawyers; (d) farmer; (e) engineers; (f) retirees; (g) hotel employees; and (h) restaurant employees. Moreover, 84 respondents were selected in each research site

(hotel or restaurant) within Durban, KZN. In this regard, the likelihood of not having sufficient and reasonable representation of respondents was controlled.

Table 1 below provides the representation of different categories of respondents

N	Types of groups of respondents	Number of respondents
1.	Business owners	120
2.	Managing directors	64
3.	Lawyers	30
4.	Farmers	40
5.	Engineers	40
6.	Retirees	110
7.	Hotel employees	30
8.	Restaurant employees	30
Total		504 respondents

A total of 504 potential respondents satisfied the aforesaid criteria in this study and, the researcher also used systematic sampling procedure to select them. The breakdown of the potential respondents in their sections was as follow: (a) business owners (n=120); (b) managing directors (n=64); (c) lawyers (n=30); (d) farmers (n=40); (e) engineers (n=40); (f) retirees (n=110); (g) hotel employees (n=30); and (i) restaurant employees (n=30).

1.	**The selected target population consisted of the following: (a) business owners; (b) managing directors; (c) lawyers; (d) farmers; (e) engineers; (f) retirees; (g) hotel employees; and (h) restaurant employees.**
2.	**Identified sampling frame was composed of) business owners (n=120); (b) managing directors (n=64); (c) lawyers (n=30); (d) farmers (n=40); (e) engineers (n=40); (f) retirees (n=110); (g) hotel employees (n=30); and (i) restaurant employees (n=30).**
3.	**Determined the sample size the target population (business owners, managing directors, lawyers, farmers, engineers, retirees, hotel**

	employees, and restaurant employees). The sampling frame of the current study was made of 504 potential respondents
4.	**Determined the sampling method, which, in this case, was systematic sampling**

Figure 1: Graphic representation of the sampling process adopted

4.8.3 Pilot study

The researcher carried out a pilot study so as to make sure that the correctness and validity of the questionnaires were beyond rebuke. Every closed-ended question was tested and the researcher got rid of questions during the pilot stage, which were not relevant and this was done in order to improve the reliability and validity of the study. The researcher conducted the pilot study at Royal Hotel, located in the Durban CDB area and, it was not one of the 3 participating hotels in the current study. Two hotel managers, 4 restaurant ordinary employees, 2 restaurant managers, 3 hotel employees, 3 restaurants employees, 80 domestic tourists and another 80 international tourists participated in the pilot study. The pilot study gave rise to the inception of a parallel five-point Likert scale, which preferred the research participants to show their options on a Likert scale ranging from strongly agree, agree, neutral, disagree to strongly disagree.

Due to the fact that interviews were part and parcel of the current study, the researcher subjected 8 participants to the interview process, in order to evaluate the questions. Every participant who took part in the pilot study was fully aware that he or she did so, for the purpose of evaluating the validity, correctness and reliability of the current research. The time allocated for each interview was about 45 minutes per each interview. On the whole, the time slot of about 45 minutes enabled me to talk about inputs with the interviewees. The pilot study successfully helped me to enhance my abilities in listening and questioning, so as to collect thick and rich data for the current research.

4.8.4 Interviews (qualitative part of the study)

Accordingly, Alshengeeti (2014) stated that making use of interviews in a study prohibits a research investigator from treating people as beings, who can be exploited and the data as the

part that falls outside persons. In attempting to gather and analyse sufficient data, the researcher also used interviews. The data allowed the researcher to understand the stakeholders' perspectives on multiple pressures that affect the tourism and hospitality businesses in Durban, KZN. Moreover, interviews attempted to obtain information from stakeholders (interviewees) pertaining to how multiple pressures that affect tourism and hospitality businesses in Durban were explained by the participants. This procedure assisted the researcher to comprehend how the stakeholders go about explaining their perspective on multiple pressures that tourism and hospitality businesses in Durban, KZN.

Given the basic characteristics of the information needed for the current study, semi-structured, face-to-face interviews were used, because they needed to explain certain matters. Even though interviews were labour and time intensive, the participants were prepared to continue, because, before the researcher conducted the interviews, she presented them with a documentation which set out the layout of the interview and the purpose of the study. The researcher conducted the interviews during lunch time and after the employees clocked out, as these times were suitable for them and other participants.

The interviews assisted the researcher to address the first and second research questions regarding the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN. The average time which the researcher set aside in order to finish conducting interviews was about 45 minutes. The limited time which was set aside for interviews got rid of insignificant factors not related to the current study. Maree (2012) treats interviews as significant within a study due to the fact they assist the research investigator to support the data, which emerge from additional data sources. In the current study, the qualitative data reinforced the results collected during questionnaire survey part. Moreover, qualitative data and related analyses fine-tuned and clarified certain numerical results acquired from the quantitative part of this study, by describing participants' viewpoints exhaustively. Every interview which the researcher carried out was transcribed for references in order for the researcher to conclude the study correctly.

Comparatively, small samples are suitable, particularly, in qualitative research where interviews are used for collecting raw data. Due to this, purposive sampling was employed in the qualitative stage of the current study in order to select participants who subsequently provided in-depth data on factors related to the stakeholders' perspectives on multiple pressures, which affect tourism and hospitality businesses in Durban, KZN. Kombo and Tromp

(2009) support the utilisation of purposive sampling, on the grounds that it allows research investigators to target specified groupings of persons who may be pertinent and helpful in getting particular knowledge.

4.8.5 Sampling procedure

Kombo and Tromp (2009) asserted that it is prudent for a researcher to target a grouping of interviewees who can present reliable and particular data required for the study in order for it to succeed. Thus, the researcher made a decision to employ purposive sampling for 2 reasons. First, purposive sampling assisted the researcher to subsequently adopt rich and thick information. Second, purposive sampling also facilitated in choosing suitable participants who had pertinent and correct information, which was required for this study. The researcher avoided sampling bias by targeting participants from each category.

One of the benchmarks employed during the selection procedure, involved the use of information just like the way it was presented in the questionnaire. Right at the outset, the researcher identified suitable participants at participating 3 hotels and participating 3 restaurants in Durban, KZN.

4.9 DATA ANALYSIS PROCEDURES

Martin and Gaskell (2000) highlight that data analysis entails a procedure which compresses the density of the knowledge obtained and, it allows the researcher to interpret the data, so as to answer the research questions. Maree (2012) agrees and supports that the data does not have the meaning up until the data are put through a powerful analytical process in order to be understood. Following the collection of the data through quantitative and qualitative methods, the researcher considered the research questions and objectives, so as to apportion the worth and meaning to the current study. The data that were gathered in the quantitative part of this study had to be subjected to the analytic process first, and such an approach enabled the researcher to expand the procedure of gathering and analysing qualitative data

4.9.1 Data analysis of the first phase of the study

Regarding the quantitative part of the study, the analysis rested on the kind of questions which were asked and the answers that the researcher obtained from the respondents in the current study. The researcher enhanced statistical data by making use of statistical analysis and deductive thinking which gave rise to results and finally concluded the study. Kombo and

Tromp (2009) treat data analysis as a well-considered procedure that covers the evaluation of what the researcher gathers, in order to produce deductions and conjectures.

Closed-ended Likert-scale-type questions formulated by the researcher were used to provide the respondents with a five-point scale, namely: (a) strongly disagree; (b) strongly agree; (c) neutral; (d) disagree; and (f) agree. The statistical values which were allocated to the answers regarding the Likert-scale questions, enabled the researcher to thoroughly analyse the quantitative data. Through the use of the deductive approach as suggested by Clark and Creswell (2014), the researcher coded the questionnaires and categories. The researcher also segmented the text and placed the data into groups, so as to easily analyse and discuss the data. Moreover, the researcher also coded the questions, so as to make sure that she (the researcher) adhered to confidentiality within the current study.

4.9.2 Data analysis of second stage of this study

As recommended by Gall et al. (2010), researchers could use interpretational analysis, which required the researcher to identify patterns, themes or constructs. On the basis of the aforesaid claim, the researcher conducted data analysis regarding individual face-to-face interview discussions together with the field notes which were written during the interviews and placed under relevant themes. The researcher did carefully code the themes from field notes and transcripts of the interviews. Immediately after data collection, the researcher began to analyse the data so as to look for additional information and subsequently clarify impending interviews. Initially, the researcher did map out the interrelationships between textual data and research questions through the construction of explicit pathways. The explicit pathways were built between research questions and the codes. Put it differently, the information was placed in categories and, unrelated information was taken out.

The interview questionnaire was placed into biographic information, stakeholders' perspectives about multiple pressures, which affect tourism and hospitality businesses in Durban, KZN. Interviews included the identification of stakeholders' perspectives about multiple pressures that affect tourism and hospitality businesses in Durban and, how they could be explained. The researcher made sure that each section consisted of specific questions which were corresponding to the main research questions. The researcher did code the research participants and, answers obtained from almost identical questions were grouped, presented and analysed.

4.10 Validity and reliability

For the purpose of reliability of the current study, the researcher employed a pilot study in order to make sure that questions on the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses were consistent with the research objectives. During the pilot study, the researcher refined the questions so as to avoid vagueness and confusing the research participants. This procedure of making sure that the current study is consistent with the recommendation provided by Cohen, Manion and Morison (2007), who regard reliability as a rule employed in research to make sure that there is consistency across time and over a similar sample. By making sure that the data which were gathered and analysed solved the research questions, the researcher made sure that both face validity and content validity were attained. The pilot study also helped the researcher to reinforce the validity of the current study by examining a questionnaire before it was distributed to the respondents. Using systematic sampling method during the quantitative segment of this research, more than a single data gathering tool, improved the validity of the present study. More significantly, all the respondents answered identical questionnaires and, this means that the results are generalisable.

4.11 Credibility and trustworthiness

As recommended by Rossman and Rallis (2003), trustworthiness is associated with the credibility of the data gathered. In the current study, the utilisation of the cellular phone and transcriptions of interviews conserved complete descriptions of the participants' perspectives and, also made sure that the readers identified and interpreted the participants' perspectives as experienced, thus, this improved the credibility and trustworthiness of the gathered data. By making use of the quantitative and qualitative research methods in the current study, the researcher was able to attain a convincing level of triangulation. The researcher listened to the recordings on the cellular phone for many times, that is, before the participants' perspectives were captured and, this was done in order to provide the readers with correct transcriptions. By providing the readers with correct transcriptions, they were able to examine the correctness of the conclusions which the researcher arrived at.

4.12 ETHICAL CONSIDERATIONS

In this study, the ethical issues below were regarded as pertinent and these included: (a) looking for permission; (b) making sure that informed consent was obtained; (c) confidentiality and anonymity were maintained throughout the study; (d) the researcher made sure that participation in the current study was voluntary; and (e) the researcher also made sure that the

sampling process was transparent. In line with Leedy and Ormrod (2005), ethical considerations encompass the implications of including people in any study; therefore, my accountabilities in the current study were to make sure that tenets of integrity, honesty and respect towards every participant were used. In making sure that the integrate of every participant who took part in the current study was considered, the researcher asked for permission from the University of KwaZulu-Natal and, subsequently, all participating 3 hotels and participating 3 restaurants granted the researcher permission to conduct research within their environments.

In every application for permission to conduct research, the researcher stated the objectives of the study and clearly explained who was to be included, what the data collection procedure included, which persons had access to the collected data and how the respondents/participants were protected. The researcher also assured the above-stated organisations that the collected data would be utilised for the purpose of research, which was written in the consent form. The researcher further assured the above-mentioned organisations that only my supervisor and I, (the researcher), would have access to the data and additional identifiable information.

Only after obtaining the permission to conduct research, the researcher began collecting data. Within the applications for permission to carry out research, particularly, the application for the ethical clearance from the university, the researcher undertook to support the participants' rights and anonymity, and pledged that partaking in the current study was voluntary. The researcher also made sure that every participant would partake in this study willingly and, then the researcher kindly requested them to indicate in advance that they intended to participate freely and each participant signed a consent form without being coerced. The researcher did not provide any inducement to the participants for agreeing to partake in the current study. The researcher made sure that all the participants received the research findings in order to closely identify gaps. Every participant who subsequently made a decision to withdraw from the study was permitted to do so without threatening the participant or forcing the same not to withdraw.

The researcher attached a consent form to each question and only separated a consent form from each questionnaire after completing data collection. The researcher utilised pseudonyms and a coding system for the questions, for instance, assumed names, were employed to make sure that anonymity and confidentiality were maintained. The researcher also took special care in order not to cause any type of harm to the research participants. Moreover, the researcher avoided asking the participants emotive queries or questions.

When the researcher conducted the current study, she was conscious of her binary role as a researcher and as a research master's student even if she was not affiliated with the participating hotels and participating restaurants. The researcher was honest throughout this study, about herself, her occupation, qualification and, the reason as to why she performed the current study. All types of lies were not followed by the researcher. The researcher accomplished this by making sure that all the research participants were provided with thorough explanations about the aims of the study and the motives for choosing to partake in this study. In the whole study, only matters related to the stakeholders' perspectives on multiple pressures which affect tourism and hospitality businesses in Durban were raised and the researcher did not, particularly, reference any hotel manager or restaurant manager.

To make sure that numerical measures were not used inappropriately, the researcher asked a statistician at the University of KwaZulu-Natal to dissect the data. The data were analysed and described as group data and, this was done in order to make sure that it is impossible to identify the respondents' real identities through their answers.

4.13 CONCLUSION

The current chapter provided a discussion about the methodology which was used in this research. Therefore, it reported the procedure through which quantitative and qualitative data were gathered, categorised and translated into results and findings. The researcher also provided discussions about the research design, data collection and data analyses, as well as sampling methods under each of the 2 mixed-methods. The advantages and limitations of the mixed-methods sequential explanatory design were adequately considered in the current chapter. Additionally, this chapter discussed the issue about the permission, which was granted by UKZN and 6 gatekeepers (3 participating hotels and 3 participating restaurants). The current chapter also presented a discussion about ethical considerations, which the study adhered to.

Adhering to the mixed-methods sequential explanatory design, the quantitative research method in the first part of this study was designed to set up a broad comprehension of the multiple pressures that affect businesses in the tourism and hospitality industry in Durban, KZN. The qualitative study in the second part of the current study sought to obtain a profound understanding about how multiple pressures affect businesses in the tourism and hospitality industry in Durban and their effects. The purpose for the 2 parts of this research is to generate an inclusive understanding about what else matters for the business owners when they contemplate to solve multiple pressures that affect businesses within the tourism and hospitality

sector in Durban, KZN. The following chapter presents results and research findings, as well as discussions about the data that were collected by the researcher.

CHAPTER 5:

DATA ANALYSIS AND PRESENTATION

AND INTERPRETATION OF RESULTS

5.1 INTRODUCTION

Chapter 5 provides results on multiple pressures which affect tourism and hospitality businesses in Durban. The explanatory sequential mixed methodology research design was used to provide responses to the current study's research questions. The data provided below were gathered by using questionnaires and semi-structured interviews with the goal of presenting responses to the research questions written below:

- What are the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN?
- How can specific multiple pressures uttered by stakeholders be explained that affect tourism and hospitality businesses in Durban?

5.2 PHASE 1, QUANTITATIVE ANALYSIS

Methods and Procedure

The current study sought to investigate multiple pressures which affect tourism and hospitality businesses in Durban and closely related matters. Descriptive characteristics were provided in a stratified manner. First, the researcher concentrated on demographic features of the respondents. Second, the researcher analysed the respondents' answers to the questionnaire survey. Then, the researcher summarised the presentation, analyses and interpretation of the data. Afterwards, the codes emerged from the analyses and, the researcher clustered them into superordinate themes (Nieuwenhuis, 2012). By doing so, the researcher aimed to focus on results of the study.

5.3 THE QUANTITATIVE PHASE FINDINGS

5.3.1 Biographical information of participants

In order to present the context for the research results, the questionnaire items encompassed biographical items, for example gender, age, number of years for tourist visits and occupations of tourists, which sought to establish features of the respondents in this study. The researcher presented a synopsis of the results in the tables below. Table 5.1 provides the frequency

distribution and percentage frequencies of a range of characteristics in accordance with the gender of the respondents in the sample.

Table 5.1 Biographical information of respondents by gender

Basic demographic information			
Variable (overall)	**Item**	**Frequency N (%)**	**Total (N)**
Gender	Male	300 (59.5%)	504
	Female	204 (40.5%)	
Age	Under 36	154 (30.6%)	504
	37-45 years	70 (13.9%)	
	46-55 years	80 (15.9%)	
	56 years and above	200 (39.7%)	
Number of years in which tourists visited Durban	Less than 6 years	80 (18%)	444
	5-10 years	90 (20.3%)	
	11-20 years	60 (13.5%)	
	21-30 years	64 (14.4%)	
	31-40 years	150 (33.8%)	
Occupations of respondents	Business owners	120 (23.8%)	504
	Doctors	40 (7.9%)	
	Managing directors	64 (12.7%)	
	Lawyers	30 (6%)	
	Farmers	40 (7.9%)	
	Engineers	40 (7.9%)	
	Retirees	110 (21.8%)	
	Hotel employees	30 (6%)	
	Restaurant employees	30 (6%)	

As indicated in Table 5.1 above, 504 respondents completed the questionnaire. Most of the respondents were male persons, 300 (59.5%) and 204 (40.5%) were female individuals. The largest age group of respondents consisted of 200 (39.7%) people aged 56 years and above. Only 70 (13.9%) respondents were between 37 and 45 years. The table also shows that 154 (30.6%) respondents were under the age of 36 years, while 80 (15.9%) respondents were between the ages of 46 and 55 years.

Furthermore, the number of years in which the respondents visited Durban varied from less than 6 to 40 years. The highest number of respondents, 150 (33.8%), had visited Durban between 31 and 40 years followed by 90 (20.3%) respondents who visited Durban between 5 and 10 years. In addition, 64 (14.4%) respondents frequented Durban between 21 and 30 years. The third largest group of tourists consisted of 80 (18%) respondents and they visited Durban for less than 6 years. Finally, another group of tourists comprised 60 (13.5%) respondents and members of this group visited Durban between 31 and 40 years.

The biggest group of respondents consisted of 120 (23.8%) business owners and this was followed by another group of respondents which comprised 110 (21.87%) retirees. In the third place in terms of numbers, they were 64 (12.7%) respondents and, this group of tourists was made up of managing directors. Additionally, one of the smallest groups of respondents consisted of 30 (6%) lawyers. They were 3 groups of respondents which comprised the same number of people in each group and these are as follow: (a) 40 (7.9%) doctors; (b) 40 (7.9%) farmers; and (c) 40 (7.9%) engineers. Finally, the researcher provided statistical data about certain respondents (for example, senior and junior employees) who are employed (at that time) in tourism and hospitality businesses in Durban and, these include: (a) 30 (6%) hotel employees; and (b) 30 (6%) restaurant employees.

5.4 Multiple pressures that affect tourism and hospitality businesses in Durban

The data collected from the 504 questionnaire respondents were analysed separately from the biographical data so as to deal with the first research objective stipulated in Section 1.6. The Likert-scale-type questions are presented in 2 ways. The percentage of responses on each item, from 1 = strongly disagree to 5 = strongly agree (for the agreement of data) is given and, secondly, the percentages of 1 = not at all important to 5 = crucial (for the level of importance data) are presented. For this purpose, the data of all questions within a given questionnaire domain were pooled. The following questionnaire variables were grouped accordingly to address the following research question:

What are the stakeholders' perspectives on multiple pressures that affect tourism and hospitality businesses in Durban, KZN?

The researcher's first point of departure was to explore how respondents at the following hotels identified multiple pressures which affect the tourism business and these included: (a) Riverside Hotel; (b) Durban Manor Hotel; and (c) Riviera Hotel. The researcher also explored how the respondents evaluated each variable (a challenge) at each of the 3 hotels. Each graph

shows the level of responses of the respondents (for example 'agree' or 'disagree' or 'neutral') at each Hotel in relation to the variable. Each graph also shows the number of respondents who responded to each level of responses in relation to the specific variable (for instance 'change in guest expectation'). In this study, variables are multiple pressures which affect businesses in the tourism and hospitality industry in Durban.

GRAPHS

Figure 5.1: Riverside Hotel Responses about change in guest expectations

Variable	**Change in Guest Expectations**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**45%**	**5%**	**5%**	**38%**	**7%**
Number of respondents	**38**	**4**	**4**	**32**	**6**

Figure 5.1: Responses at Riverside Hotel about change in guest expectations

As **figure 5.1** shows, Riverside Hotel respondents' data points are higher for "agree" and "strongly agree" more than other frequency response data points for the abovementioned variable. This suggests that Riverside Hotel respondents "agree" (at 38%) and strongly agree (at 32%) that change in guest expectation is a challenge or one of the multiple pressures at the abovementioned hotel. However, the data also shows that Riverside Hotel respondents disagree (at 4) and strongly disagree (at 6) that change in quest expectation is one of the multiple pressures or a challenge at the aforesaid hotel. This data also indicates that Riverside Hotel respondents "strongly agree" (at 38%) and "agree" (at 45%) that change in guest expectation is a challenge and, it is one of the multiple pressures which affect tourism businesses in Durban. **Figure 5.1** further suggests that the percentage points for Riverside Hotel respondents are comparatively lower regarding respondents who disagree (5%) and strongly disagree (7%) that change in guest expectation is a challenge and one of the multiple pressures which affect tourism businesses in Durban. Additionally, the data show that Riverside Hotel respondents are neutral (5%). This finding could be seen and understood to suggest that most of the

respondents “agree” and “strongly agree” that change in guest expectation is indeed a challenge or one of the multiple pressures at Riverside Hotel in Durban.

Below is a critical application of the literature and stakeholder theory to the quantitative results provided regarding Riverside Hotel respondents' perceptions of changing guest expectations.

Critical Application of Literature and Stakeholder Theory

Overview of Quantitative Results

The quantitative results from Riverside Hotel respondents indicate a significant perception of changing guest expectations as a challenge within the hospitality sector. Specifically, 38% of respondents "agree" and 32% "strongly agree" that this change represents a challenge for the hotel, while only a small percentage (4% disagree and 6% strongly disagree) view it otherwise. Additionally, a notable 38% and 45% of respondents agree and strongly agree, respectively, that changing guest expectations are a challenge affecting tourism businesses in Durban. This data suggests a consensus among respondents that evolving guest expectations are a critical pressure point for the hotel and the broader tourism industry.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and perspectives of all stakeholders, including customers, employees, suppliers, and the community, to achieve long-term success (Freeman, 1984). In the context of Riverside Hotel, the respondents represent a key stakeholder group—guests—whose expectations and perceptions directly influence the hotel's operational strategies and marketing approaches.

The high percentage of respondents who agree that changing guest expectations are a challenge indicates that the hotel must actively engage with this stakeholder group to understand their needs and preferences. By doing so, Riverside Hotel can adapt its services and marketing strategies to align with guest expectations, thereby enhancing customer satisfaction and loyalty. This aligns with the stakeholder theory's emphasis on the importance of stakeholder engagement in decision-making processes.

Integration with Literature

The findings can be further contextualized within the literature, particularly the work of Loude (2017), which highlights the impact of influencer marketing on customer perceptions. Loude argues that while influencer marketing may create uncertainty, it does not necessarily diminish

customer views about brands. However, the unethical practices of influencers—such as concealing information about services—can mislead customers and contribute to heightened expectations.

In the case of Riverside Hotel, the challenge posed by changing guest expectations may be exacerbated by the influence of marketing practices that do not accurately represent the hotel's offerings. As guests become more informed and influenced by marketing narratives, their expectations may shift, leading to potential dissatisfaction if the hotel fails to meet these heightened standards. This underscores the importance of transparent communication and ethical marketing practices, as highlighted by Loude (2017), to manage guest expectations effectively.

Conclusion

The quantitative results from Riverside Hotel respondents reveal a clear perception that changing guest expectations are a significant challenge. By applying stakeholder theory, it becomes evident that engaging with guests as stakeholders is crucial for the hotel to navigate these challenges successfully. Furthermore, integrating insights from the literature on influencer marketing emphasizes the need for ethical communication and transparency in marketing practices. This holistic approach can help Riverside Hotel align its offerings with guest expectations, ultimately enhancing customer satisfaction and fostering long-term success in the competitive tourism landscape of Durban.

Figure 5.2 below shows Riverside Hotel respondents' results in frequency on one variable called housekeeping issues. **Figure 5.2** also shows that Riverside Hotel respondents' data points are higher for "agree" and "strongly agree" more than other frequency response data points for the abovementioned variable. This suggests that Riverside Hotel respondents "agree" (at 48%) and strongly agree (at 38%) that housekeeping issues is a challenge and one of the multiple pressures at the Riverside hotel.

Figure 5.2: Riverside Hotel Responses about housekeeping issues

Variable	**Housekeeping issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**

Percentage points	**48%**	**5%**	**6%**	**38%**	**4%**
Number of respondents	**40**	**4**	**5**	**32**	**3**

The abovementioned finding in **Figure 5.2** is viewed and understood to suggest that most of the respondents “agree” and “strongly agree” that housekeeping issues is indeed a challenge and, it is one of the multiple pressures at Riverside Hotel in Durban.

Figure 5.2 also shows percentage points in terms of housekeeping issues as a variable. Riverside Hotel respondents “strongly agree” (38%) and “agree” (48%) that housing issues is a challenge and, it is one the multiple pressures at Riverside Hotel in Durban. The lowest percentage point was for the respondents who strongly disagreed (4%) that housekeeping issues is a challenge and one of the multiple pressures at Riverside Hotel in Durban. In terms of housekeeping issues, some of the respondents were neutral at 6%, whilst other respondents disagreed at 5%.

Therefore, the data in Figure 5.2 suggest that the majority of the respondents who responded to the questionnaire about housekeeping issues “agreed” (48%) and “strongly agreed” (38%) that housekeeping issues is a challenge and one of the multiple pressures at Riverside Hotel in Durban. However, a small number of respondents “strongly disagreed” (4%) and “disagreed” (5%) that housekeeping issues is a challenge and one of the multiple pressures at Riverside Hotel in Durban. All the respondents who either “strongly disagreed” or “disagreed” that housekeeping issues is a challenge and one of the multiple pressures at Riverside Hotel, are employees and managers of the aforesaid hotel.

Below is a critical application of the literature and stakeholder theory to the quantitative results regarding housekeeping issues at Riverside Hotel.

Critical Application of Literature and Stakeholder Theory

Overview of Quantitative Results

The findings presented in Figure 5.2 indicate that a significant majority of Riverside Hotel respondents perceive housekeeping issues as a challenge, with 38% "strongly agreeing" and

48% "agreeing" that these issues represent one of the multiple pressures faced by the hotel. Conversely, only a small percentage of respondents (4% "strongly disagree" and 5% "disagree") view housekeeping issues as non-challenges, and notably, these dissenting views come exclusively from employees and managers of the hotel. This data suggests a strong consensus among respondents regarding the importance of addressing housekeeping challenges to enhance service delivery and guest satisfaction.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of recognizing and addressing the interests of all stakeholders involved in an organization (Freeman, 1984). In the context of Riverside Hotel, the primary stakeholders include guests, employees, and management. The overwhelming agreement among respondents regarding the challenges posed by housekeeping issues highlights the need for the hotel to prioritize these concerns, particularly from the perspective of its guests, who expect high-quality service.

The fact that the dissenting opinions come from employees and managers suggests a potential disconnect between management's perception of housekeeping issues and the experiences of guests. This discrepancy may indicate a lack of effective communication or engagement with frontline staff, who are directly involved in housekeeping operations. According to stakeholder theory, it is crucial for management to consider the insights and experiences of all stakeholders, including employees, to develop effective strategies for addressing housekeeping challenges.

Integration with Literature

The literature by Enz (2009) and Woods & Sciarini (1995) provides valuable context for understanding the implications of housekeeping issues within the hospitality industry. The authors highlight that many employees in the tourism and hospitality sector lack the necessary qualifications, which can lead to inadequate service delivery. This lack of qualifications may contribute to the challenges identified in housekeeping, as underqualified staff may struggle to meet the high expectations of guests.

Furthermore, the literature points out that employees without the required qualifications often face difficulties in managing their emotions, resulting in a lack of emotional intelligence in their interactions with guests. This emotional disconnect can lead to unfriendly service, which is particularly detrimental in the hospitality sector, where customer experience is paramount (Enz, 2009; Woods & Sciarini, 1995). The high percentage of respondents who agree that

housekeeping issues are a challenge may reflect guests' frustrations with service quality, which can be traced back to the qualifications and emotional competencies of the staff.

Conclusion

The quantitative results from Riverside Hotel respondents indicate a strong consensus that housekeeping issues are a significant challenge affecting service delivery. By applying stakeholder theory, it becomes evident that management must engage with all stakeholders, particularly employees, to address these challenges effectively. The integration of literature on employee qualifications and emotional intelligence further underscores the importance of investing in staff training and development to enhance service quality. Addressing housekeeping issues not only aligns with stakeholder interests but also contributes to improved guest satisfaction and overall hotel performance.

Figure 5.3: Riverside Hotel Responses about underqualified staff and labour shortage

Variable	**Underqualified Staff and Labour Shortage**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**41%**	**7%**	**5%**	**36%**	**12%**
Number of respondents	**34**	**6**	**4**	**30**	**10**

Figure 5.3 shows that the majority of Riverside Hotel respondents “strongly agree” (36%) and agree (41%) that underqualified staff and labour shortage is a challenge and one of the multiple pressures at Riverside Hotel in Durban.

Of note regarding the data in **Figure 5.3** is that the majority of respondents at Riverside Hotel “strongly agree” (36%) and “agree” (41%) that they are aware that underqualified staff and labour shortage is a challenge and one of the multiple pressures at Riverside Hotel. The lowest percentage point for “neutral” was at 5%. The data also showed that few Riverside Hotel respondents “strongly disagree” (12%) and “disagree” (7%) that underqualified staff and labour shortage is a challenge and one of the multiple pressures at Riverside Hotel in Durban.

Therefore, the data in **Figure 5.3** show that 30 respondents “strongly agree” (36%) and 34 respondents “agree” (41%) that underqualified staff and labour shortage is a challenge and one of the multiple pressures at Riverside Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative findings regarding the challenges faced by Riverside Hotel, I analysed the data in the context of the broader implications for stakeholders in the hospitality industry.

Quantitative Findings Analysis

The data from Figure 5.3 indicates that a significant majority of respondents at Riverside Hotel recognize underqualified staff and labour shortages as critical challenges. Specifically, 36% of respondents "strongly agree" and 41% "agree" with this assertion, highlighting a consensus on the issue. The low percentage of respondents who are neutral (5%) and the even lower percentages of those who "strongly disagree" (12%) or "disagree" (7%) further emphasize the urgency of addressing this challenge.

Literature Context

The literature cited (Enz, 2009; Woods & Sciarini, 1995) supports the findings by indicating that a lack of qualifications among employees in the tourism and hospitality industry can lead to inadequate service delivery. This is particularly concerning in an industry where customer experience is paramount. The emotional intelligence and authenticity of staff are crucial for creating positive interactions with customers. Underqualified staff may struggle in these areas, leading to unsatisfactory service experiences, which can ultimately harm the hotel's reputation and customer loyalty.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, suppliers, and the community. In the context of Riverside Hotel, the following stakeholders are particularly relevant:

1. **Employees**: The acknowledgment of underqualified staff as a challenge suggests that the hotel must invest in training and development programs. This not only enhances employee skills but also improves job satisfaction and retention, addressing the labor shortage issue.

2. **Customers**: Customers expect high-quality service, and underqualified staff can lead to negative experiences. By addressing the qualifications of staff, Riverside Hotel can enhance customer satisfaction and loyalty, which are critical for long-term success in the hospitality industry.
3. **Management**: The management team at Riverside Hotel must recognize the implications of these findings. They should prioritize hiring practices that focus on qualifications and emotional intelligence, as well as implement training programs to upskill existing staff.
4. **Community**: The local community may also be affected by the hotel's staffing challenges. A well-trained workforce can contribute positively to the local economy and enhance the overall reputation of the hospitality sector in Durban.

Conclusion

The quantitative findings from Riverside Hotel align with the literature, which highlights the challenges posed by underqualified staff in the hospitality industry. By applying stakeholder theory, it becomes clear that addressing these challenges is not only beneficial for the hotel itself but also for its employees, customers, and the broader community. Investing in staff qualifications and emotional intelligence training can lead to improved service delivery, enhanced customer experiences, and ultimately, a more sustainable business model for Riverside Hotel.

Figure 5.4: Riverside Hotel Responses about operational issues in hotels

Variable	**Operational Issues in Hotels**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**52%**	**0%**	**0%**	**48%**	**0%**
Number of respondents	**44**	**0**	**0**	**40**	**0**

Figure 5.4 shows that; Riverside Hotel Respondents' responses are higher for "agree" (52%) and "strongly agree" (48%) that operational issues in hotels are a challenge and one of the multiple pressures that affect tourism business at Riverside Hotel in Durban. In addition, Riverside Hotel Respondents' response is only 0% for "disagree" and, Riverside Hotel Respondents' response is another 0% for "strongly disagree" that operational issues are a challenge and one of the multiple pressures at Riverside Hotel in Durban.

This could be interpreted as indicating that Riverside Hotel Respondents consider operational issues in hotels to be a challenge and, indeed one of the multiple pressures that affect tourism businesses. In addition, there is no single respondent who "strongly disagree" or "disagree" that operational issues at Riverside Hotel is a multiple pressure.

To critically apply the literature and stakeholder theory to the quantitative findings regarding operational issues at Riverside Hotel, I analysed the data in the context of the broader implications for stakeholders in the hospitality industry.

Quantitative Findings Analysis

The data from Figure 5.4 reveals that a significant majority of Riverside Hotel respondents recognize operational issues as a challenge, with 52% "agreeing" and 48% "strongly agreeing." Notably, there are no respondents who "disagree" or "strongly disagree" with the assertion that operational issues are a challenge. This unanimous acknowledgment suggests a strong consensus among staff regarding the impact of operational challenges on the hotel's performance and the tourism business in Durban.

Literature Context

The literature highlights that the hospitality industry, both in developed and developing nations, faces significant challenges related to labour shortages and the lack of appropriate skills (Choi, Woods, & Murrmann, 2000; Baum, 2006a; Joppe, 2012). The findings from Riverside Hotel align with this literature, as operational issues often stem from inadequate staffing and a lack of qualified personnel. The literature also points out that misconceptions about the hospitality industry contribute to a negative reputation, deterring potential job seekers from pursuing careers in this field (People 1st, 2013a). This is particularly relevant for operational roles that require specific skills and qualifications, which are often hard to fill.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and well-being of all stakeholders involved. In the context of Riverside Hotel, the following stakeholders are particularly relevant:

1. **Employees**: The acknowledgment of operational issues as a challenge indicates that employees are likely feeling the pressures of inadequate staffing and skills. This can lead to increased stress and job dissatisfaction. Addressing these operational challenges through training and recruitment can enhance employee morale and retention.
2. **Customers**: Operational issues directly affect customer experience. If staff are overworked or underqualified, service quality may decline, leading to negative customer experiences. By addressing operational challenges, Riverside Hotel can improve service delivery, thereby enhancing customer satisfaction and loyalty.
3. **Management**: The management team must recognize the implications of these findings and take proactive steps to address operational issues. This may involve investing in training programs, improving recruitment strategies, and fostering a positive workplace culture that attracts skilled individuals.
4. **Community**: The local community is also a stakeholder, as the hotel's operational effectiveness can impact the local economy. A well-functioning hotel can contribute positively to the community by providing jobs and supporting local businesses.

Conclusion

The quantitative findings from Riverside Hotel indicate a strong consensus among respondents regarding the challenges posed by operational issues. This aligns with the literature, which highlights the broader challenges faced by the hospitality industry related to labour shortages and skill gaps. By applying stakeholder theory, it becomes evident that addressing these operational challenges is crucial not only for the hotel's success but also for the well-being of its employees, the satisfaction of its customers, and the health of the local community. Proactive measures to improve staffing and operational efficiency can lead to a more sustainable and successful business model for Riverside Hotel.

Figure 5.5: Riverside Hotel Responses about ever-more demanding guests

Variable	Ever-more Demanding Guests				
Likert scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	62%	4%	6%	26%	2.4%
Number of respondents	52	3	5	22	2

With reference to the data in **Figure 5.5**, Riverside Hotel respondents "agree" (62%) and "strongly agree" that ever-more demanding guests are regarded as a challenge and one of the multiple pressures at the Riverside Hotel in Durban. The variable ever-more demanding guests received the highest percentage point for "agree" (62%). The same variable received second highest percentage for strongly agree (26%). Respondents who "strongly disagree" with abovementioned variable was the lowest percentage point recorded at 2.4%. The percentage point for respondents who "disagree" with the abovementioned variable was recorded at 4%. The percentage point for the respondents who are "neutral" in terms of the abovementioned variable was registered at 6%. Granted the aforesaid responses, this suggest that the majority of the Riverside Hotel respondents "agree" and "strongly agree" that ever-more demanding guests are treated as a challenge and one of the multiple pressures at Riverside Hotel in Durban. However, not every respondent "strongly agree" and "agree" that ever-more demanding guests is a challenge and one of the multiple pressures at Riverside Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results regarding the perceptions of ever-more demanding guests at the Riverside Hotel, I analysed the data in the context of the challenges faced by employees in the hospitality industry, as highlighted by Enz (2009) and Woods & Sciarini (1995).

Analysis of Quantitative Results

The data indicates that a significant majority of respondents (62% agree and 26% strongly agree) perceive ever-more demanding guests as a challenge and a source of pressure at the

Riverside Hotel. This suggests a consensus among the staff regarding the increasing expectations of guests, which aligns with the literature that identifies the hospitality industry as facing challenges related to service delivery and employee qualifications.

The low percentage of respondents who "strongly disagree" (2.4%) or "disagree" (4%) with the notion that demanding guests are a challenge indicates that the perception of guest demands is widely accepted among the staff. The neutral responses (6%) further suggest that while some may not feel strongly about the issue, the overwhelming majority recognizes the pressures that come with heightened guest expectations.

Application of Stakeholder Theory

Stakeholder theory posits that organizations must consider the interests and needs of all stakeholders, including employees, customers, and the broader community. In this context, the Riverside Hotel's employees are key stakeholders who are directly affected by the demands of guests. The literature suggests that many employees lack the necessary qualifications and emotional intelligence to effectively manage these demands, which can lead to inadequate service delivery and increased stress among staff.

1. **Employee Qualifications and Training**: The high percentage of respondents acknowledging the challenge posed by demanding guests highlights the need for the Riverside Hotel to invest in employee training and development. By equipping staff with the necessary skills and emotional intelligence, the hotel can enhance service delivery and reduce the pressures associated with guest demands. This aligns with stakeholder theory, as addressing employee needs can lead to improved customer satisfaction and loyalty.

2. **Emotional Intelligence**: The literature emphasizes the importance of emotional intelligence in managing guest interactions. Employees who are better equipped to handle complaints and demanding situations are likely to provide a more positive experience for guests. The Riverside Hotel should consider implementing training programs focused on emotional intelligence to empower employees to respond effectively to guest demands, thereby improving overall service quality.

3. **Balancing Stakeholder Interests**: While the hotel must address the needs of demanding guests, it is equally important to consider the well-being of employees. The pressures faced by underqualified staff can lead to burnout and turnover, which

ultimately affects the quality of service provided to guests. By fostering a supportive work environment and addressing employee concerns, the Riverside Hotel can create a more sustainable balance between meeting guest expectations and supporting staff.

Conclusion

In conclusion, the quantitative results from the Riverside Hotel respondents indicate a strong recognition of the challenges posed by ever-more demanding guests. The literature supports this finding by highlighting the issues related to employee qualifications and emotional intelligence in the hospitality industry. By applying stakeholder theory, it becomes evident that addressing the needs of employees through training and support is crucial for enhancing service delivery and managing guest expectations effectively. This holistic approach not only benefits the employees but also contributes to a more positive experience for guests, ultimately leading to the long-term success of the Riverside Hotel.

Figure 5.6: Riverside Hotel Responses about highly processed foods and unavailability of off-menu dishes

Variable	**Highly processed Foods and Unavailability of Off-menu Dishes**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**58.33%**	**6%**	**6%**	**24%**	**6%**
Number of respondents	**49**	**5**	**5**	**20**	**5**

The data in **Figure 5.6** show that Riverside Hotel respondents “agree” (58.33%) and “strongly agree” (24%) that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at Riverside Hotel. The data in Figure 5.6 also indicate that the variable highly processed foods and unavailability of off-menu dishes received a highest percentage point for “agree” (58.33%). The aforementioned variable also received second highest percentage for strongly agree (24%). It is also important to note that not all respondents “strongly agree” or “agree” that highly processed foods and unavailability of off-menu dishes

are a challenge and one of the multiple pressures at Riverside Hotel in Durban. For example, respondents who “strongly disagree” with abovementioned variable was one of the lowest percentage points recorded at 6%, “disagree” at 6% and neutral at 6%. This could be interpreted as indicating that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at Riverside Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results regarding the perceptions of highly processed foods and the unavailability of off-menu dishes at the Riverside Hotel, I analysed the data in the context of food safety, customer satisfaction, and employee practices as highlighted by the literature.

Analysis of Quantitative Results

The data indicates that a significant portion of respondents (58.33% agree and 24% strongly agree) view highly processed foods and the unavailability of off-menu dishes as challenges and pressures at the Riverside Hotel. This suggests a notable concern among staff regarding the quality of food and the flexibility of menu options, which aligns with the literature that discusses the implications of foodborne illness (FBI) and customer dissatisfaction.

The relatively low percentages of respondents who "strongly disagree" (6%), "disagree" (6%), or are "neutral" (6%) indicate that the majority of staff recognize these issues as significant challenges. This consensus suggests that the Riverside Hotel may need to address these concerns to improve both employee morale and customer satisfaction.

Application of Stakeholder Theory

Stakeholder theory emphasizes the importance of considering the interests and needs of all stakeholders, including employees, customers, suppliers, and the broader community. In this context, the Riverside Hotel's employees and customers are key stakeholders who are directly affected by the quality of food and service.

1. **Food Safety and Employee Training**: The literature highlights the risks associated with foodborne illnesses and the importance of proper food handling practices. The Riverside Hotel should prioritize training employees on food safety protocols to mitigate the risks of FBI. By ensuring that staff are knowledgeable about safe food handling, the hotel can enhance the quality of food served and reduce the likelihood of customer complaints related to food safety.

2. **Quality of Food and Customer Expectations**: The high percentage of respondents acknowledging the challenges posed by highly processed foods and the lack of off-menu options reflects a broader concern about food quality. Customers are increasingly aware of the implications of consuming processed foods and may prefer fresh, locally sourced ingredients. The Riverside Hotel should consider revising its menu to include healthier options and off-menu dishes that cater to diverse dietary preferences. This approach not only addresses employee concerns but also aligns with customer expectations, thereby enhancing overall satisfaction.

3. **Addressing Customer Dissatisfaction**: The literature indicates that customers express dissatisfaction with unsanitary handling and inadequate table settings. This dissatisfaction can lead to negative perceptions of the hotel and impact repeat business. By improving food handling practices and ensuring that dining areas are clean and well-presented, the Riverside Hotel can enhance the dining experience for customers. This, in turn, can positively affect employee morale, as staff take pride in providing a high-quality service.

4. **Balancing Stakeholder Interests**: While it is essential to address the concerns of customers regarding food quality and safety, it is equally important to consider the well-being of employees. The pressures associated with managing food quality and customer expectations can lead to stress and burnout among staff. By fostering a supportive work environment and providing the necessary resources and training, the Riverside Hotel can create a more sustainable balance between meeting customer demands and supporting employee well-being.

Conclusion

In conclusion, the quantitative results from the Riverside Hotel respondents indicate a strong recognition of the challenges posed by highly processed foods and the unavailability of off-menu dishes. The literature supports this finding by highlighting the risks associated with foodborne illnesses and the importance of food quality in customer satisfaction. By applying stakeholder theory, it becomes evident that addressing the needs of both employees and customers is crucial for enhancing service delivery and managing expectations effectively. A holistic approach that prioritizes food safety, quality, and employee support will not only benefit the Riverside Hotel's reputation but also contribute to a more positive experience for all stakeholders involved.

Figure 5.7: Riverside Hotel Responses about the lack of innkeeper laws

Variable	Lack of Innkeeper Laws				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**52%**	**24%**	**6%**	**12%**	**6%**
Number of respondents	**44**	**20**	**5**	**10**	**5**

Figure 5.7 shows results for Riverside Hotel responses in percentage frequencies for the variable of the lack of innkeeper laws as measured by the items of the questionnaire. **Figure 5.7** also shows that, in terms of the responses for the abovementioned variable, Riverside Hotel's responses are higher for "agree" (52%), but respondents' responses for "disagree" is only 24%. The interpretation of this suggests that although the majority of the respondents "agree" (52%) that the lack of innkeeper laws is a challenge and one of the multiple pressures at Riverside Hotel, other respondents "disagree" (24%). Figure 5.7 further indicates that another group of respondents "strongly agree" (12%) that the lack of innkeeper laws is a challenge and one of the multiple pressures at Riverside Hotel in Durban. This could be interpreted as indicating that respondents who "strongly agree" (12%) and "agree" (52%) that the lack of innkeeper laws is a challenge and one of the multiple pressures at Riverside Hotel, are confirming that the aforesaid variable exists at Riverside Hotel in Durban.

Let me delve deeper into the quantitative results from Figure 5.7 regarding Riverside Hotel's responses to the lack of innkeeper laws, specifically applying the literature on innkeeper laws to interpret these findings.

Application of Innkeeper Laws Literature to Quantitative Results

The quantitative data from Figure 5.7 indicates that 52% of respondents agree and 12% strongly agree that the lack of innkeeper laws is a challenge for Riverside Hotel. This suggests a significant concern among guests regarding the legal protections that should govern their relationship with the hotel.

Understanding Innkeeper Laws

Innkeeper laws are designed to establish the rights and responsibilities of lodging providers and their guests. These laws typically cover several critical areas:

1. **Liability for Guest Property**: Innkeepers are generally required to take reasonable steps to protect guests' belongings from theft or damage. The literature indicates that failure to do so can result in liability for losses due to negligence (Kwortnik & Thompson, 2009). The high percentage of respondents who agree that the lack of such laws is a challenge suggests that guests at Riverside Hotel may feel insecure about the safety of their belongings. This perception can lead to decreased guest satisfaction and trust, which are vital for repeat business and positive word-of-mouth.
2. **Duty of Care**: Innkeeper laws impose a duty of care on hotel operators to ensure the safety and well-being of their guests. The literature emphasizes that this duty includes maintaining safe premises and providing adequate security measures (Walker, 2016). The responses indicating concern about the lack of these laws may reflect guests' apprehensions about the hotel's ability to fulfill this duty. If guests perceive that the hotel lacks legal obligations to protect them, it may deter them from choosing Riverside Hotel over competitors that adhere to established legal standards.
3. **Conditions for Eviction and Refusal of Service**: Innkeeper laws also outline the circumstances under which a hotel can refuse service or terminate a guest's stay. Understanding these regulations is crucial for hospitality professionals to ensure compliance and avoid potential legal disputes (Ladkin, 2011). The responses from Riverside Hotel suggest that guests may be uncertain about their rights in these situations, which could lead to dissatisfaction and complaints if they feel they are treated unfairly.

Interpreting the Results in Context

The quantitative results indicate that while a majority of respondents (64% combined for "agree" and "strongly agree") recognize the lack of innkeeper laws as a challenge, a notable minority (24%) disagrees. This divergence in responses may suggest varying levels of awareness or experience among guests regarding the implications of innkeeper laws.

- **Guests Who Agree**: The majority's agreement highlights a critical gap in the legal framework that governs their stay. This concern aligns with the literature,

which underscores the importance of legal protections in fostering a safe and secure environment for guests. The acknowledgment of this issue by a significant portion of respondents indicates a potential area for improvement for Riverside Hotel, as addressing these concerns could enhance guest satisfaction and loyalty.

- **Guests Who Disagree**: The 24% of respondents who disagree may either feel secure in their experiences at the hotel or may not fully understand the implications of the lack of innkeeper laws. This discrepancy suggests that Riverside Hotel could benefit from educational initiatives aimed at informing guests about their rights and the hotel's commitment to their safety, even in the absence of formal legal protections.

Conclusion

In summary, the application of innkeeper laws literature to the quantitative results from Riverside Hotel reveals significant insights into guest perceptions and concerns. The majority of respondents expressing agreement that the lack of these laws is a challenge underscores the importance of legal frameworks in the hospitality industry. By recognizing and addressing these concerns, Riverside Hotel can enhance its operational practices, improve guest trust, and ultimately foster a more secure and welcoming environment.

Engaging with guests to clarify their rights and the hotel's responsibilities, even in the absence of formal innkeeper laws, can further strengthen the hotel's reputation and customer satisfaction. This proactive approach not only aligns with best practices in hospitality management but also demonstrates a commitment to stakeholder interests, ultimately benefiting both the hotel and its guests.

Figure 5.8: Riverside Hotel Responses about competition

Variable	**Competition**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**46%**	**0%**	**6%**	**48%**	**0%**

Number of respondents	**39**	**0**	**5**	**40**	**0**

Figure 5.8 shows results for Riverside Hotel responses in percentage frequencies for the variable of competition as measured by the items of the questionnaire. **Figure 5.8** also indicates that the highest percentage point for “strongly agree” (48%) and “agree” (46%) were recorded for the respondents who say that competition is a challenge and one of the multiple pressures at Riverside Hotel in Durban. The interpretation could be that the overwhelming majority of Riverside Hotel respondents at least accept that competition is one of the multiple pressures at Riverside Hotel in Durban. According to **Figure 5.8,** the lowest percentage point for neutral (6%) was registered and 0% for both “disagree” and “strongly disagree”. These responses of the respondents could indicate that the respondents accept the fact that none of them “disagrees” and “strongly disagrees” that competition is a challenge and one of the multiple pressures at Riverside Hotel in Durban. This finding was explored during interviews with chosen participants, particularly from different hotels, so as to ascertain reasons as to why competition was a clear challenge and one of the multiple pressures at tourism businesses.

To critically apply stakeholder theory to the quantitative results presented in Figure 5.8 regarding competition at Riverside Hotel, I analysed the implications of the respondents' perceptions of competition as a significant challenge within the context of the hospitality industry.

Stakeholder Theory Overview

Stakeholder theory posits that organizations should consider the interests and well-being of all stakeholders, not just shareholders. In the context of the hospitality sector, stakeholders include employees, customers, suppliers, the local community, and government entities. Each of these groups has a vested interest in the operations and success of the hotel.

Analysis of Quantitative Results

The data from Figure 5.8 indicates that a significant majority of respondents (94%) either "strongly agree" or "agree" that competition is a challenge at Riverside Hotel. This overwhelming consensus suggests that competition is perceived as a critical pressure point affecting various stakeholders:

1. **Employees**: The acknowledgment of competition as a challenge may reflect the pressures employees face in terms of job security and working conditions. As noted in the literature, cut-throat competition can lead to practices such as evading tax payments and neglecting social contributions, which ultimately affect employee welfare. The absence of any respondents disagreeing with the notion of competition as a challenge indicates a shared understanding among employees of the competitive pressures that may lead to adverse working conditions.

2. **Customers**: The competitive landscape can influence the quality of service provided to customers. As the literature suggests, in a highly competitive environment, hotels may prioritize cost-cutting over quality service. The respondents' agreement on competition being a challenge implies that they may also perceive a decline in service quality, which can affect customer satisfaction and loyalty.

3. **Local Community**: The implications of competition extend beyond the hotel itself to the local community. If hotels engage in practices that undermine fair labor standards or evade taxes, the community may suffer from reduced economic contributions and social responsibility. The respondents' views on competition could reflect a broader concern for the community's well-being, as the hotel industry plays a significant role in local economies.

4. **Government**: The findings also have implications for government stakeholders. The acknowledgment of competition as a challenge may signal a need for regulatory oversight to ensure fair practices within the industry. The literature highlights that ruthless competition can lead to unethical practices, which may necessitate government intervention to protect both employees and consumers.

Literature Integration

The literature supports the notion that competition in the tourism and hospitality sector can lead to both positive and negative outcomes. While competition can drive innovation and improve service quality, it can also result in detrimental practices, as highlighted by Boytos et al. (2017) and Kelly & Fairley (2018). The quantitative results from Riverside Hotel align with these findings, indicating that while competition is recognized as a challenge, it also poses risks to various stakeholders.

Conclusion

In conclusion, the quantitative results from Riverside Hotel underscore the importance of considering stakeholder perspectives in the context of competition. The overwhelming agreement among respondents that competition is a challenge reflects a shared concern for the implications of competitive pressures on employees, customers, the local community, and government entities. Stakeholder theory provides a valuable framework for understanding these dynamics and emphasizes the need for a balanced approach to competition that prioritizes the well-being of all stakeholders involved.

Figure 5.9: Riverside Hotel responses about security issues

Variable	**Security issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**58.33%**	**2.4%**	**2.4%**	**37%**	**0%**
Number of respondents	**49**	**2**	**2**	**31**	**0**

Figure 5.9 shows that, of the 5 percentage points, Riverside Hotel respondents' responses are higher for "agree" (58.33%) that security issues is a challenge and one of the multiple pressures at Riverside Hotel in Durban. The response for Riverside Hotel respondents is 37% for "strongly agree". This could be interpreted as showing that Riverside Hotel respondents consider security issues at Riverside Hotel to be problematic and concerning. It is also interesting to note that, in comparison to other percentage points, Riverside Hotel respondents recorded the highest percentage point for "agree" (58.33%) followed by "strongly agree" (37%) that security issues are a challenge and one of the multiple pressures at Riverside Hotel in Durban. This could be interpreted as indicating that there is either strong evidence or strong clarity that security issues negatively impact Riverside Hotel respondents. The aforementioned responses by Riverside Hotel respondents could suggest that the majority of the respondents accept that security issues at Riverside Hotel are challenge and one of the multiple pressures.

Figure 5.9 also shows that the lowest percentage points registered at Riverside Hotel in terms the aforesaid variable were 2.4% for “disagree” and 2.4% for “neutral” while no single respondent “strongly disagreed” with the variable security issues. The interpretation could be that a very small fraction of Riverside Hotel respondents disagree that security issues are a challenge and one of the multiple pressures at Riverside Hotel in Durban.

To critically apply stakeholder theory to the quantitative results presented in Figure 5.9 regarding security issues at Riverside Hotel, I analysed the implications of the respondents' perceptions of security as a significant challenge within the context of the hospitality industry.

Stakeholder Theory Overview

Stakeholder theory emphasizes the importance of considering the interests and well-being of all stakeholders involved in an organization. In the context of the hospitality sector, stakeholders include employees, customers, suppliers, the local community, and government entities. Each of these groups has a vested interest in the operations and success of the hotel, particularly concerning security issues that can impact their safety and satisfaction.

Analysis of Quantitative Results

The data from Figure 5.9 indicates that a significant majority of respondents (95.33%) either "agree" (58.33%) or "strongly agree" (37%) that security issues are a challenge at Riverside Hotel. This overwhelming consensus suggests that security is perceived as a critical pressure point affecting various stakeholders:

1. **Employees**: The high percentage of respondents acknowledging security issues as a challenge may reflect the concerns employees have regarding their safety and working conditions. The literature indicates that criminal activities can lead to immediate expenses and reputational damage, which can create a stressful work environment for hotel staff. The absence of any respondents strongly disagreeing with the notion of security issues being a challenge indicates a shared understanding among employees of the risks they face in their workplace.

2. **Customers**: The perception of security issues as a significant challenge directly impacts customer confidence and satisfaction. As highlighted in the literature, elevated crime levels can deter both local and international tourists from visiting a destination. The respondents' agreement on security issues being a challenge suggests that they may also

perceive a decline in the overall safety of the hotel, which can lead to decreased customer loyalty and negative word-of-mouth.

3. **Local Community**: The implications of security extend beyond the hotel to the local community. If security issues are prevalent, they can deter tourists from visiting the area, which can have economic repercussions for local businesses. The literature emphasizes that criminal activities can damage the reputation of destinations, leading to a decline in tourism. The respondents' views on security could reflect a broader concern for the community's economic well-being, as the hotel industry plays a significant role in local economies.

4. **Government**: The findings also have implications for government stakeholders. The acknowledgment of security issues as a challenge may signal a need for increased regulatory oversight and support to ensure the safety of both employees and customers. The literature suggests that the government must take action to reinforce safety and security measures to support the sustained expansion of the tourism sector.

Literature Integration

The literature supports the notion that security issues in the tourism and hospitality sector can lead to both immediate and long-term negative outcomes. Criminal activities not only create financial burdens but also damage the reputation of the destination, as noted by Recher & Rubil (2020) and Nkosi (2010). The quantitative results from Riverside Hotel align with these findings, indicating that while security is recognized as a challenge, it poses risks to various stakeholders.

Conclusion

In conclusion, the quantitative results from Riverside Hotel underscore the importance of considering stakeholder perspectives in the context of security issues. The overwhelming agreement among respondents that security is a challenge reflects a shared concern for the implications of these issues on employees, customers, the local community, and government entities. Stakeholder theory provides a valuable framework for understanding these dynamics and emphasizes the need for a comprehensive approach to security that prioritizes the well-being of all stakeholders involved.

Figure 5.10: Riverside Hotel responses about poor setting of tables and unhygienic handling of fold napkins and plates

Variable	Poor Setting of Tables and Unhygienic Handling of Fold Napkins and Plates				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	48%	18%	0%	29%	6%
Number of respondents	40	15	0	24	5

Figure 5.10 shows results for Riverside Hotel responses about poor setting of tables and unhygienic handling of fold napkins and plates in percentage frequency. The questionnaire required all the respondents to show their level of responses in relation to the aforementioned variable. The variable poor setting of tables and unhygienic handling of fold napkins and plates elicited responses from the respondents. For example, respondents "agree" (48%) and "strongly agree" (29%) that poor setting of tables and unhygienic handling of fold napkins and plates is one of the multiple pressures at Riverside Hotel in Durban. These percentage points suggest that the majority of the respondents confirm that poor setting of tables and unhygienic handling of fold napkins and plates, is one of the multiple pressures at Riverside Hotel. However, some respondents "disagree" (18%) and "strongly disagree" (6%) that poor setting of tables and unhygienic handling of fold napkins and plates is one of the multiple pressures at Riverside Hotel. This could be interpreted as showing that although few respondents "disagree" (18%) and "strongly disagree" (6%), respondents who "agree" (48%) and "strongly agree" (29%) received the highest percentage points. Therefore, results for **Figure 5.10** confirm that poor setting of tables and unhygienic handling of fold napkins and plates is one of the multiple pressures at Riverside Hotel in Durban. Granted the lower percentage points for "disagree" and "strongly disagree", it could be interpreted that most respondents experienced the poor setting of tables and unhygienic handling of fold napkins and plates at Riverside Hotel. Thus, they treat it as one of the multiple pressures at Riverside Hotel in Durban. There are no respondents who were neutral in terms of the aforesaid variable.

To critically apply literature and stakeholder theory to the quantitative findings regarding the Riverside Hotel's service quality, particularly concerning the poor setting of tables and unhygienic handling of fold napkins and plates, I analysed the data in the context of existing research and stakeholder perspectives.

Quantitative Findings Analysis

The data presented in Figure 5.10 indicates that a significant majority of respondents (77%) either "agree" (48%) or "strongly agree" (29%) that poor setting of tables and unhygienic handling of fold napkins and plates is a notable pressure at Riverside Hotel. This suggests a strong perception among guests regarding the quality of service, which aligns with the literature indicating that new hotel staff often struggle to provide effective services due to their inexperience (Yam et al., 2018). The absence of neutral responses further emphasizes the polarized views of the respondents, indicating that the issue is perceived as significant by most guests.

Literature Context

The literature highlights several factors contributing to the observed service deficiencies:

1. **Inexperience of Staff**: As noted by Yam et al. (2018), novel workers often take time to acclimate to their roles, which can lead to lapses in service quality. This aligns with the findings that guests perceive poor table settings and unhygienic practices as a direct result of staff inexperience.
2. **Professionalism and Training**: The literature also points to a lack of professionalism among new hotel staff, which can manifest in impolite behaviour and improper attire. This lack of professionalism may contribute to the negative perceptions of service quality at Riverside Hotel, as guests may associate poor service with untrained or unprofessional staff.
3. **Housekeeping Standards**: The mention of dusty areas and inadequate stocking of essential toiletries suggests systemic issues within the hotel's housekeeping operations. These factors can exacerbate guests' perceptions of unhygienic practices, reinforcing the findings from the survey.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and perceptions of all stakeholders, including customers, employees, and management. In the context of Riverside Hotel:

1. **Customer Perspective**: The majority of respondents expressing concern about service quality indicates that customer satisfaction is at risk. The hotel must prioritize addressing these issues to meet customer expectations and maintain a positive reputation.
2. **Employee Perspective**: The findings suggest that new employees may require more comprehensive training and support to enhance their service delivery. Investing in staff training can improve professionalism and service quality, ultimately benefiting both employees and customers.
3. **Management Perspective**: Management should recognize the implications of these findings for operational practices. By addressing the root causes of poor service—such as inadequate training and support for new staff—management can enhance overall service quality and reduce customer complaints.

Conclusion

In summary, the quantitative findings from Riverside Hotel highlight significant concerns regarding service quality, particularly in relation to poor table settings and unhygienic practices. The literature supports these findings by emphasizing the challenges faced by new staff and the impact of professionalism on service delivery. Applying stakeholder theory underscores the importance of addressing these issues from multiple perspectives, ensuring that the hotel meets the needs of its customers while supporting its employees. By taking a holistic approach to service quality, Riverside Hotel can enhance guest satisfaction and improve its overall reputation in the hospitality industry.

Figure 5.11: Riverside Hotel responses about attracting and retaining clients

Variable	Attracting and Retaining Clients				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	43%	2.4%	2.4%	52.4%	0%
Number of respondents	36	2	2	44	0

It is clear from **Figure 5.11** that the respondents at Riverside Hotel chose option "strongly agree" (52.4%) more than other levels of responses. This was treated as a confirmation that the majority of the respondents believe that attracting and retaining clients is a challenge and one of the multiple pressures at Riverside Hotel in Durban. **Figure 5.11** also indicated that Riverside Hotel respondents "agree" (43%) that attracting and retaining clients is a challenge and one of the multiple pressures at Riverside Hotel in Durban. **Figure 5.11** further showed that low percentage points for "neutral" (2.4%) were registered in terms of the abovementioned variable. This could be interpreted that few respondents were not certain that attracting and retaining clients is a challenge and one of the multiple pressures at Riverside Hotel in Durban. **Figure 5.11** also showed that Riverside Hotel respondents "disagree" (2.4%) that attracting and retaining clients is a challenge and one of the multiple pressures at Riverside Hotel in Durban. The deduction could be that very few Riverside Hotel respondents "disagree" that attracting and retaining clients is a challenge and one of the multiple pressures at Riverside Hotel in Durban. Furthermore, **Figure 5.11** showed that the highest percentage points were for "strongly agree" (52.4%) for the variable, attracting and retaining clients. This could be interpreted to suggest that Riverside Hotel respondents support that attracting and retaining clients is a challenge and one of the multiple pressures at Riverside Hotel in Durban. Given the abovementioned statistical results for "strongly agree" and "agree", it could further be interpreted to indicate that the majority of the respondents at Riverside Hotel support the variable, attracting and retaining clients, that it is indeed a challenge and one of the multiple pressures at the abovementioned hotel.

To critically apply the literature and stakeholder theory to the quantitative results regarding the challenges of attracting and retaining clients at Riverside Hotel, I analysed the data in the context of existing research and stakeholder perspectives.

Quantitative Results Analysis

The data presented in Figure 5.11 indicates that a significant majority of respondents (95.4%) either "strongly agree" (52.4%) or "agree" (43%) that attracting and retaining clients is a challenge at Riverside Hotel. The low percentage of respondents who were "neutral" (2.4%) or who "disagree" (2.4%) suggests a strong consensus among guests regarding the challenges faced by the hotel in this area. This overwhelming agreement indicates that attracting and retaining clients is perceived as a critical issue, which aligns with the literature on staff turnover and its impact on service quality.

Literature Context

The literature provides several insights that help contextualize the quantitative findings:

1. **Staff Turnover and Brain Drain**: As noted by Nasurdin et al. (2015), the resignation of trained employees contributes to brain drain, which poses a significant challenge for hotels. High turnover rates can lead to a loss of experienced staff, negatively impacting service quality and customer satisfaction. This aligns with the respondents' perceptions that attracting and retaining clients is a challenge, as service quality is directly linked to staff experience and training.
2. **Challenges of the Hospitality Sector**: Pandita and Ray (2018) highlight that staff turnover is a fundamental concern for employers in the hospitality sector. The rapid expansion of this sector, particularly in developing countries, has created a high demand for dedicated employees. The findings from Riverside Hotel reflect this reality, as the challenges of attracting and retaining clients are likely exacerbated by the difficulties in maintaining a stable and experienced workforce.
3. **Employee Motivation and Work Conditions**: Jagun (2015) emphasizes that factors such as low wages, harsh supervision, and poor working conditions contribute to low employee motivation. This demotivation can lead to increased turnover, further complicating the hotel’s ability to attract and retain clients. The respondents' strong agreement on the challenges faced by the hotel may reflect their awareness of the underlying issues affecting staff morale and retention.

4. **Work Environment and Decision-Making**: Kurio et al. (2012) identify a poor work environment and lack of shared decision-making as key factors contributing to staff turnover. These elements can create a cycle of dissatisfaction among employees, leading to high turnover rates and, consequently, challenges in maintaining a consistent level of service that attracts and retains clients.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and perceptions of all stakeholders involved, including customers, employees, and management. In the context of Riverside Hotel:

1. **Customer Perspective**: The overwhelming agreement among respondents that attracting and retaining clients is a challenge indicates that customer satisfaction is at risk. Customers are likely to be affected by the quality of service, which is directly influenced by staff turnover and training. Addressing these challenges is essential for maintaining a loyal customer base.
2. **Employee Perspective**: The findings suggest that employees are facing significant challenges that impact their ability to provide quality service. Management should prioritize creating a supportive work environment, offering competitive wages, and involving employees in decision-making processes to enhance motivation and reduce turnover.
3. **Management Perspective**: Management must recognize the implications of these findings for operational practices. By addressing the root causes of staff turnover and improving working conditions, management can enhance employee satisfaction, which in turn can lead to improved service quality and better client retention.

Conclusion

In summary, the quantitative findings from Riverside Hotel highlight significant concerns regarding the challenges of attracting and retaining clients, with a strong consensus among respondents. The literature supports these findings by emphasizing the impact of staff turnover, employee motivation, and work conditions on service quality. Applying stakeholder theory underscores the importance of addressing these issues from multiple perspectives, ensuring that the hotel meets the needs of its customers while supporting its employees. By taking a holistic

approach to these challenges, Riverside Hotel can enhance client satisfaction and improve its overall performance in the competitive hospitality industry.

Figure 5.12: Riverside Hotel responses about low-quality entertainment

Variable	**Low-Quality Entertainment**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**36%**	**0%**	**4%**	**61%**	**0%**
Number of respondents	**30**	**0**	**3**	**51**	**0**

Figure 5.12 shows that Riverside Hotel respondents' percentage points for "strongly agree" (61%) were the highest and they were followed by percentage points for "agree" (36%). This could be interpreted as suggesting that Riverside Hotel respondents "strongly agree" (61%) and "agree" (36%) that low-quality entertainment is a challenge and one of the multiple pressures at the aforementioned Hotel. It is also worth mentioning that 4% of Riverside Hotel respondents chose "neutral" for low-quality entertainment. The interpretation of this result is that 14% of Riverside Hotel respondents were unsure whether low-quality entertainment is a challenge and one of the multiple pressures at the abovementioned hotel or not at the hotel alluded to above.

To critically apply the literature and stakeholder theory to the quantitative results regarding Riverside Hotel respondents' perceptions of low-quality entertainment, I analysed the findings in the context of the competitive pressures described in the literature.

Analysis of Quantitative Results

The quantitative results indicate that a significant majority of Riverside Hotel respondents (61%) "strongly agree" that low-quality entertainment is a challenge, with an additional 36% "agreeing" with this sentiment. This suggests a strong consensus among respondents that low-quality entertainment is perceived as a significant issue affecting their experience at the hotel. The 4% who chose "neutral" and the 14% who were unsure further highlight a lack of clarity

or consensus among a small portion of respondents regarding the impact of entertainment quality on their overall experience.

Application of Literature

The literature provided by Boytos et al. (2017) and Kelly & Fairley (2018) outlines the detrimental effects of cut-throat competition in the hotel industry. This competition leads to various negative outcomes, including tax evasion, neglect of social contributions, and circumvention of minimum wage laws. These practices ultimately result in a workforce that is overworked and undercompensated, which can contribute to a decline in service quality, including entertainment offerings.

1. **Impact of Competition on Quality**: The literature suggests that in a shrinking economy, hotels prioritize cost-cutting measures over quality service. This aligns with the Riverside Hotel respondents' perceptions, as the high percentage of agreement regarding low-quality entertainment indicates that respondents are likely experiencing the consequences of these competitive pressures first-hand. The focus on undercutting prices rather than enhancing service quality can lead to a decline in entertainment offerings, which is reflected in the respondents' feedback.
2. **Employee Well-being and Service Quality**: The literature also highlights the breakdown of respect and tolerance between employers and employees due to financial struggles. This breakdown can lead to employee dissatisfaction, which may further impact the quality of service provided to guests. If employees are overworked and underappreciated, their ability to deliver high-quality entertainment and service diminishes, contributing to the respondents' concerns about low-quality entertainment.

Application of Stakeholder Theory

Stakeholder theory posits that organizations should consider the interests and well-being of all stakeholders, including employees, customers, suppliers, and the community. In the context of Riverside Hotel, the following stakeholders are particularly relevant:

1. **Employees**: The literature indicates that employees are suffering due to the competitive pressures in the hotel industry. The high percentage of respondents who perceive low-quality entertainment as a challenge may reflect the employees' struggles to provide quality service under these conditions. By neglecting employee well-being, the hotel

risks further deterioration of service quality, which ultimately affects customer satisfaction.

2. **Customers**: The respondents' feedback directly represents the customers' perspective. Their strong agreement on the issue of low-quality entertainment suggests that the hotel is failing to meet customer expectations. This disconnect between customer needs and the hotel's operational focus can lead to decreased customer loyalty and negative reviews, further exacerbating the hotel's challenges in a competitive market.

3. **Management and Owners**: The hotel management and owners must recognize the implications of their competitive strategies on both employees and customers. By prioritizing short-term financial gains over long-term stakeholder relationships, they may inadvertently harm the hotel's reputation and sustainability. Addressing the concerns raised by respondents regarding entertainment quality could lead to improved employee morale and enhanced customer experiences.

Conclusion

In summary, the quantitative results from Riverside Hotel respondents highlight a significant concern regarding low-quality entertainment, which can be critically analysed through the lens of the literature on competitive pressures in the hotel industry and stakeholder theory. The findings suggest that the hotel's focus on cost-cutting measures, driven by fierce competition, is negatively impacting both employee well-being and customer satisfaction. To address these challenges, hotel management should consider adopting a more stakeholder-oriented approach that prioritises quality service and employee welfare, ultimately leading to a more sustainable and successful business model.

Figure 5.13: Riverside Hotel responses about national minimum wage

Variable	**National Minimum Wage**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**39%**	**2.4%**	**5%**	**54%**	**0%**

Number of respondents	**33**	**2**	**4**	**45**	**0**

Figure 5.13 indicates that the percentage point for “strongly agree” (54%) is the highest registered percentage point for the variable national minimum wage. Additionally, **Figure 5.13** indicates that 54% of the respondents “strongly agree” that the national minimum wage is a challenge and one of the multiple pressures at Riverside Hotel in Durban. **Figure 5.13** also shows that 39% of the Riverside Hotel respondents “agree” that the national minimum wage is a challenge and one of the multiple pressures at the aforesaid hotel. This could be interpreted as indicating that Riverside Hotel respondents “strongly agree” (54%) and “agree” (39%) that the national minimum wage is a multiple pressure; therefore, the majority of the Riverside Hotel respondents confirmed that the national minimum wage is a challenge and, it is one of the multiple pressures at Riverside Hotel.

It is also worth mentioning that none of the respondents selected “strongly disagree” that the national minimum wage is a challenge and one of the multiple pressures at Riverside Hotel. Only 2.4% of Riverside Hotel respondents selected “disagree” that the national minimum wage is a challenge and one of the multiple pressures at Riverside Hotel. This could be interpreted as indicating that very few respondents “disagree” that the national minimum wage is a challenge and one of the multiple pressures at Riverside Hotel in Durban. The percentage point for “disagree” (2.4%) is the second lowest registered percentage point for the variable national minimum wage. **Figure 5.13** also shows that 5% of the respondents at Riverside Hotel selected option “neutral” regarding the variable national minimum wage. This could be interpreted to suggest that 5% of the Riverside Hotel respondents were not sure whether the national minimum wage is a challenge and one of the multiple pressures or not at the aforesaid hotel.

To critically apply the literature and stakeholder theory to the quantitative results regarding the national minimum wage at Riverside Hotel, I analysed the findings in the context of the challenges posed by minimum wage policies as described in the literature.

Analysis of Quantitative Results

The quantitative results indicate that a significant majority of Riverside Hotel respondents (54%) "strongly agree" that the national minimum wage is a challenge, with an additional 39% "agreeing" with this sentiment. This suggests a strong consensus among respondents that the national minimum wage is perceived as a significant issue affecting their work environment.

Notably, none of the respondents selected "strongly disagree," and only 2.4% chose "disagree," indicating a near-universal acknowledgment of the challenges posed by the national minimum wage. The 5% who selected "neutral" further highlights a small portion of respondents who are uncertain about the impact of the minimum wage on their work experience.

Application of Literature

The literature provided by the International Labour Organization (ILO) and Cunningham (2007) outlines the complexities and challenges associated with minimum wage policies, particularly in the hospitality industry. The following points can be drawn from the literature:

1. Vulnerability of Employees: The ILO (2010) notes that minimum wages were initially designed to protect vulnerable employees. However, the Riverside Hotel respondents' strong agreement that the national minimum wage is a challenge suggests that, rather than providing protection, the current minimum wage structure may be contributing to financial strain on both employees and employers.

2. Impact on Hospitality Industry: Cunningham (2007) highlights that the national minimum wage significantly affects the service industry, particularly hospitality, where lower wages lead to higher job turnover rates. The respondents' perceptions align with this literature, as the challenges posed by the minimum wage may contribute to staffing crises and labour shortages, further exacerbating the pressures faced by Riverside Hotel.

3. Criticism from Hotel Owners: The literature indicates that hotel and restaurant owners often criticize the national minimum wage as their largest expense, leading to layoffs and reduced staffing levels (Cunningham, 2007). The respondents' overwhelming agreement that the national minimum wage is a challenge suggests that this issue is not only a concern for management but also affects employees' job security and working conditions.

4. Complexity of Minimum Wage Structures: The ILO (2010) discusses the complications that arise from intricate minimum wage structures, which can hinder collective bargaining and lead to ineffective wage policies. The Riverside Hotel respondents' strong consensus on the challenges posed by the national minimum wage may reflect frustrations with a complex wage structure that fails to address the unique needs of the hospitality sector.

Application of Stakeholder Theory

Stakeholder theory emphasizes the importance of considering the interests and well-being of all stakeholders involved in an organization. In the context of Riverside Hotel, the following stakeholders are particularly relevant:

1. Employees: The strong agreement among respondents that the national minimum wage is a challenge indicates that employees are feeling the pressure of financial constraints. The literature suggests that the minimum wage can lead to job turnover and dissatisfaction, which may impact employee morale and productivity. Addressing the concerns of employees regarding the minimum wage is crucial for fostering a positive work environment.

2. Management and Owners: The hotel management and owners must recognize the implications of the national minimum wage on their operations. The literature indicates that the minimum wage is viewed as a significant expense, leading to layoffs and staffing shortages. By understanding the challenges faced by both employees and management, hotel owners can explore alternative strategies to balance financial sustainability with employee welfare.

3. Customers: The quality of service at Riverside Hotel is likely affected by the challenges posed by the national minimum wage. High turnover rates and staffing shortages can lead to inconsistent service quality, which ultimately impacts customer satisfaction. By addressing the minimum wage challenges, the hotel can improve employee retention and enhance the overall guest experience.

4. Community and Society: The broader community is also a stakeholder in this issue, as the national minimum wage affects local economies and employment levels. A well-structured minimum wage policy can contribute to economic stability and social equity. Engaging with community stakeholders to advocate for fair wage policies can benefit both the hotel and the surrounding community.

Conclusion

In summary, the quantitative results from Riverside Hotel respondents highlight a significant concern regarding the national minimum wage, which can be critically analysed through the lens of the literature on minimum wage policies and stakeholder theory. The findings suggest that the current minimum wage structure poses challenges for both employees and

management, leading to potential staffing crises and decreased service quality. To address these challenges, hotel management should consider adopting a more stakeholder-oriented approach that prioritizes employee welfare while exploring sustainable financial strategies. Engaging with employees, management, customers, and the community can lead to a more effective and equitable minimum wage policy that benefits all stakeholders involved.

Figure 5.14: Riverside Hotel responses about lack of choice

Variable	**Lack of Choice**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**50%**	**2.4%**	**4%**	**42%**	**2.4%**
Number of respondents	**42**	**2**	**3**	**35**	**2**

Figure 5.14 provides responses of Riverside Hotel respondents in percentage frequencies on the variable, the lack of choice. **Figure 5.14** indicates that percentages points for "agree" (50%) are relatively the highest in comparison to other percentage points for the variable, the lack of choice. In addition, **Figure 5.14** shows that Riverside Hotel respondents "strongly agree" (42%) and "agree" (50%) that the lack of choice is a challenge and one of the multiple pressures at Riverside Hotel in Durban. The *supra* results could be interpreted to suggest that Riverside Hotel respondents who "strongly agree" (42%) and "agree" (50%) that the lack of choice is a challenge and one of the multiple pressures, simply confirm that the lack of choice is indeed a challenge and one of the multiple pressures at the aforementioned hotel.

Furthermore, **Figure 5.14** shows a "disagree" option at 2.4% and, it also indicates another "strongly disagree" option at 2.4%. The preceding low percentage points show that few

respondents from the Riverside Hotel do not believe that the lack of choice is a challenge and one of the multiple pressures at Riverside Hotel. It is also worth noting that **Figure 5.14** shows that another lowest percentage points (2.4%) were registered for “neutral” from Riverside Hotel respondents in response to the Likert-scale responses of the question whether respondents believe that the lack of choice is a multiple pressure. The percentage points for “neutral” could be interpreted to indicate that 2.4% of Riverside Hotel respondents were unsure or not aware whether lack of choice is a challenge and one of the multiple pressures at Durban Manor Hotel in Durban. Nonetheless, the majority of the respondents who “strongly agreed” and “agreed” that the lack of choice is a challenge at Riverside Hotel, simply affirmed that it is certainly a problem and one of the multiple pressures at the aforementioned hotel.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.14 regarding the Riverside Hotel, I analysed the implications of the respondents' perceptions of the "lack of choice" as a significant challenge.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including customers, employees, suppliers, and the community. In the context of Riverside Hotel, the responses indicating that 92% of respondents either "strongly agree" (42%) or "agree" (50%) that the lack of choice is a challenge highlight a significant concern among a key stakeholder group—customers. This overwhelming consensus suggests that the hotel may be failing to meet the expectations and needs of its clientele, which could lead to dissatisfaction and a potential decline in patronage.

The low percentages of respondents who "disagree" (2.4%) or "strongly disagree" (2.4%) indicate that there is minimal dissent regarding the perception of the lack of choice as a challenge. This reinforces the idea that the majority of stakeholders (in this case, customers) are aligned in their views, which is critical for the hotel's management to consider. The "neutral" responses (also at 2.4%) may reflect a small segment of customers who are either indifferent or unaware of the implications of limited choices, suggesting a potential area for further engagement and education.

Literature Contextualization

The literature reviewed, particularly the studies by Manning & Snider (1993) and Cochoran-Yantis et al. (1996), provides a backdrop for understanding the implications of the lack of

choice in the context of food safety and customer satisfaction. The findings from Manning & Snider indicate that employees in the food service industry often lack adequate knowledge and attitudes towards food safety, which can directly impact the quality of service and the choices available to customers. This lack of knowledge can lead to practices that not only limit consumer choice but also pose health risks, as highlighted by the issues surrounding GMO foodstuffs.

Cochoran-Yantis et al. further emphasize that restaurant owners who lack understanding of food safety are more likely to operate under subpar conditions, which can exacerbate the lack of choice for consumers. The Riverside Hotel, by not addressing the concerns raised by its customers regarding the lack of choice, may be perpetuating a cycle of dissatisfaction and potential health risks, as customers may be forced to accept suboptimal options.

Critical Interpretation

The quantitative results from Figure 5.14 suggest that the Riverside Hotel is at a critical juncture. The strong agreement among respondents about the lack of choice being a challenge indicates a pressing need for the hotel to reassess its offerings and consider the broader implications of stakeholder theory. By failing to provide adequate choices, the hotel risks alienating its customer base, which could lead to negative reviews, decreased customer loyalty, and ultimately, a decline in revenue.

Moreover, the literature suggests that the lack of choice is not merely a customer preference issue but is intertwined with food safety and health concerns. The Riverside Hotel must recognize that addressing the lack of choice is not just about enhancing customer satisfaction; it is also about ensuring the safety and well-being of its patrons. This dual focus on customer choice and food safety can serve as a competitive advantage in a market where consumers are increasingly aware of health issues related to food.

Conclusion

In conclusion, the quantitative results from Figure 5.14, when analysed through the lens of stakeholder theory and supported by the literature, reveal a critical need for the Riverside Hotel to address the lack of choice as a significant challenge. By doing so, the hotel can enhance customer satisfaction, improve food safety practices, and ultimately foster a more positive relationship with its stakeholders. This approach not only aligns with the interests of customers

but also positions the hotel as a responsible and health-conscious establishment in the competitive hospitality industry.

Figure 5.15: Riverside Hotel responses about the effects of the global recession

Variable	**Effects of the Global Recession**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**46%**	**2.4%**	**4%**	**48%**	**0%**
Number of respondents	**39**	**2**	**3**	**40**	**0**

It is very clear from **Figure 5.15** that Riverside Hotel respondents chose option "strongly agree" more often than other levels of responses. Therefore, **Figure 5.15** shows that the highest percentage points for "strongly agree" (48%) were registered for the effects of the global recession for Riverside Hotel respondents. **Figure 5.15** also shows that Riverside Hotel respondents "agree" (46%) that the effects of the global recession are challenges and, are also some of the multiple pressures at the aforementioned hotel. The interpretation of these results could be treated as a confirmation that the effects of the global recession are challenges and, are also some of the multiple pressures at Riverside Hotel, which negatively affect the aforementioned tourism business. These percentages could also be interpreted to indicate that the majority of the Riverside Hotel respondents "strongly agree" and also "agree" that the effects of the global recession negatively affect the abovementioned Hotel.

Additionally, **Figure 5.15** indicates that 5% of Riverside Hotel respondents selected option "neutral" for the variable; effects of the global recession. This result could be interpreted as suggesting that 5% of Riverside Hotel respondents were not sure whether the effects of the

global recession affected tourism businesses, particularly, Riverside Hotel or not. Lowest percentage points for “strongly disagree” (1%) and “disagree” (1%) were recorded for the variable; effects of the global recession. These results could be interpreted as indicating that 1% of Riverside Hotel respondents “strongly disagree” and another 1% of the respondents “disagree” that effects of the global recession are some of the multiple pressures at Riverside Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.15 regarding the Riverside Hotel, I analysed the implications of the respondents' perceptions of the effects of the global recession as a significant challenge.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and well-being of all stakeholders involved with an organization. In the case of Riverside Hotel, the respondents' overwhelming agreement (48% "strongly agree" and 46% "agree") that the effects of the global recession are challenges highlights a critical concern for a key stakeholder group—customers. This consensus indicates that the economic environment is perceived as a significant factor affecting the quality of service and overall experience at the hotel.

The low percentages of respondents who "strongly disagree" (1%) or "disagree" (1%) suggest that there is a strong alignment among stakeholders regarding the impact of the global recession. The 5% of respondents who selected "neutral" may represent a small segment of customers who are either unaware of the economic implications or indifferent to them. This indicates a potential area for the hotel to engage with its customers, providing information and support to enhance their understanding of how external economic factors can influence their experience.

Literature Contextualization

The literature reviewed provides a broader context for understanding the implications of the global recession on the tourism and hospitality industry. The studies by Abbas et al. (2021) and Marivate & Combrink (2020) highlight the severe impact of the COVID-19 pandemic on global financial activities, particularly in the tourism sector. The closure of international borders and travel restrictions have led to significant declines in tourism, which directly affects hotels like Riverside.

The literature also notes that the South African economy experienced a dramatic decrease in GDP, with a reported decline of about 26% in the second quarter of 2020 (Marivate & Combrink, 2020). This economic downturn has ripple effects on the tourism industry, leading to reduced investment and consumption, which are critical for the sustainability of businesses in this sector. The findings from Figure 5.15 align with the literature, as the respondents' perceptions of the recession as a challenge reflect the broader economic realities faced by the hospitality industry.

Critical Interpretation

The quantitative results from Figure 5.15 indicate that the Riverside Hotel is facing significant challenges due to the global recession, as perceived by its customers. The high percentage of respondents who "strongly agree" and "agree" that the recession negatively affects the hotel suggests that the management must take these concerns seriously. Ignoring these perceptions could lead to a decline in customer satisfaction and loyalty, which are vital for the hotel's long-term success.

Moreover, the literature suggests that the effects of the recession are not just temporary; they can have lasting impacts on operational and security issues within hotels (Marivate & Combrink, 2020). This means that Riverside Hotel must not only address immediate concerns but also develop strategies to navigate the ongoing challenges posed by the economic environment. This could involve reassessing business operations, enhancing customer engagement, and exploring innovative solutions to adapt to the changing landscape.

Conclusion

In conclusion, the quantitative results from Figure 5.15, when analysed through the lens of stakeholder theory and supported by the literature, reveal a critical need for the Riverside Hotel to acknowledge and address the effects of the global recession as a significant challenge. By doing so, the hotel can enhance customer satisfaction, improve its operational resilience, and foster a more positive relationship with its stakeholders. This proactive approach will not only help the hotel navigate the current economic challenges but also position it for future success in a competitive and evolving tourism market.

Figure 5.16: Riviera Hotel responses about poor setting of tables and unhygienic handling of fold napkins and plates

Variable	Poor Setting of Tables and Unhygienic Handling of Fold Napkins and Plates				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	43%	5%	1%	48%	4%
Number of respondents	36	4	1	40	3

Figure 5.16 shows responses of different respondents at Riviera Hotel in percentage frequencies for the variable, poor setting of tables and unhygienic handling of fold napkins and plates. High percentage points on "strongly agree" (at 48%) and "agree" (at 43%) were registered at Riviera Hotel for the variable, poor setting of tables and unhygienic handling of fold napkins and plates. These high percentage points could be interpreted as suggesting that the majority of Riviera Hotel respondents support that poor setting of tables and unhygienic handling of fold napkins and plates, are a challenge and one of the multiple pressures at the abovementioned hotel. Though the majority of Riviera Hotel respondents rated highly in terms of "strongly agree" (at 48%) and "agree" (at 43%) that the aforementioned variable is a challenge and one of the multiple pressures, low percentages of Riviera Hotel respondents recorded ratings of "disagree" (at 5%) and "strongly disagree" (at 4%) against the support of the aforementioned variable. It is also worth mentioning that only 1% of the respondents selected option "neutral". These preceding results could be interpreted to suggest that Riviera Hotel respondents did not experience the variable, poor setting of tables and unhygienic handling of fold napkins and plates, in the same manner.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.16 regarding the Riviera Hotel, I analysed the implications of the respondents' perceptions of poor table settings and unhygienic handling of napkins and plates as significant challenges.

Stakeholder Theory Application

Stakeholder theory emphasises the importance of considering the interests and well-being of all stakeholders involved with an organization. In the context of the Riviera Hotel, the high percentage of respondents who "strongly agree" (48%) and "agree" (43%) that poor table settings and unhygienic handling are challenges indicates a significant concern for a key stakeholder group—customers. This consensus suggests that the hotel is not meeting the expectations of its clientele regarding hygiene and presentation, which are critical factors in the hospitality industry.

The low percentages of respondents who "disagree" (5%) or "strongly disagree" (4%) indicate that there is minimal dissent regarding the perception of these issues as challenges. The single "neutral" response (1%) suggests that almost all respondents have a clear opinion on the matter, reinforcing the idea that the majority of stakeholders (customers) are aligned in their views. This alignment is crucial for the hotel's management to consider, as it highlights a pressing need for improvement in service quality.

Literature Contextualisation

The literature reviewed, particularly the work of Mwilu (2016) and Choi et al. (2018), provides a backdrop for understanding the implications of poor service quality in the tourism and hospitality sector. Mwilu identifies several factors contributing to high employee turnover in this industry, including low pay, lack of training, and poor leadership. These factors can directly impact the quality of service provided to customers, leading to issues such as poor table settings and unhygienic practices.

Choi et al. (2018) further emphasize that many employees in the tourism and hospitality sector are young or temporary workers who may not be adequately trained or motivated. This lack of training and appreciation can lead to subpar service quality, which is reflected in the respondents' perceptions at the Riviera Hotel. The high levels of dissatisfaction regarding table settings and hygiene may stem from a workforce that is not adequately equipped to meet customer expectations.

Critical Interpretation

The quantitative results from Figure 5.16 indicate that the Riviera Hotel is facing significant challenges related to service quality, as perceived by its customers. The overwhelming agreement among respondents that poor table settings and unhygienic handling are issues

suggests that the hotel management must take these concerns seriously. Ignoring these perceptions could lead to a decline in customer satisfaction, negative reviews, and ultimately, a loss of business.

Moreover, the literature suggests that the issues of poor service quality are often linked to high employee turnover and inadequate training. The findings from Figure 5.16 align with this literature, as the dissatisfaction expressed by customers may be a direct result of a workforce that is not properly trained or motivated. This creates a cycle where poor service leads to customer dissatisfaction, which in turn can affect employee morale and retention.

Conclusion

In conclusion, the quantitative results from Figure 5.16, when analysed through the lens of stakeholder theory and supported by the literature, reveal a critical need for the Riviera Hotel to address the issues of poor table settings and unhygienic handling as significant challenges. By doing so, the hotel can enhance customer satisfaction, improve employee training and morale, and foster a more positive relationship with its stakeholders. This proactive approach will not only help the hotel improve its service quality but also position it for long-term success in a competitive hospitality market. Addressing these challenges is essential for maintaining a positive reputation and ensuring the sustainability of the business in the tourism sector.

Figure 5.17: **Riviera Hotel responses about housekeeping issues**

Variable	**Housekeeping Issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**43%**	**1%**	**7%**	**48%**	**1%**
Number of respondents	**36**	**1**	**6**	**40**	**1**

Figure 5.17 shows that the percentage points for “strongly agree” (48%) and “agree” (43%) were higher for the variable, housekeeping issues. In fact, the highest percentage points for the variable: housekeeping issues were for “strongly agree” at 48% followed by “agree” at 43%.

Therefore, the data in **Figure 5.17** show that the majority of the respondents at Riviera Hotel affirmed that housekeeping issues are a challenge and one of the multiple pressures at the aforementioned hotel. Granted Riviera Hotel respondents' percentage frequency responses for "strongly agree" (48%) and "agree" (43%), it is suggested that these respondents perceive housekeeping issues to be problematic and concerning at the aforesaid hotel. Therefore, housekeeping issues are a challenge and one of the multiple pressures at Riviera Hotel in Durban.

Specific housekeeping issues and their effects as reported by Riviera Hotel respondents will be discussed at length under the qualitative part of the current study, by using the data collected from the research participants through semi-structured interviews. The data in **Figure 5.17**, also show that 7% of Riviera Hotel respondents chose option "neutral" for the variable, housekeeping issues. This could be interpreted to suggest that 7% of the Riviera Hotel respondents are not sure whether housekeeping issues are a challenge and one of the multiple pressures or not at the abovementioned hotel. It is also worth mentioning that Riviera Hotel respondents registered the lowest percentage points (1%) for "disagree" and (1%) for "strongly disagree" that housekeeping issues are a challenge and one of the multiple pressures at the abovementioned hotel. This response by Riviera Hotel respondents could be interpreted to suggest that 1% of Riviera Hotel respondents and another 1% of the respondents at the same hotel do not accept the fact that housekeeping issues are a challenge and one of the multiple pressures, even though the majority of Riviera Hotel respondents confirmed that housekeeping issues are a challenge and one of the multiple pressures.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.17 regarding housekeeping issues at the Riviera Hotel, I analysed the implications of the data in the context of the broader hospitality industry challenges, particularly focusing on wage costs and employee turnover.

Analysis of Quantitative Results

The data from Figure 5.17 indicates that a significant majority of respondents (91%) at the Riviera Hotel either "strongly agree" (48%) or "agree" (43%) that housekeeping issues are a challenge. This overwhelming consensus suggests that housekeeping is perceived as a critical area needing attention, which aligns with the literature that highlights the importance of operational efficiency in the hospitality sector.

The 7% of respondents who chose "neutral" may reflect uncertainty or a lack of awareness regarding the specific housekeeping challenges faced by the hotel. This could indicate a communication gap between management and staff or a need for further training and engagement to ensure all employees understand the operational challenges.

The minimal percentage of respondents who "disagree" (1%) or "strongly disagree" (1%) with the notion that housekeeping issues are a challenge suggests a strong alignment among the majority of staff regarding the significance of this issue. This near-unanimity may indicate a shared understanding of the operational pressures that housekeeping issues impose on the hotel's overall performance.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, and owners. In the context of the Riviera Hotel, the primary stakeholders affected by housekeeping issues include:

1. **Employees**: The high percentage of respondents acknowledging housekeeping challenges suggests that employees are directly impacted by these issues, which may affect their job satisfaction and performance. The literature indicates that wage costs and employee turnover are significant challenges in the hospitality industry (Schmidgall, 2006; Enz, 2004). If housekeeping issues lead to increased workloads or stress, this could contribute to higher turnover rates, further exacerbating wage costs and operational inefficiencies.
2. **Management**: The management team must address these housekeeping challenges to maintain operational efficiency and employee morale. The literature highlights that declining profits due to high wage costs and turnover can severely impact hotel owners and operators (Enz, 2004). Therefore, management should prioritize resolving housekeeping issues to mitigate these financial pressures.
3. **Customers**: Housekeeping is a critical aspect of customer satisfaction in the hospitality industry. If housekeeping issues persist, they could lead to negative guest experiences, ultimately affecting the hotel's reputation and profitability. The literature emphasizes that operational challenges can directly influence customer perceptions and satisfaction (O'Connell & Kung, 2007).

In conclusion, the quantitative results from Figure 5.17 indicate a strong consensus among Riviera Hotel respondents that housekeeping issues are a significant challenge. This aligns with the literature on wage costs and employee turnover in the hospitality industry, suggesting that these operational challenges must be addressed to improve employee satisfaction, reduce turnover, and enhance customer experiences. By applying stakeholder theory, it becomes evident that addressing housekeeping issues is not only crucial for employee well-being but also for the overall success and sustainability of the hotel. Management should consider implementing strategies to improve housekeeping operations, such as better staffing practices, training programs, and employee engagement initiatives, to alleviate the pressures identified in the survey results.

The researcher critically applied the literature to the quantitative results. This approach allowed the researcher to contextualize the findings from Figure 5.17 within the broader challenges faced by the hospitality industry, particularly concerning housekeeping issues. Below is a critical application of the literature to the quantitative results.

Critical Application of Literature to Quantitative Results

The quantitative results from Figure 5.17 reveal that a significant majority of respondents (91%) at the Riviera Hotel either "strongly agree" (48%) or "agree" (43%) that housekeeping issues are a challenge. This finding can be critically analyzed in light of the literature on wage costs, employee turnover, and operational efficiency in the hospitality sector.

1. **Wage Costs and Operational Efficiency**: The literature indicates that wage costs are the largest expense in hotels and restaurants (Schmidgall, 2006). The high percentage of respondents acknowledging housekeeping issues suggests that these challenges may be linked to inadequate staffing or inefficient operational practices. As noted by O'Connell and Kung (2007), when hotels are not properly staffed, it leads to increased wage costs due to overtime, training, and recruitment expenses. The data from Figure 5.17 implies that the Riviera Hotel may be experiencing similar issues, where the housekeeping department is under pressure, leading to higher operational costs and potential declines in service quality.
2. **Employee Turnover**: The literature highlights that the hospitality industry faces high turnover rates, ranging from 32% to 300% (Cho et al., 2006). The overwhelming agreement among respondents regarding housekeeping challenges may indicate that these issues contribute to employee dissatisfaction and turnover. If employees perceive

that housekeeping is inadequately managed, it could lead to frustration and a desire to leave the organization. This aligns with the findings of Enz (2004), who emphasizes that declining profits due to high turnover rates severely impact hotel owners and operators. The quantitative results suggest that addressing housekeeping issues is critical not only for employee retention but also for the financial health of the Riviera Hotel.

3. **Impact on Customer Satisfaction**: Housekeeping is a vital component of customer satisfaction in the hospitality industry. The literature suggests that operational challenges, such as those related to housekeeping, can directly affect guest experiences (O'Connell & Kung, 2007). The high percentage of respondents affirming that housekeeping issues are a challenge indicates a potential risk for the Riviera Hotel in terms of guest satisfaction and loyalty. If housekeeping problems persist, it could lead to negative reviews and a tarnished reputation, ultimately affecting the hotel's profitability.

4. **Management Implications**: The literature underscores the importance of effective management in addressing operational challenges (Enz, 2004). The data from Figure 5.17 suggests that management at the Riviera Hotel must prioritize resolving housekeeping issues to enhance operational efficiency and employee morale. By investing in proper staffing, training, and resources for the housekeeping department, management can mitigate the challenges identified by respondents and improve overall service quality.

Conclusion

In summary, the critical application of the literature to the quantitative results from Figure 5.17 reveals that the challenges associated with housekeeping at the Riviera Hotel are multifaceted and interconnected with broader industry issues such as wage costs, employee turnover, and customer satisfaction. The overwhelming agreement among respondents highlights the urgency for management to address these challenges to improve operational efficiency, enhance employee retention, and ensure a positive guest experience. By aligning the findings with the literature, it becomes clear that proactive measures are necessary to mitigate the pressures identified in the survey results, ultimately contributing to the hotel's long-term success.

Figure 5.18: Riviera Hotel responses about poor working conditions

Variable	Poor Working Conditions				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**43%**	**4%**	**4%**	**46%**	**4%**
Number of respondents	**36**	**3**	**3**	**39**	**3**

Figure 5.18 shows that the highest percentage points for "strongly agree" (46%) were recorded for poor working conditions for Riviera Hotel respondents. The interpretation could be suggested that 46% of Riviera Hotel respondents accept that employees who are employed at the Riviera Hotel do work under poor conditions.

According to **Figure 5.18,** Riviera Hotel respondents recorded the second highest percentage points (at 43%) for "agree" for acknowledging that Riviera Hotel employees work under poor conditions. The *supra* response could be interpreted to suggest that 43% of Riviera Hotel respondents support the fact that Riviera Hotel employees work under poor working conditions. **Furthermore, Figure 5.18** shows that Riviera Hotel respondents "disagree" (at 4%) and "strongly disagree" (at 4%) that employees at employees at Riviera Hotel work under poor conditions. It is also worth mentioning that 4% of Riviera Hotel respondents are not sure whether Riviera Hotel employees work under poor conditions or not. Granted that the majority of the Riviera Hotel respondents "strongly agree" (at 46%) and "agree" (at 43%) that Riviera Hotel employees work under poor conditions, this could be suggested to mean that most of the respondents confirm the existence of the abovementioned variable: poor working conditions at the Riviera Hotel.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.18 regarding poor working conditions at the Riviera Hotel, I analysed the implications of the data in the context of the broader challenges faced by the hospitality industry, particularly focusing on labour issues and employee well-being.

Analysis of Quantitative Results

The data from Figure 5.18 indicates that a significant majority of respondents (89%) at the Riviera Hotel either "strongly agree" (46%) or "agree" (43%) that employees work under poor conditions. This overwhelming consensus suggests a widespread acknowledgment of the challenges faced by employees, which aligns with the literature on labour problems in the tourism and hospitality sector.

1. **High Agreement on Poor Working Conditions**: The high percentage of respondents affirming poor working conditions indicates a critical issue within the Riviera Hotel. The literature by Shaw and Williams (1994) highlights that since the 1980s, many tourism enterprises have reduced labour expenses by cutting wages and imposing long working hours. This historical context suggests that the current perceptions of poor working conditions at the Riviera Hotel may be rooted in similar practices, leading to employee dissatisfaction and potential turnover.
2. **Minority Disagreement**: The 4% of respondents who "disagree" or "strongly disagree" with the notion that employees work under poor conditions, along with the 4% who are unsure, indicates a small minority that may either be unaware of the conditions or may have a different perspective. This could suggest a lack of communication or engagement between management and staff regarding working conditions, which is critical for fostering a positive work environment.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and well-being of all stakeholders, including employees, management, and customers. In the context of the Riviera Hotel, the primary stakeholders affected by poor working conditions include:

1. **Employees**: The majority of respondents acknowledging poor working conditions indicates that employees are significantly impacted by these issues. The literature suggests that labour problems, such as long hours and low wages, can lead to decreased job satisfaction and increased turnover (Shaw & Williams, 1994). If employees feel undervalued and overworked, it can result in low morale and high attrition rates, which ultimately affect the hotel's operational efficiency.
2. **Management**: Management has a critical role in addressing the concerns raised by employees. The acknowledgment of poor working conditions by the majority of

respondents suggests that management must take proactive steps to improve the work environment. This aligns with the ILO's emphasis on creating quality jobs and ensuring fair labour practices (ILO, 2010). By addressing these issues, management can enhance employee satisfaction, reduce turnover, and improve overall productivity.

3. **Customers**: Poor working conditions can indirectly affect customer satisfaction. If employees are overworked and dissatisfied, it may lead to a decline in service quality, which can negatively impact guest experiences. The literature indicates that the transition from manufacturing to service industries, such as hospitality, requires skilled employees (ILO, 2010). If the working conditions do not support employee well-being, it can hinder the ability to provide high-quality service to customers.

Conclusion

In conclusion, the critical application of the literature to the quantitative results from Figure 5.18 reveals that poor working conditions at the Riviera Hotel are a significant concern, as indicated by the overwhelming agreement among respondents. This aligns with the historical context of labour issues in the hospitality sector, where cost-cutting measures have often led to employee dissatisfaction. By applying stakeholder theory, it becomes evident that addressing poor working conditions is essential for the well-being of employees, the effectiveness of management, and the overall satisfaction of customers. Management should prioritize improving working conditions by implementing fair labour practices, enhancing communication with staff, and investing in employee development to foster a more positive and productive work environment. This approach will not only benefit employees but also contribute to the long-term success of the Riviera Hotel.

Figure 5.19: Riviera Hotel responses about the effects of the global recession

Variable	**Effects of the Global Recession**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**45%**	**1.2%**	**5%**	**48%**	**1.2%**

Number of respondents	**38**	**1**	**4**	**40**	**1**

It is very clear from **Figure 5.19** that Riviera Hotel respondents chose option “strongly agree” more often than other levels of responses. Therefore, **Figure 5.19** shows that the highest percentage points for “strongly agree” (48%) were registered for the effects of the global recession for Riviera Hotel respondents. **Figure 5.19** also shows that Riviera Hotel respondents “agree” (45%) that effects of the global recession are challenges and, are also some of the multiple pressures at the aforementioned hotel. The interpretation of these results could be treated as a confirmation that the effects of the global recession are challenges and, are also some of the multiple pressures at Riviera Hotel, which negatively affect the aforementioned tourism business. These percentages could also be interpreted to indicate that the majority of the Riviera Hotel respondents “strongly agree” and also “agree” that the effects of the global recession negatively affect the abovementioned Hotel.

Additionally, **Figure 5.19** indicates that 5% of Riviera Hotel respondents selected option “neutral” for the variable; effects of the global recession. This result could be interpreted as suggesting that 5% of Riviera Hotel respondents were not sure whether the effects of the global recession affected tourism businesses, particularly, Riviera Hotel or not. Lowest percentage points for “strongly disagree” (1%) and “disagree” (1%) were recorded for the variable; effects of the global recession. These results could be interpreted as indicating that 1% of Riviera Hotel respondents “strongly disagree” and another 1% of the respondents “disagree” that effects of the global recession are some of the multiple pressures at Riviera Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results presented regarding the Riviera Hotel respondents' perceptions of the effects of the global recession, I analysed the findings in the context of the broader implications for the tourism and hospitality sector, particularly in light of the COVID-19 pandemic.

Analysis of Quantitative Results

The data from Figure 5.19 indicates a significant consensus among Riviera Hotel respondents regarding the negative impact of the global recession on their business. With 48% of respondents selecting "strongly agree" and 45% choosing "agree," it is evident that the majority perceive the recession as a substantial challenge. This aligns with the literature, which highlights that the tourism and hospitality sector is particularly vulnerable to economic

downturns and global crises, such as the COVID-19 pandemic (Abbas et al., 2021; Huynh et al., 2021).

The low percentages of respondents who selected "neutral" (5%), "strongly disagree" (1%), and "disagree" (1%) further reinforce the notion that there is little ambiguity regarding the recession's impact. The overwhelming agreement suggests that the respondents are acutely aware of the pressures facing their industry, which is consistent with the findings of Marivate & Combrink (2020) that indicate significant economic downturns and operational challenges in the South African tourism sector.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and influences of all stakeholders, including employees, customers, suppliers, and the community. In the context of the Riviera Hotel, the quantitative results reflect the perspectives of a key stakeholder group—employees and management—who are directly affected by the economic conditions.

1. **Employees**: The high levels of agreement among respondents indicate a shared concern for job security and operational stability. The literature suggests that during economic downturns, employees in the tourism sector face heightened job insecurity and stress (Marivate & Combrink, 2020). The Riviera Hotel must address these concerns through transparent communication and support mechanisms to maintain morale and productivity.

2. **Customers**: The perception of economic challenges may also influence customer behaviour. As the literature indicates, the global recession and the pandemic have led to reduced travel and tourism activities (Huynh et al., 2021). The Riviera Hotel should consider how these perceptions affect customer confidence and adjust marketing strategies accordingly to attract visitors in a cautious market.

3. **Suppliers and Partners**: The findings suggest that the hotel may face challenges in maintaining relationships with suppliers due to financial constraints. The literature emphasizes the need for businesses to reassess their operations during crises (Kyrylov et al., 2020). The Riviera Hotel should engage with suppliers to negotiate favourable terms and ensure continuity of service.

4. **Community**: The broader community is also a stakeholder that may be affected by the hotel's operational challenges. The literature highlights the importance of tourism for

local economies (Ugur and Akbiyik, 2020). The Riviera Hotel should consider its role in the community and explore partnerships that can enhance local tourism and support economic recovery.

Conclusion

The quantitative results from the Riviera Hotel respondents provide a clear indication of the perceived challenges posed by the global recession, corroborated by existing literature on the impacts of COVID-19 on the tourism and hospitality sector. By applying stakeholder theory, it becomes evident that the hotel must adopt a holistic approach to address the concerns of its stakeholders, ensuring that it navigates the current economic landscape effectively while fostering resilience and recovery in the face of ongoing challenges. This approach will not only benefit the hotel but also contribute to the broader recovery of the tourism sector in South Africa.

Figure 5.20: Riviera Hotel responses about employee turnover

Variable	**Employee Turnover**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**14%**	**0%**	**74%**	**12%**	**0%**
Number of respondents	**12**	**0**	**62**	**10**	**0**

Figure 5.20 shows that for employee turnover, Rivera Hotel respondents registered 74% for "neutral". Percentage points for "neutral" are the highest in comparison to other level of responses for the variable, employee turnover at Riviera Hotel in Durban. These highest percentage points for "neutral" could be interpreted to indicate that 74% of Riviera Hotel respondents were unsure or not aware whether employee turnover is a challenge and one of the multiple pressures or not at Riviera Hotel in Durban. Furthermore, **Figure 5.20** shows that Riviera Hotel respondents "strongly agree" (12%) and "agree" (14%) that employee turnover at Riviera Hotel is a challenge and it is one of the multiple pressures. These results could be

interpreted to suggest that 12% and 14% of Riviera Hotel respondents are aware and sure that employee turnover is a challenge and one of the multiple pressures at the abovementioned Hotel.

It is also worth mentioning that percentage points for “disagree” (0%) and “strongly disagree” (0%) were registered regarding Riviera Hotel respondents’ responses for the variable, employee turnover. These foregoing results could be interpreted to suggest that none of the Riviera Hotel respondents “disagree” and “strongly disagree” that employee turnover is a challenge and one of the multiple pressures at Riviera Hotel. Therefore, employee turnover at Riviera Hotel is a challenge and one of the multiple pressures.

To critically apply the literature and stakeholder theory to the quantitative results regarding employee turnover at the Riviera Hotel, I analysed the findings in the context of the broader implications for the tourism and hospitality sector, particularly in light of the challenges identified in the literature.

Analysis of Quantitative Results

The data from Figure 5.20 reveals that a significant majority (74%) of Riviera Hotel respondents selected "neutral" regarding whether employee turnover is a challenge. This high percentage suggests a lack of awareness or uncertainty among employees about the implications of turnover within the organization. In contrast, only 12% "strongly agree" and 14% "agree" that employee turnover is a challenge, indicating that a minority of respondents recognize it as a pressing issue. The absence of respondents selecting "disagree" or "strongly disagree" (0%) further emphasizes that there is no outright denial of the problem, but rather a significant portion of the workforce is ambivalent or uninformed.

This finding aligns with the literature, which indicates that employee turnover is a persistent issue in the tourism and hospitality sector (Mwilu, 2016; Yang et al., 2012). The literature highlights various factors contributing to high turnover rates, including low pay, poor working conditions, lack of career development, and inadequate leadership (Choi et al., 2018; Mwilu, 2016). The lack of awareness among the majority of respondents may stem from insufficient communication regarding the challenges posed by turnover, which can lead to negative consequences for both employees and the organization.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and influences of all stakeholders involved in an organization. In the context of the Riviera Hotel, the quantitative results reflect the perspectives of several key stakeholder groups, including employees, management, and customers.

1. **Employees**: The high percentage of "neutral" responses indicates that many employees may not fully understand the implications of turnover on their work environment and job security. This lack of awareness can lead to disengagement and low morale, as employees may not feel invested in addressing the issue. The literature suggests that poor working conditions and lack of recognition contribute to turnover (Choi et al., 2018; Jagun, 2015). The Riviera Hotel should prioritize communication and training initiatives to educate employees about the impact of turnover and foster a culture of engagement.

2. **Management**: The results suggest that management may not be effectively addressing the challenges associated with employee turnover. The literature indicates that poor leadership and inadequate support can exacerbate turnover rates (Mwilu, 2016; Kurio et al., 2012). Management should take proactive steps to create a supportive work environment, implement fair promotion practices, and provide opportunities for career development to reduce turnover and improve employee satisfaction.

3. **Customers**: High employee turnover can adversely affect customer service quality, as new employees may lack the experience and training necessary to provide effective service (Yam et al., 2018). The literature highlights that turnover can lead to increased costs for recruiting and training new staff, which can ultimately impact the hotel's bottom line (Nasurdin et al., 2015). The Riviera Hotel must recognize that addressing turnover is not only an internal issue but also a critical factor in maintaining customer satisfaction and loyalty.

4. **Community**: The broader community is also a stakeholder that may be affected by high turnover rates in the hospitality sector. The literature emphasizes the importance of stable employment in supporting local economies (Pandita & Ray, 2018). The Riviera Hotel should consider its role in the community and explore partnerships that can enhance workforce stability and contribute to local economic development.

Conclusion

The quantitative results regarding employee turnover at the Riviera Hotel reveal a significant lack of awareness among employees about the challenges posed by turnover, which is consistent with the literature on the tourism and hospitality sector. By applying stakeholder theory, it becomes clear that the hotel must take a comprehensive approach to address the concerns of its stakeholders. This includes improving communication, fostering a supportive work environment, and recognizing the importance of employee retention for both organizational success and customer satisfaction. By doing so, the Riviera Hotel can mitigate the challenges associated with turnover and contribute to a more stable and productive workforce.

Figure 5.21: Riviera Hotel responses about operational costs

Variable	**Operational Costs**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**31%**	**0%**	**36%**	**33%**	**0%**
Number of respondents	**26**	**0**	**30**	**28**	**0**

Figure 5.21 shows results for Riviera Hotel respondents in percentage frequencies on the variable, operational costs. **Figure 5.21** also shows the level of responses by Riviera Hotel respondents in respect of the variable, operational costs. Furthermore, **Figure 5.21** shows that Riviera Hotel respondents' responses for the variable, operational costs, received the highest percentage points registered for "neutral" at 36%. Given Riviera Hotel respondents' abovementioned responses for the variable, operational costs regarding neutral, this could be interpreted to suggest that 36% of the Riviera Hotel respondents are not sure whether operational costs are multiple pressures at the abovementioned hotel or not. It is clear from **Figure 5.21** that Riviera Hotel respondents frequently chose options "strongly agree" (33%) and "agree" (31%) more than options "disagree" (0%) and "strongly disagree" (0%). This could be interpreted to suggest that the aforesaid results save to confirm that the majority of Riviera

Hotel respondents believe that operational costs are a challenge and one of the multiple pressures at Riviera Hotel.

It is also worth mentioning that none of Riviera Hotel respondents “disagree” (0%) and “strongly disagree” (0%) that operational costs are multiple pressures at Riviera Hotel. This could be interpreted to indicate that, none of Riviera Hotel respondents have any reason to “strongly disagree” and “disagree” that operational costs are multiple pressures at Riviera Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results regarding operational costs at the Riviera Hotel, I analysed the findings in the context of the broader implications for the tourism and hospitality sector, particularly in light of the challenges identified in the literature.

Analysis of Quantitative Results

The data from Figure 5.21 indicates that 36% of Riviera Hotel respondents selected "neutral" regarding whether operational costs are a challenge. This suggests that a significant portion of the workforce is uncertain about the impact of operational costs on the hotel's performance. In contrast, a combined total of 64% of respondents either "strongly agree" (33%) or "agree" (31%) that operational costs are indeed a challenge, indicating a strong consensus among those who have an opinion on the matter. The absence of respondents selecting "disagree" or "strongly disagree" (0%) further emphasizes that there is no outright denial of the issue, but rather a notable ambivalence among a substantial portion of the staff.

This finding aligns with the literature, which highlights that operational costs in the tourism and hospitality sector can be significantly influenced by factors such as employee turnover, inadequate training, and poor leadership (Mwilu, 2016). The uncertainty expressed by the 36% of respondents may stem from a lack of communication or understanding regarding how operational costs are managed and their implications for the hotel's overall performance.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and influences of all stakeholders involved in an organization. In the context of the Riviera Hotel, the quantitative results reflect the perspectives of several key stakeholder groups, including employees, management, and customers.

1. **Employees**: The high percentage of "neutral" responses indicates that many employees may not fully understand the implications of operational costs on their work environment and job security. This lack of awareness can lead to disengagement and low morale, as employees may not feel invested in addressing the issue. The literature suggests that operational costs can be exacerbated by high employee turnover and inadequate training (Mwilu, 2016). The Riviera Hotel should prioritize communication and training initiatives to educate employees about the impact of operational costs and foster a culture of engagement.

2. **Management**: The results suggest that management may not be effectively addressing the challenges associated with operational costs. The literature indicates that poor leadership and inadequate support can lead to increased operational expenses (Mwilu, 2016). Management should take proactive steps to create a supportive work environment, implement fair promotion practices, and provide opportunities for career development to reduce turnover and improve employee satisfaction, which in turn can help manage operational costs.

3. **Customers**: High operational costs can adversely affect the quality of service provided to customers. The literature highlights that increased operational expenses can lead to reduced service quality, as hotels may cut costs in areas that directly impact customer experience (Mwilu, 2016). The Riviera Hotel must recognize that addressing operational costs is not only an internal issue but also a critical factor in maintaining customer satisfaction and loyalty. Ensuring that operational efficiencies are achieved without compromising service quality is essential for long-term success.

4. **Community**: The broader community is also a stakeholder that may be affected by the operational costs of the hotel. The literature emphasizes the importance of stable employment and economic contributions from local businesses (Mwilu, 2016). The Riviera Hotel should consider its role in the community and explore partnerships that can enhance operational efficiencies while contributing to local economic development.

Conclusion

The quantitative results regarding operational costs at the Riviera Hotel reveal a significant lack of awareness among employees about the challenges posed by operational costs, which is consistent with the literature on the tourism and hospitality sector. By applying stakeholder theory, it becomes clear that the hotel must take a comprehensive approach to address the

concerns of its stakeholders. This includes improving communication, fostering a supportive work environment, and recognizing the importance of managing operational costs for both organizational success and customer satisfaction. By doing so, the Riviera Hotel can mitigate the challenges associated with operational costs and contribute to a more stable and productive workforce, ultimately enhancing its competitive position in the market.

Figure 5.22: Riviera Hotel responses about lack of choice

Variable	**Lack of Choice**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**48%**	**4%**	**5%**	**42%**	**2.4%**
Number of respondents	**40**	**3**	**4**	**35**	**2**

Figure 5.22 provides responses of Riviera Hotel respondents in percentage frequencies on the variable, the lack of choice. **Figure 5.22** indicates that percentages points for "agree" (48%) are relatively the highest in comparison to other percentage points for the variable, the lack of choice. In addition, **Figure 5.22** shows that Riviera Hotel respondents "strongly agree" (42%) and "agree" (48%) that the lack of choice is a challenge and one of the multiple pressures at Riviera Hotel in Durban. The *supra* results could be interpreted to suggest that Riviera Hotel respondents who "strongly agree" (42%) and "agree" (48%) that the lack of choice is a challenge and one of the multiple pressures, simply confirm that the lack of choice is indeed a challenge and one of the multiple pressures at the aforementioned hotel. Furthermore, **Figure 5.22** shows a "disagree" option at 4% and, it also indicates another "strongly disagree" option at 2.4%. The preceding low percentage points show that few respondents from the Riviera Hotel do not believe that the lack of choice is a challenge and one of the multiple pressures at Riviera Hotel. It is also worth noting that **Figure 5.22** shows that the lowest percentage points (2.4%) were registered for "strongly disagree" from Riviera Hotel respondents in response to the Likert-scale responses of the question whether respondents believe that the lack of choice is a multiple pressure.

To critically apply the literature on stakeholder theory and the quantitative results from Figure 5.22 regarding the lack of choice at the Riviera Hotel, I analysed the implications of the respondents' perceptions in light of the challenges faced by the hospitality industry, particularly in the context of multinational corporations (MNCs) and their management practices.

Stakeholder Theory and the Lack of Choice

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, and the local community, rather than focusing solely on shareholder profits. The responses from Riviera Hotel respondents indicate a significant concern regarding the lack of choice, with 48% agreeing and 42% strongly agreeing that this is a challenge. This suggests that a substantial portion of stakeholders—specifically the employees and customers—feel that their needs and preferences are not being adequately addressed.

The high percentage of respondents acknowledging the lack of choice as a challenge aligns with Edwards and Rees (2006), who argue that many hospitality managers lack the necessary skills to manage a multicultural workforce effectively. This lack of managerial competence can lead to inflexible policies that do not cater to the diverse needs of employees and customers, thereby exacerbating the issue of limited choice. The results from Figure 5.22 reflect a disconnect between the management practices of MNCs and the expectations of local stakeholders, highlighting a critical area for improvement.

Ethnocentric Management Practices

The literature indicates that MNCs often impose ethnocentric management practices, which prioritize home-country policies over local needs (Perlmutter, 1969). The responses from Riviera Hotel respondents suggest that the lack of choice may stem from such rigid policies that do not consider the local context. The low percentages of disagreement (4% disagree and 2.4% strongly disagree) imply that there is a consensus among respondents that the lack of choice is indeed a pressing issue, which may be a direct consequence of the ethnocentric approach adopted by management.

This situation is further complicated by the tendency of MNCs to reserve top management positions for home-country nationals, as noted by Heenan and Perlmutter (1979). Such practices can lead to a lack of understanding of local market dynamics and customer preferences, resulting in policies that fail to resonate with the local workforce and clientele.

The overwhelming agreement among respondents that the lack of choice is a challenge suggests that the current management strategies may not be effectively addressing the needs of the local stakeholders.

Implications for Management and Policy

The findings from Figure 5.22 highlight the urgent need for Riviera Hotel management to reassess their policies and practices in light of stakeholder feedback. The significant agreement on the lack of choice as a challenge indicates that management must adopt a more inclusive approach that considers the diverse perspectives of employees and customers. This aligns with the shift towards a geocentric management approach, which Roper et al. (1997) argue is essential for addressing the complexities of operating in a multicultural environment.

Moreover, the literature emphasizes the importance of investing in employee development and creating adaptable HR policies that can cater to local needs (Roper et al., 1997). By fostering a more flexible and responsive management style, Riviera Hotel can enhance employee satisfaction and customer experience, ultimately leading to improved business outcomes.

Conclusion

In conclusion, the quantitative results from Figure 5.22 provide a clear indication that the lack of choice is a significant challenge for Riviera Hotel, as perceived by its stakeholders. The literature on stakeholder theory and ethnocentric management practices underscores the importance of addressing these concerns through more inclusive and adaptable management strategies. By recognizing and responding to the needs of local stakeholders, Riviera Hotel can improve its operational effectiveness and enhance its reputation within the hospitality industry.

Figure 5.23: Riviera Hotel responses about not feeling being valued or listened to

Variable	**Tourists Not Feeling Being Valued or Listened to**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**60%**	**4%**	**0%**	**35%**	**2.4%**

Number of respondents	**50**	**3**	**0**	**29**	**2**

Figure 5.23 shows results for Riviera Hotel respondents in percentage frequencies for the variable, tourists not feeling being valued or listened to. According to **Figure 5.23**, Riviera Hotel respondents "agree" (60%) and "strongly agree" (35%) that tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at the Riviera Hotel in Durban. This strongly suggest that the majority of Riviera Hotel respondents support that the variable, tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at Riviera Hotel in Durban. A low percentage point (2.4%) for "strongly disagree" and another low percentage point (3%) for "agree" were both recorded from Riviera Hotel respondents against the variable, tourists not feeling being valued or listened to. This could be interpreted to suggest that very few Riviera Hotel respondents "disagree" and "strongly disagree" that the variable, tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures. It is also worth noting that none of the Riviera Hotel respondents selected option "neutral" in terms of the variable, tourists not feeling being valued or listened to.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.23 regarding tourists not feeling valued or listened to at the Riviera Hotel, I explored the implications of these findings in the context of management practices, stakeholder engagement, and the challenges faced by the hospitality industry.

Stakeholder Theory and the Perception of Value

Stakeholder theory emphasizes the importance of recognizing and addressing the needs and concerns of all stakeholders, including customers, employees, and the local community. The quantitative results from Figure 5.23 indicate that a significant majority of Riviera Hotel respondents (60% agree and 35% strongly agree) believe that tourists not feeling valued or listened to is a challenge. This overwhelming consensus suggests that the hotel's management is failing to adequately engage with a critical stakeholder group—its guests.

The absence of any neutral responses further underscores the urgency of this issue; it indicates that respondents feel strongly about the lack of value and attention given to tourists. This situation presents a clear opportunity for Riviera Hotel to enhance its stakeholder engagement strategies, ensuring that tourists feel heard and valued. By addressing these concerns, the hotel

can improve customer satisfaction and loyalty, which are essential for long-term success in the hospitality industry.

Ethnocentric Management Practices and Their Impact

The literature highlights the challenges posed by ethnocentric management practices, particularly in multinational corporations (MNCs). Perlmutter (1969) argues that MNCs often impose rigid policies that do not account for local contexts, leading to a disconnect between management and clientele. The results from Figure 5.23 align with this perspective, as the high percentage of respondents indicating that tourists feel undervalued may stem from such inflexible policies.

Heenan and Perlmutter (1979) further note that when management fails to listen to customer feedback, it can lead to unmet expectations, resulting in tourists vowing not to return. This is particularly relevant for Riviera Hotel, as the perception that tourists are not being valued could directly impact repeat business and the hotel's reputation. The rigid policies that prioritize home-country practices over local needs may prevent the hotel from effectively addressing customer concerns, thereby exacerbating the issue of tourists feeling undervalued.

Implications for Management and Policy

The findings from Figure 5.23 suggest that Riviera Hotel management must critically evaluate its current practices and policies to better align with the expectations of its stakeholders. The significant agreement among respondents that tourists do not feel valued indicates a pressing need for management to adopt a more customer-centric approach. This could involve implementing feedback mechanisms that allow tourists to voice their concerns and suggestions, thereby fostering a culture of listening and responsiveness.

Moreover, the literature suggests that MNCs often reserve top management positions for home-country nationals, which can lead to a lack of understanding of local customer preferences (Heenan & Perlmutter, 1979). To mitigate this issue, Riviera Hotel could consider diversifying its management team to include local leaders who are more attuned to the needs and expectations of the local clientele. This approach could enhance the hotel's ability to create a welcoming environment where tourists feel valued and listened to.

Conclusion

In conclusion, the quantitative results from Figure 5.23 highlight a significant challenge for Riviera Hotel regarding tourists not feeling valued or listened to. The application of stakeholder theory and the literature on ethnocentric management practices underscores the importance of addressing these concerns through more inclusive and responsive management strategies. By prioritizing stakeholder engagement and adapting policies to better meet the needs of tourists, Riviera Hotel can enhance customer satisfaction, loyalty, and overall business performance in the competitive hospitality industry.

Figure 5.24: Riviera Hotel responses about security issues

Variable	**Security Issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**60%**	**2.4%**	**0%**	**36%**	**2.4%**
Number of respondents	**50**	**2**	**0**	**30**	**2**

Figure 5.24 shows responses of Riviera Hotel respondents in percentage frequencies on the variable, security issues. **Figure 5.24** shows that Riviera Hotel respondents "agree" (60%) and "strongly agree" (36%) that security issues are a challenge and one of the multiple pressures at Riviera Hotel in Durban. The *supra* results obtained from Riviera Hotel respondents could be interpreted to suggest that the majority of the respondents mentioned that security issues are a challenge and one of the multiple pressures at Riviera Hotel in Durban. It is also worth mentioning that Riviera Hotel respondents "disagree" (2.4%) and "strongly disagree" (2.4%) that security issues are a challenge and one of the multiple pressures at Riviera Hotel in Durban. The interpretation of these results is that very few Riviera Hotel respondents "disagree" and "strongly disagree" that security issues are a challenge and one of the multiple pressures at Riviera Hotel in Durban. **Figure 5.24** also shows that none of Riviera Hotel respondents selected option "neutral" for the variable, security issues. This could be interpreted to suggest

that no single Riviera Hotel respondent was unsure whether security issues are a challenge and one of the multiple pressures or not at Riviera Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results regarding security issues at the Riviera Hotel in Durban, I analysed the data in the context of the broader implications of security concerns in the tourism and hospitality sector, particularly in South Africa.

Quantitative Results Interpretation

The data from Figure 5.24 indicates that a significant majority of respondents (96%) at the Riviera Hotel either "agree" (60%) or "strongly agree" (36%) that security issues are a challenge and a pressure point for the hotel. This overwhelming consensus suggests that security is a critical concern for both the staff and management of the hotel, as well as for the guests. The absence of respondents selecting the "neutral" option further emphasizes that there is no ambiguity regarding the perception of security issues; all respondents have a clear stance on the matter.

In contrast, only a small fraction (4.8%) of respondents "disagree" or "strongly disagree" that security issues are a challenge. This minimal dissent indicates that the perception of security as a challenge is nearly universal among the respondents, reinforcing the idea that security concerns are a pressing issue that cannot be overlooked.

Literature Context

The literature highlights that criminal activities significantly impact the tourism and hospitality industry in South Africa. As noted by Recher and Rubil (2020), criminal activities lead to immediate expenses and can tarnish the reputation of destinations, deterring future tourists. This aligns with the findings from the Riviera Hotel, where the majority of respondents recognize security issues as a challenge. The literature also points out that elevated crime levels can lead to decreased visitor numbers, as seen in the case of Rio de Janeiro (Tarlow, 2011). This suggests that the perception of safety is crucial for attracting and retaining tourists.

Furthermore, the literature indicates that KwaZulu-Natal, despite its scenic beauty, faces significant threats from illegal activities that could hinder the growth of tourism (Lisowska, 2017; Nkosi, 2010). The findings from the Riviera Hotel respondents reflect this concern, as they acknowledge security issues as a major pressure point.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and concerns of all stakeholders, including customers, employees, suppliers, and the community. In the context of the Riviera Hotel, the primary stakeholders include:

1. **Guests**: The overwhelming concern about security issues directly affects their willingness to visit and stay at the hotel. Ensuring a safe environment is paramount for attracting and retaining guests.
2. **Employees**: Staff members are also stakeholders who may feel unsafe working in an environment perceived as insecure. Their well-being and job satisfaction are linked to the hotel's reputation for safety.
3. **Local Community**: The hotel operates within a broader community that is affected by crime rates. A safe hotel can contribute positively to the local economy, while a hotel perceived as unsafe can harm the community's reputation.
4. **Management**: The hotel management must address these security concerns proactively to maintain the hotel's reputation and ensure its long-term viability.

Conclusion

The quantitative results from the Riviera Hotel respondents, combined with the literature on security issues in South Africa's tourism sector, underscore the critical nature of security as a challenge for the hospitality industry. The stakeholder theory framework highlights the importance of addressing these concerns not only for the benefit of guests but also for employees, the local community, and the hotel's management. By prioritizing security measures and effectively communicating these efforts, the Riviera Hotel can enhance its reputation and attract more visitors, ultimately contributing to the growth of tourism in the region.

Figure 5.25: Riviera Hotel responses about attracting and retaining clients

Variable	**Attracting and Retaining Clients**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**

Percentage points	**48%**	**2.4%**	**2.4%**	**46%**	**1.2%**
Number of respondents	**40**	**2**	**2**	**39**	**1**

Figure 5.25 clearly shows that Riviera Hotel respondents chose option “agree” (48%) more than the rest of other levels of responses. This is a validation that many Riviera Hotel respondents believe that attracting and retaining clients is a challenge and one of the multiple pressures at Riviera Hotel in Durban. **Figure 5.25** further shows that high percentage points for “strongly agree” (46%) were recorded in support of the fact that, attracting and retaining clients is a challenge and one of the multiple pressures at Riviera Hotel. Therefore, the interpretation is that the majority of Riviera Hotel respondents “agree” (48%) and “strongly agree” (46%) that attracting and retaining clients is a challenge and one of the multiple pressures at Riviera Hotel. **Figure 5.25** also shows that few Riviera Hotel respondents selected option “neutral” (2.4%) for the variable, attracting and retaining clients. This could be interpreted to suggest that some of the Riviera Hotel respondents were not sure whether attracting and retaining clients is a challenge and one of the multiple pressures or not at Riviera Hotel. Furthermore, **Figure 5.25** shows that Riviera Hotel respondents “disagree” (2.4%) and “strongly disagree” (1.2%) that attracting and retaining clients is a challenge and one of the multiple pressures at Riviera Hotel. This indicates that very few Riviera Hotel respondents do not believe that, attracting and retaining clients is a challenge and one of the multiple pressures at Riviera Hotel. Hence, Riviera Hotel respondents “disagree” (2.4%) and “strongly disagree” (1.2%) that attracting and retaining clients is a challenge and one of the multiple pressures at Riviera Hotel.

To critically apply the literature and stakeholder theory to the quantitative results regarding the challenges of attracting and retaining clients at the Riviera Hotel in Durban, I analysed the data in the context of the broader issues highlighted in the literature, particularly the labour shortages in the hospitality sector.

Quantitative Results Interpretation

The data from Figure 5.25 indicates that a significant majority of respondents at the Riviera Hotel either "agree" (48%) or "strongly agree" (46%) that attracting and retaining clients is a challenge. This combined total of 94% suggests a strong consensus among respondents that

client attraction and retention are pressing issues for the hotel. The small percentage of respondents who selected "neutral" (2.4%) indicates that there is little uncertainty regarding this challenge, while the even smaller percentages of those who "disagree" (2.4%) or "strongly disagree" (1.2%) further reinforce the notion that the majority view client retention as a significant pressure point.

Literature Context

The literature highlights a persistent labour shortage in the hospitality sector, which has been a challenge for decades. Winsor (1963) noted that labour shortages negatively impacted the hotel sector in the USA and Canada, particularly in food service and room service. Beck (1976) further emphasized that these shortages were exacerbated by high turnover rates and difficulties in recruiting skilled employees.

The literature suggests that low salaries, limited benefits, and inadequate training contribute to high turnover and an unreliable labour force, which ultimately affects service delivery (Enz, 2009; Woods & Sciarini, 1995). This context is crucial for understanding the challenges faced by the Riviera Hotel in attracting and retaining clients. If the hotel struggles to maintain a stable and skilled workforce, it may lead to subpar service, which can deter clients and negatively impact the hotel's reputation.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and concerns of all stakeholders involved. In the context of the Riviera Hotel, the key stakeholders include:

1. Guests: The primary concern for guests is the quality of service they receive. If the hotel is unable to attract and retain skilled staff, it may lead to inconsistent service quality, which can deter repeat business and negatively impact guest satisfaction.
2. Employees: Staff members are directly affected by labour shortages and high turnover rates. If employees feel overworked or underappreciated due to inadequate compensation and training, it can lead to dissatisfaction and further exacerbate the challenges of attracting and retaining clients.
3. Management: Hotel management must address these challenges proactively. They need to implement strategies to improve employee satisfaction, such as offering competitive

salaries, benefits, and training opportunities, to create a more stable workforce that can enhance client attraction and retention.

4. Local Community: The hotel operates within a community that may also be affected by its ability to attract and retain clients. A successful hotel can contribute positively to the local economy, while a struggling hotel may have negative repercussions for local businesses and employment.

Conclusion

The quantitative results from the Riviera Hotel respondents, combined with the literature on labour shortages in the hospitality sector, underscore the critical nature of attracting and retaining clients as a challenge for the hotel. The stakeholder theory framework highlights the interconnectedness of the hotel's operations and the importance of addressing the concerns of all stakeholders involved. By focusing on improving employee satisfaction and service quality, the Riviera Hotel can enhance its reputation and better position itself to attract and retain clients, ultimately contributing to the growth and sustainability of the hospitality sector in Durban.

Figure 5.26: Riviera Hotel responses about low quality entertainment

Variable	**Low Quality Entertainment**				
Likert-scale	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**48%**	**6%**	**0%**	**43%**	**4%**
Number of respondents	**40**	**5**	**0**	**36**	**3**

Figure 5.26 shows responses of Riviera Hotel respondents in percentage points. According to **Figure 5.26**, Riviera Hotel respondents "strongly agree" (43%) and "agree" (48%) that low quality entertainment is a challenge and one of the multiple pressures at Riviera Hotel. This suggests that the majority of the respondents at Riviera Hotel believe that low quality entertainment is a challenge and one of the multiple pressures at Riviera Hotel in Durban. **Figure 5.26** also shows that Riviera Hotel respondents "disagree" (6%) and "strongly disagree"

(3%) that low quality entertainment is a challenge and one of the multiple pressures at Riviera Hotel. This could be interpreted to indicate that very few Riviere Hotel respondents do not believe that low quality entertainment is a challenge and one of the multiple pressures at the abovementioned Hotel. It is also worth mentioning that there was not even a single respondent at Riviera Hotel who opted to select option “neutral” for the variable, low quality entertainment. This suggests that not even a single respondent was unsure whether low quality entertainment is a challenge and one of the multiple pressures at Riviera Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.26 regarding the perceptions of Riviera Hotel respondents on low-quality entertainment, I analysed the implications of these findings in the context of the broader hospitality industry and the stakeholders involved.

Analysis of Quantitative Results

The data from Figure 5.26 indicates that a significant majority of respondents (91%) at Riviera Hotel either "strongly agree" (43%) or "agree" (48%) that low-quality entertainment is a challenge. This overwhelming consensus suggests that low-quality entertainment is perceived as a critical issue affecting customer satisfaction and overall experience at the hotel. The absence of neutral responses further emphasizes the clarity of opinion among respondents, indicating a strong awareness of the entertainment quality issue.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including customers, employees, suppliers, and the community. In the context of Riviera Hotel, the primary stakeholders affected by the low-quality entertainment issue include:

1. **Customers**: The majority of respondents express dissatisfaction with entertainment quality, which directly impacts their overall experience and satisfaction. This dissatisfaction can lead to negative reviews, reduced customer loyalty, and ultimately, a decline in business.
2. **Employees**: The literature highlights that cut-throat competition in the hotel industry often leads to cost-cutting measures that can adversely affect employees. For instance, if hotel management prioritizes reducing costs over improving entertainment quality,

employees may face increased pressure to deliver satisfactory service under suboptimal conditions. This can lead to job dissatisfaction and high turnover rates.

3. **Management**: Hotel management must recognize the implications of low-quality entertainment on customer satisfaction and employee morale. The findings suggest a need for strategic investment in entertainment offerings to enhance the guest experience and foster a positive work environment.

4. **Community**: The hotel's reputation and its contribution to the local economy are also at stake. Poor entertainment quality can deter tourists, impacting local businesses and the community's economic health.

Literature Contextualization

The literature cited provides a framework for understanding the challenges faced by the hospitality industry. Bigne et al. (2009) emphasize the importance of customer satisfaction and the potential for changing tourist perceptions based on their experiences. This aligns with the findings from Riviera Hotel, where low-quality entertainment is likely to hinder customer satisfaction and alter perceptions negatively.

Gunn (1979) and Gunn (1988) highlight the need for distinctive and exceptional experiences in tourism. The lack of quality entertainment at Riviera Hotel contradicts this notion, suggesting that the hotel may be failing to provide the unique experiences that attract visitors. This failure can be attributed to the competitive pressures outlined by Boytos et al. (2017) and Kelly & Fairley (2018), where the focus on cost-cutting undermines the quality of services offered.

Conclusion

In conclusion, the quantitative results from Riviera Hotel indicate a pressing challenge regarding low-quality entertainment, which has significant implications for various stakeholders. The application of stakeholder theory reveals the interconnectedness of customer satisfaction, employee well-being, and management strategies. The literature underscores the necessity for hotels to prioritize quality experiences to remain competitive and fulfill their responsibilities to all stakeholders. Addressing the entertainment quality issue is not only essential for enhancing customer satisfaction but also for fostering a positive work environment and contributing to the broader community's economic health.

Figure 5.27: **Riviera Hotel responses about competition**

Variable	**Competition**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**27%**	**0%**	**54%**	**19%**	**0%**
Number of respondents	**23**	**0**	**45**	**16**	**0**

Figure 5.27 shows that Riviera Hotel respondents' percentage point for option "neutral" (54%) regarding the variable, competition, is higher than other percentage points. The interpretation of the *supra* result could be that the majority of Riviera Hotel respondents were unsure whether competition is a challenge and one of the multiple pressures or not at Riviera Hotel. **Figure 5.27** also indicates that Riviera Hotel respondents "agree" (27%) and "strongly agree" (19%) that competition is a challenge and one of the multiple pressures at Riviera Hotel. The data for Riviera Hotel respondents further indicate that "disagree" and "strongly disagree" responses for the variable, competition, were not reported. This could be interpreted to suggest none of the Riviera Hotel respondents selected options "disagree" and "strongly disagree" in terms of variable, competition. This further suggests that none of the Riviera Hotel respondents "disagree" and "strongly disagree" that competition is a challenge and one of the multiple pressures at Riviera Hotel. Given the aforesaid percentage points, it could be suggested that competition is indeed a challenge and one of the multiple pressures at Riviera Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.27 regarding the perceptions of Riviera Hotel respondents on competition, I analysed the implications of these findings in the context of the hospitality industry and the various stakeholders involved.

Analysis of Quantitative Results

The data from Figure 5.27 reveals that a significant portion of respondents (54%) at Riviera Hotel selected the "neutral" option regarding whether competition is a challenge. This indicates

a level of uncertainty among the respondents about the impact of competition on the hotel. In contrast, 27% of respondents "agree" and 19% "strongly agree" that competition is indeed a challenge, suggesting that while there is some recognition of competitive pressures, a majority remain ambivalent.

The absence of "disagree" and "strongly disagree" responses implies that no respondents outright reject the notion that competition is a challenge. This could suggest a general acknowledgment of competition's presence, even if its implications are not fully understood or felt by the majority.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and well-being of all stakeholders involved in an organization. In the context of Riviera Hotel, the key stakeholders affected by competition include:

1. **Customers**: The uncertainty expressed by respondents may reflect a lack of awareness or understanding of how competition affects their experience. If customers perceive competition as a challenge, it could influence their expectations regarding service quality and pricing.
2. **Employees**: The literature indicates that cut-throat competition can lead to negative outcomes for employees, such as reduced wages and increased workloads. The neutral responses may suggest that employees are also uncertain about how competition impacts their work environment and job security.
3. **Management**: Hotel management must recognize the implications of competition on both customer satisfaction and employee morale. The mixed responses indicate a need for management to communicate more effectively about competitive strategies and how they aim to enhance the guest experience while supporting their staff.
4. **Community**: The competitive landscape can also affect the local community, as hotels and restaurants vie for customers. If competition leads to cost-cutting measures that compromise service quality, it could have broader implications for the local economy and tourism reputation.

Literature Contextualization

The literature provides valuable insights into the dynamics of competition within the tourism and hospitality sector. Benur & Bramwell (2015), McKercher (2016), and Todd et al. (2017) highlight the strategic importance of managing competition to enhance hotel and restaurant performance. The findings from Riviera Hotel suggest that while some respondents recognize competition as a challenge, many remain uncertain about its implications.

Bigne et al. (2009) emphasize the importance of aligning service offerings with customer expectations to enhance satisfaction. The neutral responses may indicate a disconnect between customer expectations and the competitive strategies employed by the hotel. This disconnect could hinder the hotel's ability to attract and retain customers.

Furthermore, the literature discusses the adverse effects of ruthless competition, including tax evasion and labour exploitation (Boytos et al., 2017; Kelly & Fairley, 2018). The findings from Riviera Hotel suggest that while competition is acknowledged, the lack of strong negative responses may indicate that the consequences of competition are not yet fully realized by the respondents.

Conclusion

In conclusion, the quantitative results from Riviera Hotel indicate a significant level of uncertainty among respondents regarding the impact of competition. The application of stakeholder theory reveals the interconnectedness of customer perceptions, employee experiences, and management strategies in the face of competitive pressures. The literature underscores the necessity for hotels to effectively manage competition to enhance customer satisfaction and employee well-being. Addressing the uncertainties expressed by respondents is crucial for Riviera Hotel to develop strategies that not only improve competitive positioning but also foster a positive environment for both customers and employees.

** To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.58 regarding the effects of the global recession on Mimmos Restaurant, we can analyze the implications of the respondents' perceptions and the broader context of the hospitality industry.

Quantitative Results Analysis

The data from Figure 5.58 reveals that a significant majority of respondents (83%) either "strongly agree" (50%) or "agree" (33%) that the effects of the global recession are a challenge for Mimmos Restaurant. This strong consensus indicates that the majority of respondents recognize the recession's impact on the restaurant's operations, suggesting that it is a pressing concern that cannot be overlooked.

The low percentages of respondents who "disagree" (5%) or "strongly disagree" (2.4%) further support the notion that the effects of the global recession are widely acknowledged as a challenge. The 10% of respondents who selected "neutral" may indicate uncertainty or a lack of strong opinion, but given the dominant agreement, this group is unlikely to significantly influence the overall perception of the recession's impact.

Literature Context

The literature highlights the challenges faced by the hospitality industry during economic downturns, including cut-throat competition that can lead to unethical practices such as tax evasion and neglect of social responsibilities (Boytos et al., 2017; Kelly & Fairley, 2018). The findings from Mimmos Restaurant align with these concerns, as the high percentage of respondents acknowledging the recession's effects suggests that the restaurant may be experiencing similar pressures.

Moreover, the literature points out that during a recession, businesses often prioritize cost-cutting measures over quality service, which can lead to a decline in customer satisfaction and employee morale (Boytos et al., 2017; Kelly & Fairley, 2018). This aligns with the perceptions of Mimmos Restaurant respondents, who recognize that the global recession poses significant challenges that could affect service quality and operational efficiency.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and concerns of all stakeholders involved. In the context of Mimmos Restaurant, the primary stakeholders affected by the challenges of the global recession include:

1. **Employees**: The pressures of the recession may lead to cost-cutting measures that affect employee wages, working conditions, and job security. Employees may face increased workloads and stress, which can lead to dissatisfaction and high turnover rates.

2. **Customers**: The quality of service may decline as the restaurant focuses on reducing costs. Customers may experience longer wait times, reduced service quality, and a lack of attention to their needs, which can negatively impact their dining experience and loyalty.
3. **Management**: The management team at Mimmos Restaurant must navigate the challenges posed by the recession while maintaining operational efficiency and profitability. This may require difficult decisions regarding staffing, pricing, and service quality.
4. **Community**: The restaurant's performance during a recession can have broader implications for the local economy. A struggling restaurant may contribute less to the local economy, affecting job creation and community engagement.

Conclusion

The quantitative results from Mimmos Restaurant, combined with insights from the literature and stakeholder theory, underscore the critical nature of addressing the effects of the global recession. The overwhelming agreement among respondents highlights the urgency of this issue, suggesting that management should adopt strategies to mitigate the recession's impact. This could include investing in employee training, enhancing customer service, and exploring innovative marketing strategies to attract and retain customers. By prioritizing the needs of all stakeholders, Mimmos Restaurant can navigate the challenges posed by the global recession and work towards a more sustainable and resilient business model.

Figure 5.28: Riviera Hotel responses about lack of innkeeper laws

Variable	**Lack of Innkeeper Laws**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**36%**	**5%**	**0%**	**57%**	**2.4%**
Number of respondents	**30**	**4**	**0**	**48**	**2**

Figure 5.28 indicates that Riviera Hotel respondents “strongly agree” (57%) and “agree” (36%) that the lack of innkeeper laws is a challenge and one of the multiple pressures at Riviera Hotel. The interpretation of these high percentage points is that the majority of Riviera Hotel respondents overwhelmingly believe that the absence of innkeeper laws is indeed a problem and one of the multiple pressures at the aforementioned Hotel. Therefore, high percentage points for the majority of Riviera Hotel respondents simply confirm that the lack of innkeeper laws is a challenge and one of the multiple pressures at Riviera Hotel in Durban. **Figure 5.28** also shows that some of the Riviera Hotel respondents “disagree” (5%) and “strongly disagree” (2.4%) that the lack of innkeepers is a challenge and one of the multiple pressures at Riviera Hotel. These extremely low percentage points could be interpreted to suggest that they are very few Riviera Hotel respondents who “disagree” and “strongly disagree” that the lack of innkeeper laws is a challenge and one of the multiple pressures at Riviera Hotel. Furthermore, **Figure 5.28** indicates that none of the respondents at Riviera Hotel selected option “neutral” for the variable, lack of innkeeper laws. This result appears to indicate that none of the respondents at Riviera Hotel were not certain whether the lack of innkeeper laws is a challenge and one of multiple pressures or not at the abovementioned Hotel.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.28 regarding the perceptions of Riviera Hotel respondents on the lack of innkeeper laws, I analysed the implications of these findings in the context of stakeholder interests and the legal framework governing hospitality operations.

Interpretation of Quantitative Results

The data indicates that a significant majority of respondents (93%) either "strongly agree" (57%) or "agree" (36%) that the absence of innkeeper laws poses a challenge at Riviera Hotel. This overwhelming consensus suggests a strong recognition among stakeholders—specifically, hotel management and staff—of the potential risks associated with the lack of legal protections. The literature highlights that innkeeper laws are designed to protect both guests and lodging providers by delineating rights and responsibilities, which is crucial for maintaining a safe and secure environment (Kwortnik & Thompson, 2009; Walker, 2016).

The fact that only a small percentage of respondents (7.4%) "disagree" or "strongly disagree" with the notion that the absence of these laws is a challenge further emphasizes the urgency of addressing this issue. The absence of neutral responses indicates a clear consensus among

stakeholders, suggesting that the lack of innkeeper laws is not a matter of subjective interpretation but rather a recognized concern that requires attention.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all parties affected by their operations, including employees, customers, suppliers, and the community at large. In the context of Riviera Hotel, the stakeholders most directly impacted by the lack of innkeeper laws include:

1. **Guests**: They rely on legal protections to ensure their safety and the security of their belongings. The absence of such laws may deter potential guests, impacting the hotel's reputation and profitability.
2. **Hotel Management and Staff**: They face increased liability and risk without clear legal guidelines. The high percentage of respondents acknowledging this challenge indicates a shared concern for the operational risks that could arise from negligence or inadequate guest protection.
3. **Regulatory Bodies**: These stakeholders are responsible for establishing and enforcing laws that govern the hospitality industry. The strong agreement among respondents may signal a need for regulatory review and potential reform to enhance guest safety and industry standards.
4. **Community**: The local community may also be affected by the hotel's operations. A hotel that fails to protect its guests adequately can harm the community's reputation and economic viability.

Conclusion

The quantitative results from Figure 5.28, when analysed through the lens of stakeholder theory and the relevant literature, underscore the critical importance of innkeeper laws in the hospitality sector. The overwhelming agreement among Riviera Hotel respondents highlights a collective recognition of the risks posed by the absence of these legal protections. This consensus not only reflects the immediate concerns of hotel stakeholders but also points to a broader need for regulatory frameworks that ensure the safety and security of both guests and hospitality providers. Addressing these challenges is essential for fostering a sustainable and responsible hospitality environment that meets the needs of all stakeholders involved.

Figure 5.29: Riviere Hotel responses about highly processed foods and unavailability of off-menu dishes

Variable	Highly Processed Foods and Unavailability of Off-menu Dishes				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	41%	7%	0%	48%	5%
Number of respondents	34	6	0	40	4

Figure 5.29 shows percentage points for Riviera Hotel respondents for the variable, highly processed foods and unavailability of off-menu dishes. **Figure 5.29** indicates that Riviera Hotel respondents "strongly agree" (48%) and "agree" (41%) that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at Riviere Hotel. Therefore, high percentage points for the majority of the Riviere Hotel respondents affirm that highly processed foods and unavailability of off-menu dishes are a challenge and, one of the multiple pressures at Riviere Hotel. **Figure 5.29** also shows that Riviere Hotel respondents "disagree" (7%) and "strongly disagree" (5%) that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at Riviere Hotel in Durban. This could be interpreted to indicate that very few Riviere Hotel respondents "disagree" and "strongly disagree" that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at Riviere Hotel in Durban. **Figure 5.29** further indicate that none of the respondents at Riviere Hotel chose option "neutral" with regard to variable, highly processed foods and unavailability of off-menu dishes. This appears to suggest that Riviere Hotel respondents are not sure whether highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures or not at Riviere Hotel. The lowest percentage point was 0% for Riviere Hotel respondents in terms of the variable, highly processed foods and unavailability of off-menu dishes. In addition, the highest percentage point was 48% for Riviere Hotel respondents regarding the same abovementioned variable.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.29 regarding the perceptions of Riviera Hotel respondents on highly processed foods and the unavailability of off-menu dishes, I analysed the implications of these findings in the context of food safety, customer satisfaction, and the interests of various stakeholders.

Interpretation of Quantitative Results

The data from Figure 5.29 reveals that a substantial majority of respondents (89%) either "strongly agree" (48%) or "agree" (41%) that highly processed foods and the unavailability of off-menu dishes are challenges at Riviera Hotel. This strong consensus indicates a significant concern among stakeholders regarding the quality and variety of food offerings. The literature highlights that food quality is a critical factor in customer satisfaction and can directly impact the reputation of hospitality establishments (Farber & Todd, 2000).

The low percentage of respondents who "disagree" (7%) or "strongly disagree" (5%) with the notion that these issues are challenges further emphasizes the urgency of addressing these concerns. The absence of neutral responses suggests that respondents have a clear stance on the matter, indicating that the issues of highly processed foods and limited menu options are not merely subjective but are recognized as significant challenges that need to be addressed.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and well-being of all parties affected by an organization's operations. In the context of Riviera Hotel, the key stakeholders impacted by the issues of highly processed foods and the unavailability of off-menu dishes include:

1. Guests: The primary concern for guests is the quality and variety of food available. The high percentage of respondents expressing dissatisfaction with highly processed foods and limited menu options suggests that guests are seeking healthier, fresher, and more diverse dining options. This aligns with the literature indicating that customers are increasingly concerned about food quality and safety, particularly regarding the risks associated with foodborne illnesses (Maclaurin & MacLaurin, 2001; Farber & Todd, 2000).

2. Hotel Management and Staff: The management team must respond to these concerns to maintain customer satisfaction and loyalty. The literature indicates that inadequate food safety practices and the use of highly processed foods can lead to negative health

outcomes, which could harm the hotel's reputation and financial performance (Cochoran-Yantis et al., 1996). Furthermore, staff training on food safety and handling is crucial to mitigate risks associated with foodborne illnesses (Manning & Snider, 1993).

3. Regulatory Bodies: These stakeholders are responsible for ensuring that food safety standards are met. The strong agreement among respondents regarding the challenges posed by highly processed foods and limited menu options may prompt regulatory bodies to review and enforce stricter food safety regulations in the hospitality sector.
4. Community: The local community may also be affected by the hotel's food offerings. A hotel that serves low-quality or unhealthy food options may contribute to broader public health issues, which can impact community well-being and perceptions of the hotel.

Conclusion

The quantitative results from Figure 5.29, analysed through the lens of stakeholder theory and the relevant literature, underscore the critical importance of addressing the challenges posed by highly processed foods and the unavailability of off-menu dishes at Riviera Hotel. The overwhelming agreement among respondents highlights a collective recognition of the need for improved food quality and variety, which is essential for enhancing customer satisfaction and ensuring compliance with food safety standards.

Addressing these challenges is not only vital for meeting the expectations of guests but also for fostering a responsible and sustainable hospitality environment that prioritizes the health and well-being of all stakeholders involved. By taking proactive measures to improve food offerings and ensure food safety, Riviera Hotel can enhance its reputation, attract more customers, and contribute positively to the local community.

Figure 5.30: Durban Manor Hotel responses about change in guest expectations

Variable	**Change in Guest Expectations**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**

Percentage points	**43%**	**2.4%**	**4%**	**48%**	**4%**
Number of respondents	**36**	**2**	**3**	**40**	**3**

Figure 5.30 displays that Durban Manor Hotel respondents “strongly agree” (48%) and “agree” (43%) that the variable, change in guest expectations is a challenge and one of the multiple pressures at the abovementioned Hotel. The interpretation is that the majority of Durban Manor Hotel respondents confirm that change in guest expectation, is a challenge and one of the multiple pressures at the aforesaid hotel. **Figure 5.30** also shows that some of the Durban Manor Hotel respondents “disagree” (2.4%) and “strongly disagree” (4%) that change in guest expectation is a challenge and one of the multiple pressures at the abovementioned hotel. This suggests that very few Durban Manor Hotel respondents do not believe that change in guest expectation is a challenge and one of the multiple pressures at Durban Manor Hotel. **Figure 5.30** further shows that 4% of Durban Manor Hotel chose option “neutral” for the variable, change in guest expectation. This could be interpreted to suggest 4% of Durban Manor Hotel respondents are not sure whether change in guest expectation is a challenge and one of the multiple pressures or not at Durban Manor Hotel.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.30 regarding the Durban Manor Hotel, I analysed the implications of the respondents' perceptions of changing guest expectations as a challenge within the context of the hospitality industry.

Quantitative Results Interpretation

The data indicates that a significant majority of respondents (91%) at Durban Manor Hotel either "strongly agree" (48%) or "agree" (43%) that changes in guest expectations represent a challenge. This overwhelming consensus suggests that the hotel is facing substantial pressures related to evolving customer demands. Conversely, only a small fraction of respondents (6.4%) either "disagree" or "strongly disagree" with this assertion, indicating that the perception of changing guest expectations as a challenge is widely accepted among the respondents. The 4% of respondents who chose "neutral" may reflect uncertainty or a lack of engagement with the issue, which could be a concern for management.

Literature Context

The literature highlights the necessity for hospitality managers to possess the skills to navigate multicultural environments and adapt to local contexts (Watson & Littlejohn, 1992). The findings from Figure 5.30 align with this notion, as the challenge of changing guest expectations may stem from a lack of cultural sensitivity and adaptability among management. Edwards and Rees (2006) emphasize that many managers in the hospitality sector are ill-equipped to handle a diverse workforce and the complexities of international operations. This inadequacy can lead to rigid policies that do not resonate with local clientele, exacerbating the challenges posed by changing guest expectations.

The ethnocentric approach described by Perlmutter (1969) further elucidates the potential pitfalls of imposing home-country management practices on foreign operations. The data from Durban Manor Hotel suggests that if management fails to recognize and adapt to the local context of guest expectations, they may inadvertently alienate their clientele. This is particularly relevant in a multicultural setting where diverse expectations must be met to ensure customer satisfaction and loyalty.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and needs of all stakeholders, including customers, employees, and the local community. In the case of Durban Manor Hotel, the primary stakeholders are the guests, who have expressed a clear expectation for service quality that aligns with their evolving needs. The strong agreement among respondents that changing guest expectations are a challenge indicates a critical stakeholder concern that management must address.

By failing to adapt to these expectations, the hotel risks losing customer loyalty, as noted by Heenan and Perlmutter (1979), who assert that unmet expectations can lead to customers vowing not to return. This highlights the importance of engaging with stakeholders to understand their needs and expectations better. The hotel management should consider implementing feedback mechanisms to capture guest insights and adapt their services accordingly.

Conclusion

In conclusion, the quantitative results from Figure 5.30 reveal a significant challenge for Durban Manor Hotel regarding changing guest expectations. The literature underscores the

importance of managerial adaptability and cultural sensitivity in addressing these challenges. By applying stakeholder theory, it becomes evident that the hotel must prioritize understanding and responding to the needs of its guests to foster loyalty and mitigate the risks associated with unmet expectations. Failure to do so may not only harm the hotel's reputation but also its long-term viability in a competitive hospitality market.

Figure 5.31: Durban Manor Hotel responses about underqualified staff and labour shortages

Variable	**Underqualified Staff and Labour Shortages**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**60%**	**2.4%**	**0%**	**37%**	**1%**
Number of respondents	**50**	**2**	**0**	**31**	**1**

Figure 5.31 displays Durban Manor Hotel respondents' responses about the variable, underqualified staff and labour shortages. **Figure 5.31** also indicates higher percentage points for option "agree" responses regarding the variable, underqualified staff and labour shortages (at 60%). High percentage points for "strongly agree" were registered for the variable, underqualified staff and labour shortages. Therefore, the *supra* results show that Durban Manor Hotel respondents "agree" (60%) and "strongly agree" that underqualified staff and labour shortages are a challenge and one of the multiple pressures at Durban Manor Hotel. Furthermore, some of the Durban Manor Hotel respondents "disagree" (2.4%) and strongly disagree" (1%) that underqualified staff and labour shortages are a challenge and one of the multiple pressures at Durban Manor Hotel. This could be interpreted to suggest that very few respondents at Durban Manor Hotel do not believe that underqualified staff and labour shortages are a challenge and one of the multiple pressures at the aforementioned hotel. It is worth mentioning that none of the Durban Manor Hotel respondents selected option "neutral" for the variable, underqualified staff and labour shortages. This could be interpreted to indicate that none of the Durban Manor Hotel respondents was unsure about whether underqualified

staff and labour shortages were a challenge and one of the multiple or not at the aforesaid hotel. Therefore, the majority of Durban Manor Hotel respondents who “agree” (60%) and “strongly agree” (37%) confirm that underqualified staff and labour shortages are a challenge and one of the multiple pressures at Durban Manor Hotel.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.31 regarding underqualified staff and labour shortages at Durban Manor Hotel, I analysed the implications of the respondents' perceptions and related them to the existing literature on labour market issues in the hospitality industry.

Quantitative Results Interpretation

The data from Figure 5.31 indicates that a significant majority of respondents (97%) at Durban Manor Hotel either "agree" (60%) or "strongly agree" (37%) that underqualified staff and labour shortages are a challenge. This overwhelming consensus suggests that the hotel is facing substantial pressures related to staffing and qualifications. Conversely, only a small fraction of respondents (3.4%) either "disagree" (2.4%) or "strongly disagree" (1%) with this assertion, indicating that the perception of underqualified staff and labour shortages as a challenge is widely accepted among the respondents. The absence of neutral responses further emphasizes that all respondents have a clear stance on this issue.

Literature Context

The literature highlights that labour market issues, including shortages of qualified staff, are prevalent in the hospitality industry across both developed and developing nations (Choi, Woods, & Murrmann, 2000; Baum, 2006a; Joppe, 2012). The findings from Figure 5.31 align with this notion, as the high percentage of respondents acknowledging underqualified staff and labour shortages reflects a broader industry challenge.

1. **Demand for Qualified Personnel**: The literature notes a robust demand for not only frontline staff but also highly qualified individuals for managerial positions (People 1st, 2013a). The data suggests that Durban Manor Hotel may be struggling to attract and retain such talent, which could hinder its operational effectiveness and service quality.
2. **Misconceptions About the Industry**: The literature points to misconceptions about the hospitality industry, which contribute to a negative reputation and deter potential job seekers (People 1st, 2013a). The high agreement among respondents at Durban Manor Hotel indicates that these misconceptions may be affecting the hotel’s ability to

recruit qualified staff, as potential candidates may perceive the industry as offering low-skilled, temporary jobs.

3. **Barriers to Entry**: The literature also highlights that minimum requirements for experience and knowledge can discourage skilled individuals from applying for positions in the hospitality sector (People 1st, 2013a). The data from Durban Manor Hotel suggests that addressing these barriers may be essential for attracting qualified candidates.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and needs of all stakeholders, including employees, management, and guests. In the context of Durban Manor Hotel, the primary stakeholders affected by underqualified staff and labour shortages are:

1. **Employees**: Current staff may feel overburdened or unsupported due to labour shortages, which can lead to decreased morale and job satisfaction. Engaging with employees to understand their experiences and challenges can provide valuable insights into the staffing issues.

2. **Management**: Hotel management must recognize the implications of underqualified staff on service quality and operational efficiency. Addressing labour shortages and improving staff qualifications should be a priority for management to ensure the hotel's success.

3. **Guests**: Guests are directly impacted by the quality of service provided by staff. Underqualified staff may lead to subpar guest experiences, which can harm the hotel's reputation and customer loyalty. Understanding guest expectations and ensuring that staff are adequately trained to meet those expectations is crucial.

Actionable Strategies

Based on the analysis, the following strategies can be implemented at Durban Manor Hotel to address the challenges of underqualified staff and labour shortages:

1. **Recruitment Campaigns**: Develop targeted recruitment campaigns that highlight the benefits of working in the hospitality industry, aiming to dispel misconceptions and attract qualified candidates. This could involve partnerships with educational institutions to promote hospitality careers.

2. **Training and Development**: Implement comprehensive training programs for new hires to equip them with the necessary skills and knowledge. This can help bridge the gap for underqualified staff and improve overall service quality.
3. **Flexible Entry Requirements**: Consider revising entry requirements for certain positions to attract a broader pool of candidates. This may involve offering entry-level positions with training opportunities for skill development.
4. **Employee Engagement**: Foster a culture of open communication where employees can share their concerns and suggestions regarding staffing and training. This can help management identify specific areas for improvement and enhance employee morale.
5. **Performance Monitoring**: Establish metrics to monitor staff performance and guest satisfaction. Regularly assess the impact of staffing changes on service quality and make adjustments as needed.

Conclusion

In conclusion, the quantitative results from Figure 5.31 reveal a significant challenge for Durban Manor Hotel regarding underqualified staff and labour shortages. The literature underscores the broader industry context of these challenges, while stakeholder theory highlights the importance of addressing the needs of all stakeholders involved. By implementing targeted strategies to attract and develop qualified staff, Durban Manor Hotel can enhance its service quality, improve employee satisfaction, and ultimately strengthen its competitive position in the hospitality market.

Figure 5.32: Durban Manor Hotel responses about housekeeping issues

Variable	**Housekeeping Issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**36%**	**2.4%**	**5%**	**54%**	**4%**
Number of respondents	**30**	**2**	**4**	**45**	**3**

Figure 5.32 displays higher percentage points for “strongly agree” responses of Durban Manor Hotel respondents on housekeeping issues (at 54%). **Figure 5.32** also shows high percentage points for “agree” responses of Durban Manor Hotel respondents on housekeeping issues (at 36%). Therefore, **Figure 5.32** shows that Durban Manor Hotel respondents “strongly agree” (at 54%) and “agree” (at 36%) that housekeeping issues are a challenge and one of the multiple pressures at Durban Manor Hotel in Durban. The interpretation of these results is that the majority of Durban Manor Hotel respondents confirm that housekeeping issues are a challenge and one of the multiple pressures at Durban Manor Hotel in Durban. Some of Durban Manor Hotel respondents “disagree” (at 2.4%) and “strongly disagree” (at 4%) that housekeeping issues are a challenge and one of the multiple pressures at the Durban Manor Hotel. This could be interpreted to suggest that very few respondents at Durban Manor Hotel do not believe that housekeeping issues are a challenge and one of the multiple pressures at the abovementioned hotel. Furthermore, **Figure 5.32** also indicates that 5% of Durban Manor Hotel respondents chose option “neutral” for the variable, housekeeping issues. This could be interpreted to suggest that 5% of Durban Manor Hotel respondents are not sure whether housekeeping issues are a challenge and one of the multiple pressures or not at Durban Manor Hotel.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.32 regarding housekeeping issues at Durban Manor Hotel, I analysed the implications of the respondents' perceptions in the context of the competitive landscape described in the literature.

Analysis of Quantitative Results

The data from Figure 5.32 indicates that a significant majority of respondents (54% strongly agree and 36% agree) perceive housekeeping issues as a challenge at Durban Manor Hotel. This suggests a consensus among the respondents that these issues are not only prevalent but also impactful on their overall experience at the hotel. The small percentages of respondents who disagree (2.4%) or strongly disagree (4%) indicate that there is minimal dissent regarding the significance of housekeeping challenges. Additionally, the 5% of respondents who chose a neutral stance may reflect uncertainty or a lack of engagement with the issue, which could be a concern for management.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, suppliers, and the community. In the context of Durban Manor Hotel, the primary stakeholders affected by housekeeping issues include:

1. **Employees**: The literature highlights that cut-throat competition in the hotel industry often leads to cost-cutting measures, including evading fair wages and neglecting employee welfare (Boytos et al., 2017; Kelly & Fairley, 2018). If housekeeping staff are overworked and underpaid, this could directly contribute to the challenges identified by respondents. The high percentage of agreement on housekeeping issues may reflect employee dissatisfaction, which can lead to high turnover rates and further exacerbate service quality.
2. **Customers**: The perception of housekeeping issues directly impacts customer satisfaction and loyalty. The strong agreement among respondents suggests that these issues are likely affecting their overall experience at the hotel. In a competitive market, where customer experience is paramount, failing to address housekeeping challenges could lead to negative reviews and loss of business.
3. **Management**: The management of Durban Manor Hotel must recognize the implications of these findings. The literature suggests that in a shrinking economy, hotels often prioritize cost-cutting over quality service (Boytos et al., 2017; Kelly & Fairley, 2018). However, this short-term focus can lead to long-term damage to the hotel's reputation and financial performance. Management should consider investing in housekeeping staff and training to improve service quality, which could enhance customer satisfaction and loyalty.

Conclusion

The quantitative results from Figure 5.32, when viewed through the lens of stakeholder theory and the existing literature, underscore the importance of addressing housekeeping issues at Durban Manor Hotel. The high percentage of respondents who perceive these issues as a challenge indicates a critical area for improvement. By prioritizing the well-being of employees and enhancing service quality, the hotel can better navigate the competitive landscape while fostering a positive experience for both staff and customers. This approach not only aligns with

stakeholder theory but also positions the hotel for sustainable success in a challenging economic environment.

Figure 5.33: Durban Manor Hotel responses about security issues

Variable	**Security Issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**39%**	**7%**	**7%**	**44%**	**2.4%**
Number of respondents	**33**	**6**	**6**	**37**	**2**

Figure 5.33 displays higher percentage points for "strongly agree" responses of Durban Manor Hotel respondents on security issues (at 44%). **Figure 5.33** also shows high percentage points for "agree" responses of Durban Manor Hotel respondents on security issues (at 39%). Thus, **Figure 5.33** shows that Durban Manor Hotel respondents "strongly agree" (at 44%) and "agree" (at 39%) that security issues are a challenge and one of the multiple pressures at Durban Manor Hotel in Durban. The results could be interpreted to suggest that the majority of Durban Manor Hotel respondents confirm that security issues are a challenge and one of the multiple pressures at Durban Manor Hotel in Durban. Some of Durban Manor Hotel respondents "disagree" (at 7%) and "strongly disagree" (at 2.4%) that security issues are a challenge and one of the multiple pressures at the Durban Manor Hotel. This could be interpreted to suggest that very few Durban Manor Hotel respondents do not believe that security issues are a challenge and, one of the multiple pressures at Durban Manor Hotel in Durban. Furthermore, **Figure 5.33** shows that 7% of Durban Manor Hotel respondents chose option "neutral" for the variable, security issues. The interpretation of this result could indicate that 7% of Durban Manor Hotel respondents are not sure whether security issues are a challenge and one of the multiple pressures or not at Durban Manor Hotel.

To critically apply the literature to the quantitative results presented in Figure 5.33 regarding security issues at Durban Manor Hotel, I analysed the implications of the respondents' perceptions in the context of the challenges outlined in the literature.

Analysis of Quantitative Results

The data from Figure 5.33 indicates that a significant majority of respondents (44% strongly agree and 39% agree) perceive security issues as a challenge at Durban Manor Hotel. This suggests a strong consensus among respondents that security concerns are a pressing issue that affects their experience and perception of safety at the hotel. The small percentages of respondents who disagree (7%) or strongly disagree (2.4%) indicate that there is minimal dissent regarding the significance of security challenges. Additionally, the 7% of respondents who chose a neutral stance may reflect uncertainty or a lack of engagement with the issue, which could be a concern for hotel management.

Literature Context

The literature highlights that criminal activities significantly impact the tourism and hospitality sector in South Africa, creating immediate expenses for residents and visitors and damaging the reputation of destinations (Recher & Rubil, 2020). The high percentage of respondents at Durban Manor Hotel who express concern about security issues aligns with the literature's assertion that elevated crime levels deter both local and international tourists from visiting certain areas (Tarlow, 2011).

1. **Impact on Tourism**: The literature emphasizes that criminal activities create an atmosphere of unease for potential tourists, which can lead to a decline in visitor numbers (Nkosi, 2010). The strong agreement among respondents at Durban Manor Hotel regarding security issues suggests that these concerns could negatively affect the hotel's ability to attract and retain guests. As noted by Nkosi, the reputation of the tourism sector is at stake, and incidents of crime can lead to negative media coverage that further dissuades potential visitors.

2. **Perceptions of Safety**: The literature also discusses how perceptions of safety are crucial for the tourism industry. Tourists, particularly international ones, may feel vulnerable to crime, making them less likely to visit destinations perceived as unsafe (Mopeli, 2009). The high percentage of respondents who agree that security issues are

a challenge indicates that the hotel must take proactive measures to enhance safety and security to reassure guests.

3. **Cybersecurity Concerns**: The literature also addresses the growing threat of cybercrimes, which can have severe implications for the hospitality sector (Antonescu & Birau, 2015). While the quantitative results focus on physical security issues, the increasing prevalence of data breaches and identity theft is relevant. The hotel must ensure that both physical and digital security measures are in place to protect guests' information and enhance their overall experience.

Stakeholder Theory Application

Applying stakeholder theory, we can identify the key stakeholders affected by security issues at Durban Manor Hotel:

1. **Guests**: The primary concern for guests is their safety and security during their stay. The high percentage of respondents expressing concern about security issues indicates that the hotel must prioritize guest safety to maintain customer satisfaction and loyalty.

2. **Employees**: Hotel staff are also stakeholders who may feel unsafe in an environment perceived as insecure. Addressing security issues can improve employee morale and retention, as staff are more likely to feel secure and valued in a safe working environment.

3. **Management**: The hotel management must recognize the implications of these findings. The literature suggests that addressing security concerns is essential for the sustained growth of the tourism sector (Nkosi, 2010). Management should invest in security measures, staff training, and communication strategies to reassure guests and enhance the hotel's reputation.

Conclusion

The quantitative results from Figure 5.33, when viewed through the lens of the literature and stakeholder theory, underscore the critical importance of addressing security issues at Durban Manor Hotel. The high percentage of respondents who perceive security as a challenge indicates a pressing need for the hotel to implement effective security measures. By prioritizing the safety of both guests and employees, the hotel can enhance its reputation, attract more visitors, and contribute to the overall growth of the tourism sector in South Africa. This

approach not only aligns with stakeholder theory but also positions the hotel for long-term success in a competitive and challenging environment.

Figure 5.34: Durban Manor Hotel responses about poor setting of tables and unhygienic handling of fold napkins and plates

Variable	**Poor Setting of Tables and Unhygienic Handling of Fold Napkins and Plates**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**29%**	**6%**	**6%**	**56%**	**4%**
Number of respondents	**24**	**5**	**5**	**47**	**3**

Figure 5.34 shows higher percentage points for "strongly agree" responses of Durban Manor Hotel respondents on poor setting of tables and unhygienic handling of fold napkins and plates (at 56%). In addition, Figure 5.32 displays high percentage points for "agree" responses of Durban Manor Hotel respondents on poor setting of tables and unhygienic handling of fold napkins and plates (at 29%). Therefore, **Figure 5.34** shows that Durban Manor Hotel respondents "strongly agree" (at 56%) and "agree" (at 29%) that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures at Durban Manor Hotel. The abovementioned results could be interpreted to suggestively indicate that the majority of Durban Manor Hotel respondents affirm that poor setting of tables and unhygienic handling of fold napkins and plates, are a challenge and one of the multiple pressures at the aforesaid hotel. It is worth to note that some of Durban Manor Hotel respondents "disagree" (at 6%) and "strongly disagree" (4%) that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures at the aforementioned hotel. The interpretation of the *supra* results could suggest that very few Durban Manor Hotel respondents do not believe that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and, one of the multiple pressures at the abovementioned hotel. **Figure 5.34** further shows that 6% of the respondents at Durban Manor

Hotel adopted option “neutral” for the variable, poor setting of tables and unhygienic handling of fold napkins and plates. This could be interpreted to indicate that 6% of Durban Manor Hotel respondents are unsure whether poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures or not at the aforesaid Hotel.

To critically apply the literature and stakeholder theory to the quantitative results regarding the perceptions of Durban Manor Hotel respondents on poor table settings and unhygienic handling of fold napkins and plates, I analysed the implications of these findings in the context of employee turnover and overall service quality in the hospitality sector.

Stakeholder Theory Application

Stakeholder theory posits that organizations should consider the interests and well-being of all stakeholders, including employees, customers, and the community, rather than focusing solely on shareholder profit. In the case of Durban Manor Hotel, the high percentage of respondents (56% "strongly agree" and 29% "agree") indicating that poor table settings and unhygienic practices are significant challenges suggests a failure to meet the expectations of key stakeholders—namely, the customers and employees.

1. **Customer Perspective**: The dissatisfaction expressed by the majority of respondents indicates that the hotel is not meeting customer expectations regarding hygiene and service quality. This can lead to negative reviews, decreased customer loyalty, and ultimately, a decline in revenue. The literature highlights that poor service quality, often stemming from high employee turnover and inadequate training, can adversely affect customer satisfaction (Choi et al., 2018; Nasurdin et al., 2015).
2. **Employee Perspective**: The findings also reflect the potential challenges faced by employees. High turnover rates in the hospitality sector, as noted by Mwilu (2016) and others, can lead to a lack of experienced staff who are familiar with proper service protocols. New employees may struggle to provide the level of service expected, resulting in poor table settings and hygiene issues (Yam et al., 2018). This situation creates a cycle where poor service leads to customer complaints, which in turn can demoralize staff and contribute to further turnover.
3. **Management Perspective**: The management at Durban Manor Hotel must recognize that addressing these issues is crucial for maintaining a positive work environment and ensuring customer satisfaction. The literature suggests that poor leadership and a lack

of recognition can exacerbate turnover rates (Mwilu, 2016; Jagun, 2015). By engaging employees in decision-making processes and providing adequate training, management can improve service quality and employee morale.

Critical Analysis of Quantitative Results

The quantitative results from Figures 5.34 and 5.32 indicate a clear perception among respondents that poor table settings and unhygienic practices are significant challenges. While 6% of respondents were neutral and a combined 10% disagreed with the notion that these issues are a challenge, the overwhelming majority suggests a pressing concern that cannot be overlooked.

1. **Implications for Employee Turnover**: The literature indicates that high turnover rates in the hospitality sector are often linked to poor working conditions and lack of training (Choi et al., 2018; Fallon, 2010). The dissatisfaction expressed by customers may stem from the inexperience of new staff, who are often untrained and unprepared for the demands of the job (Yam et al., 2018). This creates a vicious cycle where poor service leads to higher turnover, which in turn perpetuates the cycle of poor service.
2. **Operational Costs**: The findings suggest that the hotel may face increased operational costs due to the need for constant recruitment and training of new staff (Nasurdin et al., 2015). This is particularly relevant in the context of the tourism and hospitality sector, where the costs associated with high turnover can significantly impact profitability.
3. **Strategic Recommendations**: To address these challenges, management should consider implementing strategies that focus on employee engagement, training, and recognition. By fostering a positive work environment and investing in employee development, the hotel can improve service quality and reduce turnover rates. Additionally, soliciting feedback from both employees and customers can help identify specific areas for improvement.

Conclusion

In conclusion, the quantitative results from Durban Manor Hotel highlight significant challenges related to service quality, which are closely tied to employee turnover and management practices. By applying stakeholder theory, it becomes evident that addressing the concerns of both customers and employees is essential for the hotel's success. The literature underscores the importance of creating a supportive work environment and investing in

employee training to enhance service quality and reduce turnover, ultimately benefiting all stakeholders involved.

Figure 5.35: Durban Manor Hotel responses about operational costs

Variable	**Operational Costs**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**17%**	**0%**	**64%**	**19%**	**0%**
Number of respondents	**14**	**0**	**54**	**16**	**0**

Figure 5.35 shows that 64% of Durban Manor Hotel respondents chose option "neutral" for the variable, operational costs. **Figure 5.35** also shows that the percentage points for "neutral" responses of Durban Manor Hotel responses on operational costs are comparatively the highest (at 64%). Highest percentage points for "neutral" responses could be interpreted to suggest that the majority of Durban Manor Hotel respondents are unsure whether operational costs are a challenge and one of the multiple pressures at Durban Manor Hotel.

Figure 5.35 further shows that Durban Manor Hotel respondents "strongly agree" (at 19%) and "agree" (at 17%) that operational costs are a challenge and one of the multiple pressures at Durban Manor Hotel. The interpretation of these results is that Durban Manor Hotel respondents do indeed confirm that operational costs are a challenge and one of the multiple pressures at the abovementioned Hotel.

Moreover, it is also worth noting that they are no respondents at Durban Manor Hotel who "disagree" (0% and "strongly disagree" (0%) that operational costs are a challenge and one of the multiple pressures at the aforementioned Hotel. Given that Durban Manor Hotel respondents "strongly agree" (at 19%) and "agree" (at 17%) that operational costs are one of the multiple pressures, it could be interpreted that operational costs adversely impact on the abovementioned hotel.

To critically apply the literature and stakeholder theory to the quantitative results presented regarding operational costs at Durban Manor Hotel, I analysed the implications of the survey findings in the context of the competitive landscape of the tourism and hospitality sector.

Analysis of Quantitative Results

The survey results indicate that a significant portion (64%) of respondents at Durban Manor Hotel chose "neutral" regarding operational costs, suggesting uncertainty about whether these costs are a challenge. This neutrality could reflect a lack of awareness or understanding of the financial pressures the hotel faces, which aligns with the literature's assertion that competition in the tourism and hospitality sector can create a complex environment where stakeholders may not fully grasp the operational challenges at play (Benur & Bramwell, 2015; McKercher, 2016).

The fact that 19% of respondents "strongly agree" and 17% "agree" that operational costs are a challenge indicates a recognition of the pressures faced by the hotel. This acknowledgment is crucial, as it suggests that while some stakeholders (employees, management) may be aware of the challenges, a significant portion remains ambivalent. This ambivalence could hinder effective communication and strategic decision-making, as stakeholders may not be aligned in their understanding of operational challenges.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and influences of all stakeholders, including employees, customers, suppliers, and the community (Freeman, 1984). In the context of Durban Manor Hotel, the survey results highlight the need for a more inclusive approach to stakeholder engagement regarding operational costs.

1. **Employee Engagement**: The lack of disagreement (0% for "disagree" and "strongly disagree") suggests that employees may feel compelled to align with the prevailing sentiment that operational costs are a challenge. This could indicate a culture of fear or uncertainty, where employees are hesitant to voice dissenting opinions. Engaging employees in discussions about operational costs and their implications could foster a more transparent environment and lead to innovative solutions.
2. **Customer Perspective**: The literature emphasizes the importance of customer satisfaction and the role of operational costs in delivering quality service (Bigne et al., 2009). The neutral responses may reflect customers' indifference or lack of awareness regarding operational challenges. However, if operational costs lead to reduced service

quality, this could ultimately impact customer satisfaction and loyalty. Therefore, it is essential for the hotel to communicate openly with customers about how operational costs affect their experience.

3. **Community and Social Responsibility**: The literature also highlights the negative consequences of cut-throat competition, such as tax evasion and neglect of social contributions (Boytos et al., 2017; Kelly & Fairley, 2018). The hotel must consider its role within the broader community and the potential repercussions of its operational decisions. Engaging with local stakeholders and contributing to community well-being can enhance the hotel's reputation and mitigate the adverse effects of competition.

Conclusion

In conclusion, the quantitative results from Durban Manor Hotel reveal a complex landscape regarding operational costs. While a portion of respondents acknowledges these costs as a challenge, a significant number remain neutral, indicating a need for improved stakeholder engagement. By applying stakeholder theory, the hotel can better understand the perspectives of its employees, customers, and the community, leading to more informed decision-making and enhanced competitiveness in the tourism and hospitality sector. Addressing operational costs transparently and collaboratively can ultimately contribute to a more sustainable and successful business model.

Figure 5.36: Durban Manor Hotel responses about poor working conditions

Variable	**Poor Working Conditions**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**38%**	**5%**	**10%**	**42%**	**6%**
Number of respondents	**32**	**4**	**8**	**35**	**5**

Figure 5.36 shows percentage points for Durban Manor Hotel respondents for the variable, poor working conditions. **Figure 5.36** indicates that Durban Manor Hotel respondents "strongly agree" (42%) and "agree" (38%) that poor working conditions are a challenge and one of the multiple pressures at Durban Manor Hotel. These 2 results could be interpreted to indicate that the majority of the respondents at Durban Manor Hotel confirm that poor working conditions at the Durban Manor Hotel are a challenge and one of the multiple pressures, which adversely impact the employees. Some of the respondents at Durban Manor Hotel "disagree" (5%) and "strongly disagree" (6%) that poor working conditions are a challenge and one of the multiple pressures at the aforesaid Hotel. The interpretation of these 2 results is that very few Durban Manor Hotel respondents do not believe that poor working conditions are a challenge and one of the multiple pressures at the abovementioned Hotel. It is also worth mentioning that 10% of the Durban Manor Hotel respondents selected option "neutral" for the variable, poor working conditions. This particular result could be interpreted to suggest that 10% of the respondents at Durban Manor Hotel respondents are uncertain that poor working conditions are a challenge and one of the multiple pressures at the aforementioned hotel. Given that the majority of Durban Manor Hotel respondents "strongly agree" (at 42%) and "agree" (at 38%) that poor working conditions are a challenge and one of the multiple pressures at Durban Manor Hotel, therefore, the specific aforesaid variable is indeed a challenge and one of the multiple pressures as already noted above.

To critically apply the literature and stakeholder theory to the quantitative results regarding poor working conditions at Durban Manor Hotel, I analysed the implications of the survey findings in the context of employee experiences and the broader competitive landscape of the tourism and hospitality sector.

Analysis of Quantitative Results

The survey results indicate that a substantial majority of respondents at Durban Manor Hotel (42% "strongly agree" and 38% "agree") perceive poor working conditions as a significant challenge. This overwhelming consensus suggests that employees are acutely aware of the adverse effects of their working environment, which aligns with the literature indicating that poor working conditions are a critical factor contributing to elevated employee turnover in the tourism and hospitality sector (Mwilu, 2016; Choi et al., 2018).

The presence of 5% of respondents who "disagree" and 6% who "strongly disagree" indicates that a small minority may either have a different perspective on working conditions or may not

have experienced the same challenges. The 10% of respondents who selected "neutral" could reflect uncertainty or a lack of engagement with the issue, which is also noteworthy. This ambivalence may suggest a need for better communication and understanding of the working conditions among all employees.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and influences of all stakeholders, including employees, management, customers, and the community (Freeman, 1984). In the context of Durban Manor Hotel, the survey results highlight the necessity for a more inclusive approach to stakeholder engagement regarding working conditions.

1. **Employee Engagement**: The high percentage of respondents acknowledging poor working conditions as a challenge underscores the need for management to actively engage with employees. Poor working conditions can lead to low morale, decreased job satisfaction, and ultimately, high turnover rates (Mwilu, 2016; Choi et al., 2018). Management should implement regular feedback mechanisms, such as surveys or focus groups, to understand employee concerns and address them proactively.

2. **Management Responsibility**: The literature indicates that poor leadership and inadequate handling of grievances can exacerbate employee dissatisfaction (Mwilu, 2016). The hotel management must recognize its role in creating a supportive work environment. Training programs for managers on effective leadership and conflict resolution can help improve employee relations and reduce turnover.

3. **Customer Perspective**: The implications of poor working conditions extend beyond employee satisfaction; they can also affect customer service quality. As noted in the literature, high turnover can lead to inexperienced staff, which may result in subpar service (Yam et al., 2018). Ensuring that employees are well-trained and supported can enhance customer experiences, ultimately benefiting the hotel's reputation and profitability.

4. **Community and Social Responsibility**: The hotel must also consider its impact on the local community. Poor working conditions can lead to a negative perception of the hotel, affecting its ability to attract talent and customers. By improving working conditions and demonstrating a commitment to employee well-being, the hotel can enhance its reputation and contribute positively to the community.

Conclusion

In conclusion, the quantitative results from Durban Manor Hotel reveal a pressing issue regarding poor working conditions, which a significant majority of employees recognize as a challenge. By applying stakeholder theory, it becomes evident that addressing these concerns is not only essential for employee satisfaction but also for the overall success of the hotel. Engaging employees, improving management practices, and considering the broader implications for customers and the community are critical steps toward creating a more sustainable and successful business model in the competitive tourism and hospitality sector. Addressing poor working conditions can lead to reduced turnover, improved service quality, and a more positive organizational culture, ultimately benefiting all stakeholders involved.

Figure 5.37: Durban Manor Hotel responses about national minimum wage

Variable	**National Minimum Wage**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**27%**	**11%**	**19%**	**31%**	**12%**
Number of respondents	**23**	**9**	**16**	**26**	**10**

Figure 5.37 shows that out of 84 respondents at Durban Manor Hotel, 31% "strongly agree" and 27% "agree" that the national minimum wage is a challenge and one of the multiple pressures. This could mean that the majority of the Durban Manor Hotel respondents confirm that the variable, national minimum wage is a challenge and one of the multiple pressures at the abovementioned Hotel. **Figure 5.37** further shows that out of 84 respondents at Durban Manor Hotel, 11% "disagree" and 12% "strongly disagree" that the national minimum wage is a challenge and one of the multiple pressures at Durban Manor Hotel. This could be interpreted to mean that very few Durban Manor Hotel respondents "disagree" and "strongly disagree" that the national minimum wage is a challenge and one of the multiple pressures. On the further breakdown of the statistical data, **Figure 5.37** also shows that out of 84 respondents at Durban

Manor Hotel, 19% selected option “neutral” for the variable, national minimum wage. The interpretation of this result could mean that 19% of the respondents at Durban Manor Hotel are not sure whether the national minimum wage is a challenge and one of the multiple pressures at the aforesaid Hotel. Given that the majority of the Durban Manor Hotel respondents “strongly agree” (at 31%) and “agree” (at 27%), that the national minimum wage is a challenge and one of the multiple pressures at the aforementioned hotel, therefore, this particular variable is indeed one of the multiple pressures as already noted above.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.37 regarding the national minimum wage at Durban Manor Hotel, I analysed the implications of the respondents' perceptions and the broader context of minimum wage policies in the hospitality industry.

Analysis of Quantitative Results

The quantitative results indicate that a significant majority of respondents (31% "strongly agree" and 27% "agree") perceive the national minimum wage as a challenge and one of the multiple pressures faced by Durban Manor Hotel. This suggests a consensus among the staff regarding the impact of the national minimum wage on their work environment. Conversely, only 11% "disagree" and 12% "strongly disagree," indicating that a minimal portion of the workforce does not view the minimum wage as a challenge. The 19% of respondents who selected "neutral" may reflect uncertainty or a lack of awareness regarding the implications of the national minimum wage on their employment conditions.

Given that the majority of respondents acknowledge the national minimum wage as a challenge, it is essential to consider the implications of this perception within the framework of stakeholder theory.

Application of Stakeholder Theory

Stakeholder theory posits that organizations must consider the interests and influences of all stakeholders, including employees, customers, suppliers, and the community, in their decision-making processes (Freeman, 1984). In the context of Durban Manor Hotel, the employees represent a critical stakeholder group whose perceptions and experiences directly impact the hotel's operational effectiveness and overall success.

1. **Employee Perspectives**: The acknowledgment of the national minimum wage as a challenge by the majority of respondents highlights the importance of employee

perspectives in shaping organizational policies. The literature indicates that minimum wage structures can create pressures on businesses, particularly in the hospitality sector, where profit margins are often tight (Cunningham, 2007). The concerns raised by employees about the minimum wage may reflect broader anxieties regarding job security, working conditions, and the sustainability of their employment.

2. **Organizational Response**: The hotel management must consider these employee perceptions when formulating strategies to address the challenges posed by the national minimum wage. As the literature suggests, the hospitality industry often faces staffing crises due to the financial pressures of maintaining competitive wages (Cunningham, 2007). By engaging with employees and understanding their concerns, management can develop more effective strategies that balance operational needs with employee welfare, potentially leading to improved job satisfaction and retention.

3. **Collective Bargaining and Communication**: The literature emphasizes the role of collective bargaining in addressing wage-related challenges (ILO, 2010). The responses from Durban Manor Hotel employees suggest a need for open communication channels between management and staff regarding wage policies. By fostering a collaborative environment where employees feel heard, the hotel can mitigate the negative perceptions associated with the national minimum wage and enhance employee engagement.

4. **Long-term Sustainability**: The stakeholder theory also underscores the importance of long-term sustainability in business practices. The challenges posed by the national minimum wage may lead to short-term cost-cutting measures, such as layoffs, which can have detrimental effects on employee morale and service quality (Cunningham, 2007). By prioritizing stakeholder interests, including those of employees, the hotel can work towards sustainable solutions that support both business viability and employee welfare.

Conclusion

In conclusion, the quantitative results from Figure 5.37 indicate a significant concern among employees at Durban Manor Hotel regarding the national minimum wage as a challenge. By applying stakeholder theory, it becomes evident that addressing these concerns is crucial for the hotel's operational success and employee satisfaction. Engaging with employees, fostering open communication, and considering their perspectives in decision-making processes can lead

to more effective strategies that balance the pressures of the national minimum wage with the need for a motivated and stable workforce. Ultimately, this approach not only benefits the employees but also enhances the hotel's reputation and long-term sustainability in the competitive hospitality industry.

Figure 5.38: Durban Manor Hotel responses about attracting and retaining clients

Variable	**Attracting and Retaining Clients**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**41%**	**10%**	**8%**	**33%**	**8%**
Number of respondents	**34**	**8**	**7**	**28**	**7**

Figure 5.38 shows that out of a total of 84 respondents at Durban Manor Hotel, 33% "strongly agree" and 41% "agree" that attracting and retaining clients is a challenge and one of the multiple pressures. This could be interpreted to mean that the overwhelming majority of the Durban Manor Hotel respondents affirm that the variable, attracting and clients, is a challenge and one of the multiple pressures at the aforesaid hotel. Furthermore, **Figure 5.38** indicates that out of a total of 84 respondents at Durban Manor Hotel, 10% "disagree" and 8% "strongly disagree" that attracting and retaining clients is a challenge and one of the multiple pressures at the aforesaid hotel. This could be interpreted to mean that very few respondents at Durban Manor Hotel do not believe that attracting and retaining clients is a challenge and one of the multiple pressures. A further breakdown of the statistical data shows that out of a total of 84 respondents at Durban Manor Hotel, 8% of the respondents selected option "neutral" for the variable, attracting and retaining clients. This could be interpreted to mean that 8% of the Durban Manor Hotel respondents are not sure whether attracting and retaining clients is a challenge and one of the multiple pressure or not at the aforesaid hotel. Granted that the overwhelming majority of Durban Manor Hotel respondents "agree" (at 41%) and "strongly agree" (at 33%), that attracting and retaining clients is a challenge and one of the multiple

pressures at the aforesaid hotel, therefore, the aforesaid variable is indeed one of the multiple pressures as already mentioned above.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.38 regarding the challenges of attracting and retaining clients at Durban Manor Hotel, I analysed the implications of the respondents' perceptions and the broader context of employee turnover and client retention in the hospitality industry.

Analysis of Quantitative Results

The quantitative results indicate that a significant majority of respondents (33% "strongly agree" and 41% "agree") perceive attracting and retaining clients as a challenge and one of the multiple pressures faced by Durban Manor Hotel. This overwhelming consensus suggests that the hotel staff recognizes the critical importance of client retention for the hotel's success. Conversely, only 10% "disagree" and 8% "strongly disagree," indicating that a minimal portion of the workforce does not view client retention as a challenge. The 8% of respondents who selected "neutral" may reflect uncertainty or a lack of awareness regarding the factors influencing client retention.

Given that the majority of respondents affirm that attracting and retaining clients is a challenge, it is essential to consider the implications of this perception within the framework of stakeholder theory.

Application of Stakeholder Theory

Stakeholder theory posits that organizations must consider the interests and influences of all stakeholders, including employees, customers, suppliers, and the community, in their decision-making processes (Freeman, 1984). In the context of Durban Manor Hotel, both employees and clients represent critical stakeholder groups whose perceptions and experiences directly impact the hotel's operational effectiveness and overall success.

1. **Employee Perspectives**: The acknowledgment of attracting and retaining clients as a challenge by the majority of respondents highlights the importance of employee perspectives in shaping organizational strategies. The literature indicates that high employee turnover in the hospitality sector can adversely affect client service and retention (Mwilu, 2016; Nasurdin et al., 2015). Employees who feel undervalued or unappreciated may be less motivated to provide high-quality service, which can lead to

negative client experiences and ultimately impact the hotel's reputation and profitability.

2. **Organizational Response**: The hotel management must consider these employee perceptions when formulating strategies to enhance client retention. The literature suggests that poor working conditions, low pay, and lack of recognition contribute to elevated turnover rates in the hospitality sector (Choi et al., 2018; Jagun, 2015). By addressing these issues and fostering a positive work environment, management can improve employee morale and engagement, which in turn can lead to better client service and retention.

3. **Training and Development**: The literature emphasizes the importance of training and development in reducing turnover and improving service quality (Mwilu, 2016; Yam et al., 2018). By investing in employee training and providing opportunities for career advancement, Durban Manor Hotel can enhance employee satisfaction and retention. This investment not only benefits employees but also improves the overall client experience, as well-trained staff are better equipped to meet client needs and expectations.

4. **Client Engagement**: The stakeholder theory also highlights the need for organizations to engage with their clients to understand their needs and preferences. The challenges of attracting and retaining clients may stem from a lack of understanding of client expectations or inadequate service delivery (Yang, 2010). By actively seeking client feedback and involving employees in the process of improving service delivery, the hotel can create a more client-centric culture that enhances client loyalty and retention.

5. **Long-term Sustainability**: The challenges of attracting and retaining clients are not only immediate concerns but also have long-term implications for the hotel's sustainability. High turnover rates can lead to increased operational costs related to recruitment and training, which can strain the hotel's financial resources (Choi et al., 2018; Nasurdin et al., 2015). By prioritizing stakeholder interests, including those of employees and clients, the hotel can work towards sustainable solutions that support both business viability and employee welfare.

Conclusion

In conclusion, the quantitative results from Figure 5.38 indicate a significant concern among employees at Durban Manor Hotel regarding the challenges of attracting and retaining clients. By applying stakeholder theory, it becomes evident that addressing these concerns is crucial for the hotel's operational success and employee satisfaction. Engaging with employees, fostering open communication, and investing in training and development can lead to improved service quality and client retention. Ultimately, this approach not only benefits the employees but also enhances the hotel's reputation and long-term sustainability in the competitive hospitality industry.

Figure 5.39: Durban Manor Hotel responses about competition

Variable	**Competition**				
Liker-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**41%**	**6%**	**6%**	**42%**	**6%**
Number of respondents	**34**	**5**	**5**	**35**	**5**

Figure 5.39 shows percentage points for Durban Manor Hotel respondents for the variable, competition**.** Furthermore**, Figure 5.39** shows that out of a total of 84 respondents at Durban Manor Hotel, 42% "strongly agree" and 41% "agree" that competition is a challenge and one of the multiple pressures. The interpretation of these results could mean that the overwhelming majority of Durban Manor Hotel respondents who "strongly agree" (at 42%) and "agree" (at 41%) that competition is a challenge and one of the multiple pressures, simply reaffirm that competition is indeed one of the multiple pressures at the aforementioned hotel. **Figure 5.39** also shows that out of a total of 84 Durban Manor Hotel respondents, 6% of the respondents "disagree" and another 6% of them "strongly disagree" that competition is a challenge and one of the multiple pressures at the aforementioned hotel. This could be interpreted to mean that very few Durban Manor Hotel respondents do not believe that competition is a challenge and one of the multiple pressures at the aforesaid hotel. On the further breakdown of the statistical

data, **Figure 5.39** also demonstrates that out of 84 respondents at Durban Manor Hotel, 6% selected option “neutral” for the variable, competition. This result could be interpreted to mean that 6% of Durban Manor Hotel respondents are not certain whether competition is a challenge and one of the multiple pressures at the aforesaid Hotel. Granted that the overwhelming majority of Durban Manor Hotel respondents “strongly agree” (at 42%) and “agree” (at 41%) that competition is a challenge and one of the multiple pressures at the aforesaid hotel, therefore, these respondents simply reaffirm that this specific variable is indeed a challenge and one of the multiple pressures already noted above.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.39 regarding the challenges of competition at Durban Manor Hotel, I analysed the implications of the respondents' perceptions and the broader context of competition in the hospitality industry.

Analysis of Quantitative Results

The quantitative results indicate that a significant majority of respondents (42% "strongly agree" and 41% "agree") perceive competition as a challenge and one of the multiple pressures faced by Durban Manor Hotel. This overwhelming consensus suggests that the hotel staff recognizes the critical importance of competition in shaping their operational environment. Conversely, only 6% "disagree" and another 6% "strongly disagree," indicating that a minimal portion of the workforce does not view competition as a challenge. The 6% of respondents who selected "neutral" may reflect uncertainty or a lack of awareness regarding the competitive landscape.

Given that the majority of respondents affirm that competition is a challenge, it is essential to consider the implications of this perception within the framework of stakeholder theory.

Application of Stakeholder Theory

Stakeholder theory posits that organizations must consider the interests and influences of all stakeholders, including employees, customers, suppliers, and the community, in their decision-making processes (Freeman, 1984). In the context of Durban Manor Hotel, both employees and clients represent critical stakeholder groups whose perceptions and experiences directly impact the hotel's operational effectiveness and overall success.

1. **Employee Perspectives**: The acknowledgment of competition as a challenge by the majority of respondents highlights the importance of employee perspectives in shaping

organizational strategies. The literature indicates that cut-throat competition in the hotel industry can lead to negative consequences for employees, such as extended working hours without fair compensation and a breakdown in respect between employers and employees (Boytos et al., 2017; Kelly & Fairley, 2018). Employees who feel undervalued or overworked may experience decreased morale and job satisfaction, which can further exacerbate turnover rates and impact service quality.

2. **Organizational Response**: The hotel management must consider these employee perceptions when formulating strategies to address competitive pressures. The literature suggests that in a constrained economic environment, hotels often prioritize cost-cutting measures over quality service (Boytos et al., 2017; Kelly & Fairley, 2018). By addressing employee concerns and fostering a positive work environment, management can improve employee morale and engagement, which in turn can lead to better service delivery and client satisfaction.

3. **Quality of Service**: The literature emphasizes the importance of maintaining quality service in the face of competition. When hotels focus solely on undercutting prices, they may neglect the quality of service provided to clients (Boytos et al., 2017; Kelly & Fairley, 2018). By prioritizing employee well-being and investing in training and development, Durban Manor Hotel can enhance service quality, which is essential for attracting and retaining clients in a competitive market.

4. **Client Engagement**: The stakeholder theory also highlights the need for organizations to engage with their clients to understand their needs and preferences. The challenges of competition may stem from a lack of understanding of client expectations or inadequate service delivery (Gunn, 1979). By actively seeking client feedback and involving employees in the process of improving service delivery, the hotel can create a more client-centric culture that enhances client loyalty and retention.

5. **Long-term Sustainability**: The challenges of competition are not only immediate concerns but also have long-term implications for the hotel's sustainability. The literature indicates that ruthless competition can lead to tax evasion and neglect of social contributions, which can harm the hotel's reputation and community relations (Boytos et al., 2017; Kelly & Fairley, 2018). By prioritizing stakeholder interests, including those of employees and clients, the hotel can work towards sustainable solutions that support both business viability and community engagement.

Conclusion

In conclusion, the quantitative results from Figure 5.39 indicate a significant concern among employees at Durban Manor Hotel regarding the challenges of competition. By applying stakeholder theory, it becomes evident that addressing these concerns is crucial for the hotel's operational success and employee satisfaction. Engaging with employees, fostering open communication, and investing in training and development can lead to improved service quality and client retention. Ultimately, this approach not only benefits the employees but also enhances the hotel's reputation and long-term sustainability in the competitive hospitality industry.

Figure 5.40: Durban Manor Hotel responses about the lack of innkeeper laws

Variable	**Lack of Innkeeper Laws**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**38%**	**5%**	**4%**	**49%**	**5%**
Number of respondents	**32**	**4**	**3**	**41**	**4**

Figure 5.40 shows percentage points for Durban Manor Hotel respondents for the variable, lack of innkeeper laws. In addition, Figure 5.38 illustrates that out of 84 respondents at Durban Manor Hotel, 49% “strongly agree” and 38% “agree” that lack of innkeeper laws is a challenge and one of the multiple pressures. The aforesaid results could be interpreted to mean that the overwhelming majority of Durban Manor Hotel respondents who “strongly agree” (at 49%) and “agree” (at 38%) that the lack of innkeepers’ laws is a challenge and one of the multiple pressures, simply prove that the lack of innkeeper laws is indeed one of the multiple pressures as already shown above. **Figure 5.40** also demonstrates that out of a total of 84 Durban Manor Hotel respondents, 5% of the respondents “disagree” and another 5% of the respondents “strongly disagree” that the lack of innkeeper laws is a challenge and one of the multiple pressures at the aforesaid hotel. The interpretation of the 2 *supra* low results could be that very few Durban Manor Hotel respondents do not believe that the lack of innkeeper laws is a

challenge and one of the multiple pressures at the abovementioned hotel. On the additional breakdown of the statistical data**, Figure 5.40** also illustrates that out of 84 respondents at Durban Manor Hotel, 4% chose option “neutral” for the variable, lack of innkeeper laws. This result could be interpreted to mean that 4% of Durban Manor Hotel respondents are not sure whether the lack of innkeeper laws is a challenge and one of the multiple pressures at the aforementioned Hotel.

Given that the huge majority of Durban Manor Hotel respondents “strongly agree” (at 49%) and “agree” (at 38%) that the lack of innkeeper laws is a challenge and one of the multiple pressures at the abovementioned hotel, therefore, these respondents simply prove that this specific variable is indeed a challenge and one of the multiple pressures as already mentioned above.

To critically apply the literature and stakeholder theory to the quantitative results regarding the lack of innkeeper laws at Durban Manor Hotel, I analysed the implications of the survey findings in the context of the established legal framework and the interests of various stakeholders involved.

Analysis of Quantitative Results

The survey results indicate that a significant majority of respondents (49% "strongly agree" and 38% "agree") perceive the lack of innkeeper laws as a challenge and one of the multiple pressures facing the hotel. This overwhelming consensus suggests a strong recognition among stakeholders—primarily hotel staff and management—of the potential risks associated with the absence of these legal protections. The low percentage of respondents (5% "disagree" and 5% "strongly disagree") further reinforces the notion that the lack of innkeeper laws is a pressing concern, with only a small minority dissenting.

The 4% of respondents who chose "neutral" may indicate uncertainty or a lack of awareness regarding the implications of innkeeper laws. This highlights a potential area for further education and engagement among stakeholders, as understanding these laws is crucial for effective risk management and operational compliance.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all parties affected by their operations, including employees, customers, suppliers, and the broader

community. In the context of the Durban Manor Hotel, the stakeholders can be categorized as follows:

1. Employees: Hotel staff are directly impacted by the lack of innkeeper laws, as these laws provide a framework for their responsibilities and liabilities. The high percentage of agreement among respondents suggests that employees feel vulnerable without these protections, which could affect their job satisfaction and performance.

2. Guests: The absence of innkeeper laws can lead to increased risks for guests, such as theft or negligence-related incidents. The literature emphasizes the duty of care owed to guests, and the lack of legal guidelines may compromise their safety and security, ultimately affecting their experience and satisfaction.

3. Management: Hotel management must navigate the complexities of operating without clear legal guidelines. The survey results indicate a pressing need for management to address these concerns, potentially by advocating for the establishment of innkeeper laws or implementing internal policies that mitigate risks associated with their absence.

4. Regulatory Bodies: The findings may also signal to regulatory bodies the necessity of reviewing and potentially updating innkeeper laws to better protect both guests and lodging providers. Stakeholder theory suggests that regulatory bodies have a responsibility to ensure a safe and fair environment for all parties involved.

Literature Context

The literature on innkeeper laws underscores the importance of these regulations in defining the rights and responsibilities of lodging providers and guests. Kwortnik and Thompson (2009) highlight the legal obligations of innkeepers to protect guests' belongings, while Walker (2016) discusses the conditions under which service can be refused or terminated. Ladkin (2011) provides a comprehensive overview of hospitality law, emphasizing the need for compliance to foster a safe environment.

Given the survey results, it is evident that the lack of innkeeper laws poses a significant challenge for the Durban Manor Hotel. The overwhelming agreement among respondents aligns with the literature's assertion that these laws are essential for managing legal risks and ensuring guest safety.

Conclusion

In conclusion, the quantitative results from the Durban Manor Hotel survey, when analysed through the lens of stakeholder theory and the existing literature on innkeeper laws, reveal a critical need for legal frameworks that protect both guests and hotel operators. The strong consensus among respondents indicates a shared concern that should prompt management to take proactive steps in addressing these challenges, whether through advocacy for legal reform or the implementation of internal policies that enhance guest safety and staff protection. Engaging with stakeholders to raise awareness and understanding of innkeeper laws will be essential in navigating these pressures effectively.

Figure 5.41: Durban Manor Hotel responses about highly processed foods and unavailability of off-menu dishes

Variable	**Highly Processed Foods and Unavailability of Off-menu Dishes**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**37%**	**7%**	**8%**	**44%**	**4%**
Number of respondents	**31**	**6**	**7**	**37**	**3**

Figure 5.41 displays percentage points for Durban Manor Hotel respondents for the variable, highly processed foods and unavailability of off-menu dishes. In addition, **Figure 5.41** illustrates that out of 84 respondents at Durban Manor Hotel, 44% "strongly agree" and 37% "agree" that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at the aforesaid hotel. The *supra* 2 high results could be interpreted to mean that a huge majority of Durban Manor Hotel respondents who "strongly agree" (at 44%) and "agree" (at 37%) that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures, simply confirm that the aforesaid combined variables are indeed a challenge and one of the multiple pressures as already shown above.

Figure 5.41 also shows that out of a total of 84 Durban Manor Hotel respondents, 7% of the respondents “disagree” and 4% of them “strongly disagree” that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at the abovementioned hotel. The 2 *supra* low results could be interpreted that very few Durban Manor Hotel respondents do not believe that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at the aforesaid hotel.

On the further breakdown of the statistical data**, Figure 5.41** also demonstrates that out of 84 respondents at Durban Manor Hotel, 8% adopted option “neutral” for the variable, highly processed foods and unavailability of off-menu dishes. This specific result could be interpreted to mean that 8% of Durban Manor Hotel respondents are not certain whether highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures or not at the aforesaid Hotel.

Granted that an enormous majority of Durban Manor Hotel respondents “strongly agree” (at 44%) and “agree” (at 37%) that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at the aforesaid hotel, therefore, these respondents simply reaffirm that the aforesaid variable is indeed a challenge and one of the multiple pressures as already noted above.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.41 regarding the perceptions of respondents at Durban Manor Hotel about highly processed foods and the unavailability of off-menu dishes, I analysed the implications of these findings in the context of food safety, consumer preferences, and stakeholder interests.

Stakeholder Theory Application

Stakeholder theory posits that organizations should consider the interests and concerns of all stakeholders, including customers, employees, suppliers, and the community. In the case of Durban Manor Hotel, the primary stakeholders are the guests (respondents), hotel management, and food suppliers. The quantitative results indicate that a significant majority (81%) of respondents either "strongly agree" (44%) or "agree" (37%) that highly processed foods and the unavailability of off-menu dishes are challenges. This suggests a strong stakeholder concern regarding food quality and variety, which is critical for the hotel's reputation and customer satisfaction.

1. **Customer Concerns**: The high percentage of respondents expressing concern about highly processed foods aligns with the literature that highlights the growing consumer awareness regarding food safety and quality. As noted by Farber & Todd (2000), customers are increasingly dissatisfied with the quality of food served in hotels and restaurants, particularly regarding the presence of GMO foods and the lack of off-menu options. This dissatisfaction can lead to negative perceptions of the hotel, impacting customer loyalty and future business.

2. **Management Response**: The hotel management must recognize these concerns as legitimate stakeholder interests. Ignoring the feedback from 81% of respondents could lead to reputational damage and a decline in patronage. Management should consider implementing strategies to address these issues, such as enhancing food safety training for staff, diversifying menu options, and ensuring the quality of ingredients used.

3. **Employee Training and Awareness**: The literature indicates that insufficient training and knowledge among employees can contribute to food safety issues (Cochoran-Yantis et al., 1996). The hotel should invest in comprehensive food safety training programs to ensure that employees understand the importance of proper food handling and the implications of serving highly processed foods. This aligns with the findings of Manning & Snider (1993), which emphasize the need for improved knowledge and practices among food service employees.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.41 reveal a clear consensus among respondents regarding the challenges posed by highly processed foods and the unavailability of off-menu dishes. The low percentages of respondents who "disagree" (7%) or "strongly disagree" (4%) further reinforce the notion that these issues are widely recognized as significant challenges. The 8% of respondents who chose "neutral" may represent a segment of the customer base that is either indifferent or lacks sufficient information to form a strong opinion.

1. **Implications for Food Safety**: The literature highlights the risks associated with foodborne illnesses (FBI) and the importance of proper food handling practices. The high concern regarding highly processed foods may reflect a broader anxiety about food safety and health implications. The hotel must address these concerns by ensuring that food safety protocols are strictly followed and that customers are informed about the sourcing and preparation of their meals.

2. **Consumer Choice and Satisfaction**: The unavailability of off-menu dishes can limit consumer choice, which is a critical factor in customer satisfaction. The literature suggests that customers are increasingly seeking personalized dining experiences. By not offering off-menu options, the hotel may alienate a segment of its clientele who value customization and variety in their dining experiences.
3. **Strategic Recommendations**: To align with stakeholder interests and address the concerns raised by respondents, the hotel could consider the following strategies:
    - **Menu Diversification**: Introduce more off-menu options and highlight the use of fresh, locally sourced ingredients to enhance customer satisfaction and address health concerns.
    - **Food Safety Training**: Implement regular training sessions for staff on food safety practices, emphasizing the importance of hygiene and proper food handling to mitigate the risk of FBI.
    - **Customer Engagement**: Actively seek feedback from customers regarding menu preferences and food safety concerns, creating a dialogue that fosters trust and loyalty.

Conclusion

The quantitative results from Figure 5.41, when analysed through the lens of stakeholder theory and supported by the literature, underscore the importance of addressing customer concerns regarding highly processed foods and the unavailability of off-menu dishes. By recognizing and responding to these stakeholder interests, Durban Manor Hotel can enhance its reputation, improve customer satisfaction, and ultimately ensure a safer and more enjoyable dining experience for its guests.

Figure 5.42: Durban Manor Hotel responses about low-quality entertainment

Variable	**Low-Quality Entertainment**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**

Percentage points	**32%**	**6%**	**16%**	**45%**	**1%**
Number of respondents	**27**	**5**	**13**	**38**	**1**

Figure 5.42 indicates percentage points for Durban Manor Hotel respondents for the variable, low-quality entertainment. In addition, **Figure 5.42** reveals that out of 84 respondents at Durban Manor Hotel, 45% "strongly agree" and 32% "agree" that low-quality entertainment is a challenge and one of the multiple pressures at the abovementioned hotel. The preceding 2 high results could be interpreted to indicate that a huge majority of Durban Manor Hotel respondents who "strongly agree" (at 45%) and "agree" (at 32%) that low-quality entertainment is a challenge and one of the multiple pressures, simply reaffirm that the aforesaid variable is indeed a challenge and one of the multiple pressures as clearly shown above.

Figure 5.42 also shows that out of a total of 84 Durban Manor Hotel respondents, 6% of the respondents "disagree" and 1% of them "strongly disagree" that low-quality entertainment is a challenge and one of the multiple pressures at the aforesaid hotel. The 2 preceding low results could be interpreted to indicate that very few Durban Manor Hotel respondents do not believe that low-quality entertainment is a challenge and one of the multiple pressures at the abovementioned hotel.

On the further breakdown of the available statistical data, **Figure 5.42** also reveals that out of 84 respondents at Durban Manor Hotel, 16% of them adopted option "neutral" for the variable, low-quality entertainment. This specific result could be interpreted to indicate that 16% of Durban Manor Hotel respondents are not certain whether low-quality entertainment is a challenge and one of the multiple pressures or not at the aforesaid Hotel.

Given that the huge majority of Durban Manor Hotel respondents "strongly agree" (at 45%) and "agree" (at 32%) that low-quality entertainment is a challenge and one of the multiple pressures at the aforementioned hotel, therefore, these respondents simply reassert that the aforesaid variable is indeed a challenge and one of the multiple pressures as already divulged above.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.42 regarding low-quality entertainment at Durban Manor Hotel, I analysed the implications of the respondents' perceptions and the broader context of the hospitality industry.

Stakeholder Theory Application

Stakeholder theory posits that organizations should consider the interests and well-being of all stakeholders, including customers, employees, suppliers, and the community, rather than focusing solely on shareholder profit. In the context of Durban Manor Hotel, the high percentage of respondents (45% strongly agree and 32% agree) indicating that low-quality entertainment is a challenge suggests a significant concern among customers, who are key stakeholders.

1. Customer Satisfaction: The overwhelming agreement on low-quality entertainment as a challenge indicates that the hotel may be failing to meet customer expectations. This could lead to decreased customer satisfaction and loyalty, which are critical for long-term success in the hospitality sector. The literature emphasizes that enhancing customer satisfaction through quality entertainment can lead to increased spending and positive word-of-mouth, which are vital for competitiveness (Bigne et al., 2009).
2. Employee Impact: The literature also highlights the negative consequences of cut-throat competition, such as reduced labor costs and poor working conditions (Boytos et al., 2017; Kelly & Fairley, 2018). If low-quality entertainment is a result of cost-cutting measures, it may reflect a broader issue of employee dissatisfaction and burnout, which can further impact service quality. Employees, as stakeholders, are crucial in delivering the entertainment experience, and their well-being directly affects customer perceptions.
3. Community and Economic Considerations: The findings also resonate with the literature's discussion on the economic pressures faced by hotels. The low percentage of respondents (6% disagree and 1% strongly disagree) who do not view low-quality entertainment as a challenge suggests that there is a consensus on the need for improvement. This aligns with the idea that hotels should not only focus on immediate financial gains but also consider their long-term impact on the community and the local economy (Boytos et al., 2017; Kelly & Fairley, 2018).

Literature Contextualization

The literature indicates that competition in the tourism and hospitality sector can lead to a focus on price over quality, resulting in challenges such as low-quality entertainment (Boytos et al., 2017; Kelly & Fairley, 2018). The findings from Figure 5.42 reinforce this notion, as the majority of respondents perceive low-quality entertainment as a significant pressure.

1. Competitive Advantage: The literature suggests that enhancing the quality of entertainment can serve as a competitive advantage (Benur & Bramwell, 2015; McKercher, 2016). The high percentage of respondents identifying low-quality entertainment as a challenge indicates an opportunity for Durban Manor Hotel to differentiate itself by investing in better entertainment options, thereby attracting more customers and enhancing their overall experience.

2. Strategic Management: The literature emphasizes the importance of strategic management in addressing competitive pressures (Cibinskiene, 2012). The hotel management should consider the feedback from respondents as a critical input for strategic decision-making. By addressing the concerns related to entertainment quality, the hotel can improve its market position and foster a more positive relationship with its stakeholders.

3. Long-term Sustainability: The literature also highlights the need for sustainable practices in the hospitality industry (Hernandez et al., 2017). By prioritizing quality entertainment and addressing the underlying issues of competition, Durban Manor Hotel can contribute to a more sustainable business model that benefits not only the hotel but also its employees and the local community.

Conclusion

In conclusion, the quantitative results from Figure 5.42, when analyzed through the lens of stakeholder theory and the existing literature, reveal significant insights into the challenges faced by Durban Manor Hotel regarding low-quality entertainment. The overwhelming agreement among respondents underscores the need for the hotel to prioritize customer satisfaction, employee well-being, and long-term sustainability. By addressing these challenges, the hotel can enhance its competitive position and foster positive relationships with all stakeholders involved.

Figure 5.43: Durban Manor Hotel responses about not feeling being valued or listened to

Variable	Tourists Not Feeling Being Valued or Listened to				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	57.14%	2.4%	0%	40.48%	0%
Number of respondents	48	2	0	34	0

Figure 5.43 shows results for Durban Manor Hotel respondents in percentage frequencies for the variable, tourists not feeling being valued or listened to. According to **Figure 5.43**, Durban Manor Hotel respondents "agree" (57.14%) and "strongly agree" (40.48%) that tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at the Durban Manor Hotel in Durban. This strongly suggest that the majority of Durban Manor Hotel respondents support that the variable, tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at Durban Manor Hotel in Durban.

A low percentage point (2.4%) for "disagree" was recorded from Durban Manor Hotel respondents against the variable, tourists not feeling being valued or listened to. This could be interpreted to suggest that very few Durban Manor Hotel respondents "disagree" that the variable, tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures. It is also worth noting that none of the Durban Manor Hotel respondents selected options "neutral" and "strongly disagree" in terms of the variable, tourists not feeling being valued or listened to.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.43 regarding tourists not feeling valued or listened to at Durban Manor Hotel, I analysed the implications of the respondents' perceptions and the broader context of the hospitality industry.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and well-being of all stakeholders, including customers, employees, and the community. In the context of Durban Manor Hotel, the high percentages of respondents (57.14% agree and 40.48% strongly agree) indicating that tourists do not feel valued or listened to highlight a significant concern among customers, who are primary stakeholders.

1. **Customer Experience**: The overwhelming majority of respondents expressing that tourists feel undervalued suggests a critical gap in customer experience. This aligns with the literature, which indicates that inadequate service delivery often stems from employees lacking the necessary qualifications and emotional intelligence (Enz, 2009; Woods & Sciarini, 1995). When customers feel unvalued, it can lead to dissatisfaction, negative reviews, and a decline in repeat business, which are detrimental to the hotel's long-term success.

2. **Employee Engagement and Training**: The literature points out that employees without the required qualifications struggle to manage their emotions, leading to poor interactions with customers (Enz, 2009; Woods & Sciarini, 1995). The high percentage of respondents indicating that tourists feel unvalued may reflect the need for better training and development programs for staff. By investing in employee training, the hotel can enhance service quality and ensure that staff members are equipped to engage positively with guests, thereby improving customer perceptions.

3. **Organizational Culture**: The findings suggest that the organizational culture at Durban Manor Hotel may not prioritize customer feedback and engagement. The absence of respondents selecting "neutral" or "strongly disagree" indicates a consensus on the issue, which could reflect a systemic problem within the hotel's approach to customer service. Stakeholder theory emphasizes the importance of fostering a culture that values customer input and actively seeks to address their concerns.

Literature Contextualization

The literature highlights the challenges faced by the tourism and hospitality industry, particularly regarding employee qualifications and service delivery (Enz, 2009; Woods & Sciarini, 1995). The results from Figure 5.43 reinforce these concerns, as the majority of respondents perceive that tourists do not feel valued or listened to.

1. **Service Quality and Emotional Intelligence**: The literature suggests that professional employees exhibit friendliness and cheerfulness, which are essential for creating positive customer experiences (Enz, 2009; Woods & Sciarini, 1995). The high percentage of respondents indicating that tourists feel undervalued may point to a lack of emotional intelligence among staff, which can lead to unfriendly service. This highlights the need for the hotel to prioritize hiring qualified staff and providing ongoing training to enhance emotional intelligence and customer service skills.
2. **Impact on Reputation and Competitiveness**: The literature emphasizes that inadequate service delivery can have severe consequences for a hotel's reputation and competitiveness (Enz, 2009; Woods & Sciarini, 1995). The findings from Figure 5.43 suggest that if tourists feel unvalued, it could lead to negative perceptions of the hotel, impacting its ability to attract and retain customers. This aligns with the broader industry trend where customer experience is a key differentiator in a competitive market.
3. **Long-term Sustainability**: The literature also underscores the importance of addressing service quality issues for long-term sustainability in the hospitality sector (Enz, 2009; Woods & Sciarini, 1995). By recognizing and addressing the concerns raised by respondents, Durban Manor Hotel can work towards creating a more positive environment for both customers and employees, ultimately contributing to its long-term success.

Conclusion

In conclusion, the quantitative results from Figure 5.43, when analyzed through the lens of stakeholder theory and the existing literature, reveal significant insights into the challenges faced by Durban Manor Hotel regarding tourists not feeling valued or listened to. The overwhelming agreement among respondents underscores the need for the hotel to prioritize customer experience, employee training, and organizational culture. By addressing these

challenges, the hotel can enhance its competitive position, improve customer satisfaction, and foster positive relationships with all stakeholders involved.

Figure 5.44: Durban Manor Hotel Responses about ever-more demanding guests

Variable	**Ever-more Demanding Guests**				
Likert scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**60%**	**2.4%**	**8%**	**29%**	**1.2%**
Number of respondents	**50**	**2**	**7**	**24**	**1**

With reference to the data in **Figure 5.44**, Durban Manor Hotel respondents "agree" (60%) and "strongly agree" (29%) that ever-more demanding guests are regarded as a challenge and one of the multiple pressures at the Durban Manor Hotel in Durban. The variable ever-more demanding guests received the highest percentage point for "agree" (60%). The same variable received second highest percentage for strongly agree (29%). Respondents who "strongly disagree" with abovementioned variable was the lowest percentage point recorded at 1.2%. The percentage point for respondents who "disagree" with the abovementioned variable was recorded at 2.4%.

The percentage point for the respondents who are "neutral" in terms of the abovementioned variable was registered at 8%. Granted the aforesaid responses, this suggest that the majority of the Riverside Hotel respondents "agree" and "strongly agree" that ever-more demanding guests are treated as a challenge and one of the multiple pressures at Durban Manor Hotel in Durban. However, not every respondent "strongly agree" and "agree" that ever-more demanding guests is a challenge and one of the multiple pressures at Riverside Hotel in Durban.

To critically apply the literature and stakeholder theory to the quantitative results regarding the perceptions of ever-more demanding guests at the Durban Manor Hotel, I analysed the implications of the data in light of the challenges faced by hospitality managers, particularly in the context of internationalization and multicultural workforce management.

Analysis of Quantitative Results

The data indicates that a significant majority of respondents (60% agree and 29% strongly agree) perceive ever-more demanding guests as a challenge and a pressure point at the Durban Manor Hotel. This suggests a recognition among hotel staff of the evolving expectations of guests, which aligns with the literature that emphasizes the need for managers to adapt to changing customer demands in a globalized environment. The low percentage of respondents who disagree (2.4%) or strongly disagree (1.2%) indicates a consensus on the challenges posed by demanding guests, which can be interpreted as a call for enhanced managerial strategies to address these pressures.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and needs of all stakeholders, including employees, customers, and the broader community. In this context, the hotel staff (employees) are stakeholders who are directly affected by the pressures of managing demanding guests. The high percentage of agreement among respondents suggests that employees feel the weight of these expectations, which can lead to stress and job dissatisfaction if not managed properly.

1. **Employee Well-being**: The literature highlights that many hospitality managers lack the skills to manage a multicultural workforce effectively (Edwards & Rees, 2006). This lack of capability can exacerbate the challenges posed by demanding guests, as employees may feel unsupported in their roles. The hotel management should prioritize training programs that equip managers with the necessary skills to handle diverse guest expectations and foster a supportive work environment.

2. **Customer Satisfaction**: The findings also reflect the importance of customer satisfaction in the hospitality industry. As noted by Heenan and Perlmutter (1979), unmet guest expectations can lead to negative experiences and a reluctance to return. Therefore, it is crucial for the hotel to implement strategies that not only address the demands of guests but also empower employees to meet these expectations effectively.

3. **Cultural Sensitivity**: The ethnocentric approach discussed in the literature can hinder the ability of hotel managers to adapt to local cultures and guest expectations. The high percentage of respondents who agree that demanding guests are a challenge suggests that there may be a disconnect between management policies and the realities faced by employees. A shift towards a more geocentric approach, as advocated by Roper et al. (1997), could enhance the hotel's ability to respond to diverse guest needs while also considering the cultural context of the local workforce.

Conclusion

In conclusion, the quantitative results from the Durban Manor Hotel highlight a significant challenge posed by ever-more demanding guests, which is echoed in the literature on internationalization and stakeholder theory. To address these challenges, hotel management must invest in training and development for managers, adopt culturally sensitive practices, and prioritize employee well-being. By doing so, they can create a more resilient and responsive organization that meets the needs of both guests and employees, ultimately leading to improved satisfaction and retention for all stakeholders involved.

Figure 5.45: Durban Manor Hotel responses about employee turnover

Variable	**Employee Turnover**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**17%**	**0%**	**71.43%**	**12%**	**0%**
Number of respondents	**14**	**0**	**60**	**10**	**0**

Figure 5.45 shows that for employee turnover, Durban Manor Hotel respondents registered 71.43% for “neutral”. Percentage points for “neutral” are the highest in comparison to other level of responses for the variable, employee turnover at Durban Manor Hotel in Durban. These highest percentage points for “neutral” could be interpreted to indicate that 71.43% of Riviera Hotel respondents were unsure or not aware whether employee turnover is a challenge and one of the multiple pressures at Durban Manor Hotel in Durban. Furthermore, **Figure 5.45** shows that Durban Manor Hotel respondents “strongly agree” (12%) and “agree” (17%) that employee turnover at Durban Manor Hotel is a challenge and it is one of the multiple pressures. These results could be interpreted to suggest that 12% and 17% of Durban Manor Hotel respondents are aware and sure that employee turnover is a challenge and one of the multiple pressures at the abovementioned Hotel.

It is also worth mentioning that percentage points for “disagree” (0%) and “strongly disagree” (0%) were registered regarding Durban Manor Hotel respondents’ responses for the variable, employee turnover. These foregoing results could be interpreted to suggest that none of the Manor Hotel respondents “disagree” and “strongly disagree” that employee turnover is a challenge and one of the multiple pressures at Durban Manor Hotel. Therefore, employee turnover at Durban Manor Hotel is a challenge and one of the multiple pressures.

To critically apply the literature and stakeholder theory to the quantitative results regarding employee turnover at the Durban Manor Hotel, I analysed the implications of the data in light of the challenges faced by the hospitality sector, particularly in relation to employee management and retention.

Analysis of Quantitative Results

The data from Figure 5.45 indicates that a significant majority of respondents (71.43%) reported a "neutral" stance regarding whether employee turnover is a challenge at the Durban Manor Hotel. This neutrality may suggest a lack of awareness or understanding of the implications of employee turnover among the staff. In contrast, a smaller percentage of respondents (12% strongly agree and 17% agree) recognize employee turnover as a challenge. The absence of disagreement (0% for both "disagree" and "strongly disagree") indicates a consensus that employee turnover is indeed a challenge, albeit with a significant portion of the workforce unsure about its impact.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and needs of all stakeholders involved in an organization. In this context, the key stakeholders include employees, management, and customers. The high percentage of neutral responses suggests that employees may not feel adequately informed or engaged regarding the issue of turnover, which can have significant implications for the organization.

1. **Employee Engagement and Awareness**: The literature indicates that high turnover rates in the hospitality sector are often linked to factors such as poor working conditions, lack of recognition, and inadequate training (Mwilu, 2016; Choi et al., 2018). The high neutral response rate may reflect a disconnect between management and employees regarding the challenges of turnover. To address this, management should enhance communication and engagement strategies to ensure that employees are aware of the implications of turnover and feel involved in discussions about workplace improvements.

2. **Training and Development**: The literature highlights that many employees in the hospitality sector are unskilled and lack proper training (Mwilu, 2016). The neutral responses may also indicate that employees do not feel equipped to address the challenges associated with turnover. Investing in training and development programs can empower employees, improve job satisfaction, and reduce turnover rates. This aligns with the stakeholder theory, as it addresses the needs of employees while also benefiting the organization through improved service quality and reduced recruitment costs.

3. **Organizational Culture and Leadership**: The literature emphasizes the role of leadership in influencing employee morale and retention (Mwilu, 2016; Jagun, 2015). The absence of disagreement regarding turnover suggests that employees may feel trapped in a challenging environment without the means to express their concerns. Management should foster a positive organizational culture that encourages open communication, shared decision-making, and recognition of employee contributions. This approach not only addresses employee concerns but also enhances overall organizational performance.

Conclusion

In conclusion, the quantitative results from the Durban Manor Hotel reveal a significant challenge regarding employee turnover, with a notable portion of respondents expressing neutrality on the issue. This highlights the need for improved communication, training, and leadership within the organization. By applying stakeholder theory, it becomes clear that addressing the needs and concerns of employees is crucial for reducing turnover and enhancing overall organizational effectiveness. Management should prioritize strategies that engage employees, provide necessary training, and foster a supportive work environment to mitigate the challenges associated with employee turnover in the hospitality sector.

Figure 5.46: Mimmos Restaurant responses about tourists not feeling being valued or listened to

Variable	**Tourists Not Feeling Being Valued or Listened to**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**39%**	**4%**	**0%**	**54%**	**4%**
Number of respondents	**33**	**3**	**0**	**45**	**3**

Figure 5.46 displays percentage points for Mimmos Restaurant respondents for the variable, tourists not feeling being valued or listened to. Additionally, **Figure 5.46** shows that out of 84 respondents at Mimmos Restaurant, 54% “strongly agree” and 39% “agree” that tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at the aforesaid restaurant. The *supra* 2 high results could be interpreted to mean that a huge majority of Mimmos Restaurant respondents who “strongly agree” (at 54%) and “agree” (at 39%) that tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures, simply reassert that the aforesaid variable is indeed a challenge and one of the multiple pressures as clearly revealed above.

Figure 5.46 also reveals that out of a total of 84 Mimmos Restaurant respondents, 4% of the respondents "disagree" and another 4% of them "strongly disagree" that tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at the abovementioned hotel. The 2 preceding low results could be interpreted to mean that very few Mimmos Restaurant respondents do not believe that tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at Mimmos Restaurant.

On the further breakdown of statistical data, **Figure 5.46** also indicates that 0% of Mimmos Restaurants respondents selected option "neutral" for the variable, tourists not feeling being valued or listened to. This particular result could be interpreted to mean that none of the Mimmos Restaurant respondents are not certain whether low-quality entertainment is a challenge and one of the multiple pressures or not at the aforesaid restaurant.

Granted that a huge majority of Mimmos Restaurant respondents "strongly agree" (at 54%) and "agree" (at 39%) that tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at the aforementioned restaurant, therefore, these respondents simply reaffirm that the aforementioned variable is indeed a challenge and one of the multiple pressures as already stated above.

To critically apply the literature and stakeholder theory to the quantitative results regarding tourists not feeling valued or listened to at Mimmos Restaurant, I analysed the implications of the data in light of the challenges faced by the hospitality sector, particularly in relation to customer service and employee engagement.

Analysis of Quantitative Results

The data from Figure 5.46 indicates that a significant majority of respondents (54% strongly agree and 39% agree) believe that tourists not feeling valued or listened to is a challenge at Mimmos Restaurant. This overwhelming consensus (93% combined) suggests that employees recognize the importance of customer satisfaction and the negative impact that a lack of attention to tourists can have on the restaurant's reputation and success. The absence of neutral responses (0%) further emphasizes that all respondents have a clear stance on the issue, reinforcing the notion that this is a pressing concern.

Conversely, the low percentage of respondents who disagree (4%) or strongly disagree (4%) indicates that very few employees believe that this issue is not a challenge. This suggests a

strong awareness among staff of the need to address customer concerns and improve service quality.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and needs of all stakeholders involved in an organization. In this context, the key stakeholders include customers (tourists), employees, and management. The high percentage of agreement among respondents highlights the need for management to address the concerns of both customers and employees to enhance overall service quality.

1. **Customer Satisfaction**: The literature emphasizes that customer satisfaction is critical in the hospitality sector, and employees play a vital role in delivering quality service (Nickson et al., 2005). The high percentage of respondents who agree that tourists do not feel valued indicates a potential gap in service delivery. Management should prioritize training programs that focus on soft skills, such as communication and customer service, to empower employees to better engage with customers and address their needs.

2. **Employee Engagement and Morale**: The literature also highlights the importance of employee morale and engagement in delivering quality service (Roberts, 2015). Employees who feel that their contributions are valued are more likely to provide exceptional service. The overwhelming agreement among respondents suggests that employees are aware of the challenges faced by tourists, which may indicate a desire for management to take action. By fostering a culture of recognition and appreciation, management can enhance employee morale, leading to improved service delivery and customer satisfaction.

3. **Training and Development**: The literature points out that many employees in the hospitality sector lack adequate training and skills to handle challenging customer interactions (Roberts, 2015). The high percentage of respondents acknowledging the challenge of tourists not feeling valued suggests that there may be a need for targeted training programs. Management should invest in training that equips employees with the necessary skills to engage effectively with customers, thereby addressing the concerns raised by both employees and tourists.

Conclusion

In conclusion, the quantitative results from Mimmos Restaurant reveal a significant challenge regarding tourists not feeling valued or listened to, with a strong consensus among employees recognizing this issue. By applying stakeholder theory, it becomes evident that addressing the needs and concerns of both customers and employees is crucial for enhancing service quality and overall satisfaction. Management should prioritize training and development initiatives that empower employees, foster a culture of recognition, and ultimately improve the dining experience for tourists. By doing so, Mimmos Restaurant can enhance its reputation and ensure long-term success in the competitive hospitality sector.

Figure 5.47: Mimmos Restaurant responses about highly processed foods and unavailability of off-menu dishes

Variable	**Highly Processed Foods and Unavailability of Off-menu Dishes**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**37%**	**4%**	**2.4%**	**56%**	**1%**
Number of respondents	**31**	**3**	**2**	**47**	**1**

Figure 5.47 shows percentage points for Mimmos Restaurant respondents for the variable, highly processed foods and unavailability of off-menu dishes. Furthermore, **Figure 5.47** reveals that out of 84 respondents at Mimmos Restaurant, 56% “strongly agree” and 37% “agree” that highly processed foods and unavailability of off-menu dishes, are a challenge and one of the multiple pressures at the restaurant stated above. The preceding 2 high results could be interpreted to suggest that a huge majority of Mimmos Restaurant respondents who “strongly agree” (at 56%) and “agree” (at 37%) that highly processed foods and unavailability of off-menu dishes, are a challenge and one of the multiple pressures, simply prove that the abovementioned variable is indeed a challenge and one of the multiple pressures as clearly mentioned above.

Figure 5.47 further indicates that out of a total of 84 Mimmos Restaurant respondents, 4% of the respondents “disagree” and 1% of them “strongly disagree” that highly processed foods and unavailability of off-menu dishes are a challenge and one of the multiple pressures at Mimmos Restaurant. The 2 preceding low results could be interpreted to indicate that very few Mimmos Restaurant respondents do not believe that highly processed foods and unavailability of off-menu dishes, are a challenge and one of the multiple pressures at the aforesaid restaurant.

On the further breakdown of statistical data, **Figure 5.47** also indicates that 2.4% of Mimmos Restaurants respondents adopted option “neutral” for the variable, highly processed foods and unavailability of off-menu dishes. The interpretation of this specific result could be to suggest that 2.4% of Mimmos Restaurant respondents are not certain whether highly processed foods and unavailability of off-menu dishes, are a challenge and one of the multiple pressures or not at the aforesaid restaurant. Given that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 56%) and “agree” (at 37%) that highly processed foods and unavailability of off-menu dishes, are a challenge and one of the multiple pressures at the aforesaid restaurant, therefore, these respondents simply reassert that the aforementioned variable is indeed a challenge and one of the multiple pressures as already alluded to above.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.47 regarding Mimmos Restaurant, I analysed the implications of the respondents' perceptions of highly processed foods and the unavailability of off-menu dishes.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and concerns of all stakeholders, including customers, employees, suppliers, and the community. In the context of Mimmos Restaurant, the primary stakeholders are the customers who responded to the survey. The overwhelming majority (93%) of respondents who either "strongly agree" (56%) or "agree" (37%) that highly processed foods and the unavailability of off-menu dishes are challenges indicates a significant concern among customers regarding food quality and choice.

1. **Customer Concerns**: The high percentage of respondents expressing agreement suggests that customers are increasingly aware of the implications of food quality, particularly in relation to health risks associated with highly processed foods. This aligns with the literature that highlights the growing consumer concern over foodborne illnesses (FBI) and the quality of food served in restaurants (Farber & Todd, 2000). The

dissatisfaction with the lack of off-menu options further emphasizes the need for restaurants to cater to diverse dietary preferences and health-conscious choices.

2. **Implications for Management**: The results indicate that Mimmos Restaurant management should prioritize addressing these concerns to enhance customer satisfaction and loyalty. Ignoring the majority's feedback could lead to reputational damage and loss of business, as customers may choose to dine elsewhere if their preferences are not met. This aligns with stakeholder theory, which emphasizes the importance of addressing stakeholder needs to ensure long-term success.

3. **Employee Training and Awareness**: The literature also points to the importance of food safety knowledge among employees (Manning & Snider, 1993; Cochoran-Yantis et al., 1996). The challenges identified by customers may stem from inadequate training and awareness of food safety practices among restaurant staff. Therefore, Mimmos Restaurant should invest in comprehensive training programs to ensure that employees understand the significance of food safety and are equipped to handle food properly, thereby reducing the risk of FBI.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.47 provide a clear picture of customer sentiment regarding food quality and safety at Mimmos Restaurant. The low percentages of respondents who "disagree" (4%) or "strongly disagree" (1%) with the notion that highly processed foods and unavailability of off-menu dishes are challenges suggest that there is a strong consensus among customers about these issues. The 2.4% of respondents who chose "neutral" may indicate a small segment of customers who are either indifferent or unaware of the implications of these challenges.

1. **Consensus on Challenges**: The overwhelming agreement among respondents reinforces the idea that highly processed foods and limited menu options are significant challenges that need to be addressed. This consensus can serve as a basis for Mimmos Restaurant to implement changes that align with customer expectations.

2. **Potential Risks**: The literature indicates that failure to address food safety and quality concerns can lead to serious health risks, including FBI (Farber & Todd, 2000). The high percentage of respondents expressing concern about highly processed foods

suggests that Mimmos Restaurant may be at risk of alienating health-conscious customers if these issues are not addressed.

3. **Strategic Recommendations**: Based on the findings, Mimmos Restaurant should consider the following strategic actions:
    - **Menu Diversification**: Introduce more off-menu options that cater to various dietary preferences, including healthier, less processed food choices.
    - **Enhanced Food Safety Training**: Implement regular training sessions for staff on food safety practices to minimize the risk of FBI and improve overall food handling.
    - **Customer Engagement**: Actively seek customer feedback on menu options and food quality to ensure that the restaurant is meeting their needs and preferences.

Conclusion

In conclusion, the quantitative results from Figure 5.47 highlight significant concerns among Mimmos Restaurant customers regarding highly processed foods and the lack of off-menu options. By applying stakeholder theory, it becomes evident that addressing these concerns is crucial for maintaining customer satisfaction and loyalty. Furthermore, the literature underscores the importance of food safety and quality in the hospitality sector, suggesting that Mimmos Restaurant must take proactive measures to mitigate risks and enhance the dining experience for its customers.

Figure 5.48: Mimmos Restaurant responses about poor working conditions

Variable	**Poor Working Conditions**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**29%**	**2.4%**	**12%**	**56%**	**1%**
Number of respondents	**24**	**2**	**10**	**47**	**1**

Figure 5.48 displays percentage points for Mimmos Restaurant respondents for the variable, poor working conditions. Additionally, **Figure 5.48** shows that out of 84 respondents at Mimmos Restaurant, 56% “strongly agree” and 29% “agree” that poor working conditions is a challenge and one of the multiple pressures at the restaurant stated above. The abovementioned 2 high results could be interpreted to show that the huge majority of Mimmos Restaurant respondents who “strongly agree” (at 56%) and “agree” (at 29%) that poor working conditions are a challenge and one of the multiple pressures, simply confirm that the abovementioned variable is indeed a challenge and one of the multiple pressures as clearly stated above.

Figure 5.48 further shows that out of a total of 84 Mimmos Restaurant respondents, 2.4% of the respondents “disagree” and 1% of them “strongly disagree” that poor working conditions are a challenge and one of the multiple pressures at Mimmos Restaurant. The 2 foregoing low results could be interpreted to show that very few Mimmos Restaurant respondents do not believe that poor working conditions are a challenge and one of the multiple pressures at the aforesaid restaurant.

On the further breakdown of the available statistical data, **Figure 5.48** also shows that 12% of Mimmos Restaurants respondents chose option “neutral” for the variable, poor working conditions. This specific result could be interpreted to suggest that 12% of Mimmos Restaurant respondents are not certain whether poor working conditions are a challenge and one of the multiple pressures or not, at the aforesaid restaurant. Granted that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 56%) and “agree” (at 29%) that poor working conditions are a challenge and one of the multiple pressures at the restaurant alluded to above, therefore, these respondents simply reaffirm that the aforesaid variable is indeed a challenge and one of the multiple pressures as already stated.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.48 regarding poor working conditions at Mimmos Restaurant, I analysed the implications of the respondents' perceptions and the broader context of employee turnover in the hospitality sector.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and concerns of all stakeholders, including employees, customers, management, and the community. In this case,

the primary stakeholders are the employees of Mimmos Restaurant, whose perceptions of working conditions significantly impact their job satisfaction, retention, and overall organizational performance.

1. Employee Concerns: The results indicate that a substantial majority (85%) of respondents either "strongly agree" (56%) or "agree" (29%) that poor working conditions are a challenge. This overwhelming consensus highlights a critical issue that management must address. Poor working conditions can lead to decreased employee morale, increased turnover, and ultimately, a negative impact on customer service and satisfaction. The literature supports this, indicating that poor working conditions and weak oversight contribute to elevated intent to leave employment in the hospitality sector (Blomme, Van Rheede & Tromp, 2009; Yang, 2010).
2. Management Responsibility: The high percentage of employees expressing concern about working conditions suggests that Mimmos Restaurant management has a responsibility to create a supportive work environment. Ignoring these concerns could lead to higher turnover rates, which are costly in terms of recruitment and training (Mwilu, 2016). The literature indicates that elevated turnover is often driven by factors such as low pay, long hours, and lack of recognition (Mwilu, 2016; Choi et al., 2018). Therefore, management should prioritize improving working conditions to enhance employee satisfaction and retention.
3. Impact on Customer Experience: The literature also emphasizes that employee turnover can adversely affect customer service quality (Nasurdin, Ahmad & Tan, 2015). When experienced employees leave, new hires may take time to acclimate, leading to potential declines in service quality. This creates a cycle where poor working conditions lead to high turnover, which in turn affects customer satisfaction and business performance. Mimmos Restaurant must recognize that investing in employee well-being is directly linked to customer experience and overall business success.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.48 provide a clear indication of employee sentiment regarding working conditions at Mimmos Restaurant. The low percentages of respondents who "disagree" (2.4%) or "strongly disagree" (1%) with the notion that poor working conditions are a challenge suggest a strong consensus that these conditions are indeed problematic. The 12%

of respondents who chose "neutral" may indicate uncertainty or a lack of awareness about the specific issues at hand.

1. Consensus on Challenges: The overwhelming agreement among respondents reinforces the idea that poor working conditions are a significant challenge that needs to be addressed. This aligns with the literature, which identifies poor working conditions as a primary driver of employee turnover in the hospitality sector (Choi et al., 2018; Mwilu, 2016).
2. Potential Risks: The literature indicates that poor working conditions can lead to increased operational costs due to high turnover rates (Mwilu, 2016). The high percentage of employees expressing concern about their working environment suggests that Mimmos Restaurant may be at risk of losing valuable staff, which could lead to increased costs associated with hiring and training new employees.
3. Strategic Recommendations: Based on the findings, Mimmos Restaurant should consider the following strategic actions:
    - Improving Working Conditions: Management should assess and enhance working conditions, including addressing issues related to long hours, pay, and employee recognition. This could involve implementing flexible scheduling, increasing wages, and recognizing employee contributions.
    - Employee Engagement: Establishing channels for employees to voice their concerns and participate in decision-making processes can foster a sense of ownership and improve morale (Kurio et al., 2012). This aligns with the literature's emphasis on the importance of shared decision-making in reducing turnover.
    - Training and Development: Investing in employee training and development can enhance job satisfaction and reduce turnover. Providing opportunities for career advancement can also help retain skilled employees (Mwilu, 2016).

Conclusion

In conclusion, the quantitative results from Figure 5.48 highlight significant concerns among Mimmos Restaurant employees regarding poor working conditions. By applying stakeholder theory, it becomes evident that addressing these concerns is crucial for maintaining employee

satisfaction and retention. The literature underscores the importance of improving working conditions to mitigate turnover and enhance overall organizational performance. Mimmos Restaurant must take proactive measures to create a supportive work environment that values employee well-being, ultimately benefiting both staff and customers.

Figure 5.49: Mimmos Restaurant responses about national minimum wage

Variable	**National Minimum Wage**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**36%**	**4%**	**6%**	**52%**	**2.4%**
Number of respondents	**30**	**3**	**5**	**44**	**2**

Figure 5.49 shows percentage points for Mimmos Restaurant respondents for the variable, national minimum wage. Moreover, **Figure 5.49** indicates that out of 84 respondents at Mimmos Restaurant, 52% of the respondents "strongly agree" and 36% of them "agree" that national minimum wage is a challenge and one of the multiple pressures at the restaurant alluded to above. The interpretation of 2 high results could be to show that the huge majority of Mimmos Restaurant respondents who "strongly agree" (at 52%) and "agree" (at 36%) that national minimum wage is a challenge and one of the multiple pressures, simply prove that the abovementioned variable is indeed a challenge and one of the multiple pressures as noted above.

Figure 5.49 also indicates that out of a total of 84 Mimmos Restaurant respondents, 4% of the respondents "disagree" and 2.4% of them "strongly disagree" that national minimum wage is a challenge and one of the multiple pressures at Mimmos Restaurant. The interpretation of the 2 low results could be suggested to mean that very few Mimmos Restaurant respondents do not believe that national minimum wage is a challenge and one of the multiple pressures at the above noted restaurant.

On the further breakdown of the statistical data, **Figure 5.49** also demonstrates that 6% of Mimmos Restaurants respondents selected option “neutral” for the variable, national minimum wage. The interpretation of this particular result could be to suggest that 6% of Mimmos Restaurant respondents are unsure whether national minimum wage is a challenge and one of the multiple pressures or not, at the aforementioned restaurant. Given that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 52%) and “agree” (at 36%) that national minimum wage is a challenge and one of the multiple pressures at the restaurant noted above, therefore, these respondents simply confirm that the above-stated variable is indeed a challenge and one of the multiple pressures as already noted.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.49 regarding the national minimum wage at Mimmos Restaurant, I analysed the implications of the respondents' perceptions and the broader context of minimum wage impacts in the hospitality sector.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and concerns of all stakeholders, including employees, management, customers, and the community. In this context, the primary stakeholders are the employees of Mimmos Restaurant, who are directly affected by the national minimum wage, as well as the management, who must navigate the financial implications of wage policies.

1. **Employee Concerns**: The results indicate that a significant majority (88%) of respondents either "strongly agree" (52%) or "agree" (36%) that the national minimum wage is a challenge. This overwhelming consensus suggests that employees perceive the minimum wage as a significant pressure affecting their work environment. The literature supports this view, indicating that the national minimum wage can lead to higher job turnover rates in the hospitality sector, as employees may seek better-paying opportunities elsewhere (Cunningham, 2007).
2. **Management Challenges**: For management at Mimmos Restaurant, the high percentage of employees expressing concern about the national minimum wage highlights a critical issue that must be addressed. The literature notes that restaurant owners often view the national minimum wage as a significant expense that can erode profits, leading to layoffs and staffing shortages (Cunningham, 2007). This creates a

challenging environment for management, as they must balance the need to maintain profitability with the need to provide fair wages to employees.

3. **Impact on Customer Experience**: The literature also emphasizes that staffing crises and high turnover rates can adversely affect customer service quality in the hospitality sector (Cunningham, 2007). If Mimmos Restaurant struggles to maintain adequate staffing levels due to the pressures of the national minimum wage, it could lead to declines in service quality, ultimately impacting customer satisfaction and loyalty. This reinforces the need for management to consider employee concerns seriously, as they are directly linked to the overall customer experience.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.49 provide a clear indication of employee sentiment regarding the national minimum wage at Mimmos Restaurant. The low percentages of respondents who "disagree" (4%) or "strongly disagree" (2.4%) with the notion that the national minimum wage is a challenge suggest a strong consensus that this issue is indeed problematic. The 6% of respondents who chose "neutral" may indicate uncertainty or a lack of awareness about the specific implications of the national minimum wage.

1. **Consensus on Challenges**: The overwhelming agreement among respondents reinforces the idea that the national minimum wage is a significant challenge that needs to be addressed. This aligns with the literature, which identifies the national minimum wage as a primary driver of operational challenges in the hospitality sector (Cunningham, 2007).

2. **Potential Risks**: The literature indicates that the financial pressures associated with the national minimum wage can lead to increased operational costs and staffing issues (Cunningham, 2007). The high percentage of employees expressing concern about the national minimum wage suggests that Mimmos Restaurant may be at risk of losing valuable staff, which could lead to increased costs associated with hiring and training new employees.

3. **Strategic Recommendations**: Based on the findings, Mimmos Restaurant should consider the following strategic actions:

    - **Review Compensation Structures**: Management should evaluate their compensation structures to ensure they are competitive and fair, potentially

considering additional benefits or incentives to retain staff despite the pressures of the national minimum wage.

- **Enhance Employee Engagement**: Establishing open lines of communication with employees regarding wage concerns and involving them in discussions about compensation can foster a sense of ownership and improve morale. This aligns with stakeholder theory, which emphasizes the importance of addressing stakeholder needs.
- **Explore Operational Efficiencies**: Management could explore ways to improve operational efficiencies to offset the costs associated with the national minimum wage. This could involve streamlining processes, reducing waste, or investing in technology that enhances productivity.

Conclusion

In conclusion, the quantitative results from Figure 5.49 highlight significant concerns among Mimmos Restaurant employees regarding the national minimum wage. By applying stakeholder theory, it becomes evident that addressing these concerns is crucial for maintaining employee satisfaction and retention. The literature underscores the importance of understanding the implications of the national minimum wage on both employees and management, suggesting that Mimmos Restaurant must take proactive measures to navigate these challenges effectively. By fostering a supportive work environment and addressing wage-related concerns, Mimmos Restaurant can enhance employee morale, improve customer service, and ultimately achieve better business outcomes.

Figure 5.50: Mimmos Restaurant responses about poor setting of tables and unhygienic handling of fold napkins and plates

Variable	**Poor Setting of Tables and Unhygienic Handling of Fold Napkins and Plates**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**39%**	**5%**	**2.4%**	**50%**	**4%**

Number of respondents	**33**	**4**	**2**	**42**	**3**

Figure 5.50 shows percentage points for Mimmos Restaurant respondents for the variable, poor setting of tables and unhygienic handling of fold napkins and plates. Additionally, **Figure 5.50** indicates that out of 84 respondents at Mimmos Restaurant, 50% of the respondents "strongly agree" and 39% of them "agree" that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures at the restaurant noted above. These specific 2 high results could be interpreted to show that the huge majority of Mimmos Restaurant respondents who "strongly agree" (at 50%) and "agree" (at 39%) that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures, simply reassert that the above-stated variable is indeed a challenge and one of the multiple pressures as mentioned above.

Figure 5.50 also shows that out of a total of 84 Mimmos Restaurant respondents, 5% of the respondents "disagree" and 4% of them "strongly disagree" that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures at Mimmos Restaurant. The 2 low results could be interpreted to suggest that very few Mimmos Restaurant respondents do not believe that national minimum wage is a challenge and one of the multiple pressures at Mimmos restaurant.

On the additional breakdown of the statistical data, **Figure 5.50** shows that 2.4% of Mimmos Restaurants respondents chose option "neutral" for the variable, poor setting of tables and unhygienic handling of fold napkins and plates. This low result could be interpreted to mean that 2.4% of Mimmos Restaurant respondents are not sure whether poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures or not, at the above-stated restaurant. Granted that the huge majority of Mimmos Restaurant respondents "strongly agree" (at 50%) and "agree" (at 39%) that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures at the restaurant alluded to above, therefore, these respondents simply prove that the above-stated variable is indeed a challenge and one of the multiple pressures as already mentioned.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.50 regarding poor setting of tables and unhygienic handling of fold napkins and plates

at Mimmos Restaurant, I analysed the implications of the respondents' perceptions and the broader context of service quality in the hospitality sector.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and concerns of all stakeholders, including employees, customers, management, and the community. In this context, the primary stakeholders are the employees of Mimmos Restaurant, who are responsible for maintaining service quality, and the customers, who expect a certain standard of cleanliness and presentation.

1. **Employee Concerns**: The results indicate that a significant majority (89%) of respondents either "strongly agree" (50%) or "agree" (39%) that poor setting of tables and unhygienic handling of fold napkins and plates are challenges. This overwhelming consensus suggests that employees are acutely aware of the impact of these issues on their work environment and the overall customer experience. The literature supports this view, indicating that inadequate service delivery, often stemming from underqualified employees and poor working conditions, can lead to customer dissatisfaction (Enz, 2009; Woods & Sciarini, 1995).

2. **Management Responsibility**: For management at Mimmos Restaurant, the high percentage of employees expressing concern about service quality highlights a critical issue that must be addressed. The literature notes that low salaries, limited training, and high turnover rates contribute to a workforce that may lack the necessary skills and motivation to deliver high-quality service (Enz, 2009; Woods & Sciarini, 1995). Management must recognize that investing in employee training and creating a supportive work environment are essential for improving service quality and retaining staff.

3. **Impact on Customer Experience**: The literature emphasizes that poor service quality, including issues like unhygienic handling of items and improper table settings, can lead to negative customer experiences (Enz, 2009; Woods & Sciarini, 1995). If Mimmos Restaurant fails to address these concerns, it risks alienating customers and damaging its reputation. This reinforces the need for management to take employee feedback seriously, as it directly correlates with customer satisfaction and loyalty.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.50 provide a clear indication of employee sentiment regarding service quality at Mimmos Restaurant. The low percentages of respondents who "disagree" (5%) or "strongly disagree" (4%) with the notion that poor setting of tables and unhygienic handling of items are challenges suggest a strong consensus that these issues are indeed problematic. The 2.4% of respondents who chose "neutral" may indicate uncertainty or a lack of awareness about the specific implications of these challenges.

1. **Consensus on Challenges**: The overwhelming agreement among respondents reinforces the idea that poor service quality is a significant challenge that needs to be addressed. This aligns with the literature, which identifies inadequate service delivery as a primary driver of customer dissatisfaction in the hospitality sector (Enz, 2009; Woods & Sciarini, 1995).

2. **Potential Risks**: The literature indicates that the combination of low salaries, limited training, and high turnover can lead to a workforce that is not equipped to provide high-quality service (Enz, 2009; Woods & Sciarini, 1995). The high percentage of employees expressing concern about service quality suggests that Mimmos Restaurant may be at risk of losing valuable staff and customers if these issues are not addressed.

3. **Strategic Recommendations**: Based on the findings, Mimmos Restaurant should consider the following strategic actions:

    - **Enhance Training Programs**: Management should invest in comprehensive training programs that focus on service quality, hygiene standards, and proper handling of items. This will equip employees with the necessary skills to meet customer expectations and improve overall service delivery.

    - **Improve Working Conditions**: Addressing issues related to low pay and limited benefits can help improve employee morale and reduce turnover. A motivated workforce is more likely to take pride in their work and deliver high-quality service.

    - **Implement Quality Control Measures**: Establishing regular quality control checks can help ensure that tables are set properly and that hygiene standards are maintained. This can also provide employees with clear expectations and accountability for their work.

Conclusion

In conclusion, the quantitative results from Figure 5.50 highlight significant concerns among Mimmos Restaurant employees regarding poor setting of tables and unhygienic handling of items. By applying stakeholder theory, it becomes evident that addressing these concerns is crucial for maintaining employee satisfaction and improving service quality. The literature underscores the importance of investing in employee training and creating a supportive work environment to enhance service delivery. Mimmos Restaurant must take proactive measures to address these challenges, ultimately benefiting both staff and customers and ensuring a positive dining experience.

Figure 5.51: Mimmos Restaurant responses about operational costs

Variable	**Operational costs**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**32%**	**10%**	**7%**	**48%**	**4%**
Number of respondents	**27**	**8**	**6**	**40**	**3**

Figure 5.51 illustrates percentage points for Mimmos Restaurant respondents for the variable, operational costs. **Figure 5.451** further shows that out of a total of 84 respondents at Mimmos Restaurant, 48% of the respondents "strongly agree" and 32% of them "agree" that operational costs are a challenge and one of the multiple pressures at the restaurant alluded to above. The interpretation of the preceding 2 high results could be to suggest that the huge majority of Mimmos Restaurant respondents who "strongly agree" (at 48%) and "agree" (at 32%) that operational costs are a challenge and one of the multiple pressures, simply reaffirm that the aforesaid variable is indeed a challenge and one of the multiple pressures as already noted above.

Figure 5.51 also reveals that out of a total of 84 Mimmos Restaurant respondents, 10% of the respondents "disagree" and 4% of them "strongly disagree" that operational costs are a

challenge and one of the multiple pressures at Mimmos Restaurant. The foregoing 2 low results could be interpreted to indicate that very few Mimmos Restaurant respondents do not think it likely that operational costs are a challenge and one of the multiple pressures at Mimmos restaurant.

On the increased breakdown of the statistical data, **Figure 5.51** indicates that 7% of Mimmos Restaurants respondents adopted option “neutral” for the variable, operational costs. This specific low result could be interpreted to suggest that 7% of Mimmos Restaurant respondents are uncertain whether operational costs are a challenge and one of the multiple pressures or not, at the restaurant noted above. Given that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 48%) and “agree” (at 32%) that operational costs are a challenge and one of the multiple pressures at the abovementioned restaurant, therefore, these respondents simply confirm that the above-stated variable is indeed a challenge and one of the multiple pressures as already noted.

To critically apply the literature and stakeholder perspectives to the quantitative results presented in Figure 5.51 regarding operational costs at Mimmos Restaurant, I analysed the implications of the survey findings in the context of the broader hospitality and tourism literature.

Analysis of Quantitative Results

The survey results indicate that a significant majority of respondents (80%) at Mimmos Restaurant either "strongly agree" (48%) or "agree" (32%) that operational costs are a challenge. This overwhelming consensus suggests that operational costs are perceived as a critical pressure point within the restaurant's operational framework. The literature supports this notion, as Benur and Bramwell (2015) and others highlight the competitive pressures faced by restaurants in the tourism and hospitality sector. The high percentage of respondents affirming the challenge of operational costs aligns with the findings of Boytos et al. (2017) and Kelly & Fairley (2018), who note that cut-throat competition in the hotel industry often leads to financial strain, prompting owners to make difficult decisions that can affect service quality and employee welfare.

Conversely, the minority of respondents (14%) who "disagree" (10%) or "strongly disagree" (4%) with the notion that operational costs are a challenge indicates that there is a small segment of the workforce that may either be unaware of the financial pressures or may not feel the impact of these costs directly. This could suggest a disconnect between management and

staff perceptions, which is critical in understanding the overall operational dynamics of the restaurant. The literature emphasizes the importance of aligning stakeholder perspectives to enhance operational effectiveness and customer satisfaction (Bigne et al., 2009).

The 7% of respondents who chose the "neutral" option further complicates the interpretation of the data. This group may represent employees who are either new to the industry or have not yet formed a strong opinion about operational costs. Their uncertainty could reflect a lack of communication or transparency regarding the restaurant's financial challenges, which is essential for fostering a cohesive work environment.

Literature Context

The literature indicates that operational costs are a significant concern in the hospitality sector, particularly in a competitive environment. As noted by Cibinskiene (2012), the ability to manage operational costs effectively is crucial for maintaining competitiveness. The findings from Mimmos Restaurant resonate with this perspective, as the majority of respondents recognize operational costs as a pressing issue.

Moreover, the literature highlights the consequences of failing to address operational costs adequately. Boytos et al. (2017) and Kelly & Fairley (2018) discuss how competitive pressures can lead to unethical practices, such as tax evasion and neglecting employee welfare. This is particularly relevant in the context of Mimmos Restaurant, where the acknowledgment of operational costs as a challenge may indicate a need for strategic interventions to ensure sustainability and ethical practices.

Stakeholder Implications

From a stakeholder perspective, the results suggest that management at Mimmos Restaurant should prioritize addressing operational costs to enhance employee satisfaction and service quality. Engaging with employees to understand their perspectives on operational challenges can foster a more inclusive environment and improve morale. Additionally, transparent communication regarding financial pressures and strategies to mitigate them can help align employee expectations with organizational goals.

Furthermore, the literature suggests that enhancing customer satisfaction through quality service is paramount in a competitive landscape (Bigne et al., 2009). Therefore, Mimmos Restaurant should consider investing in training and development programs that empower employees to deliver exceptional service, even in the face of operational challenges.

Conclusion

In conclusion, the quantitative results from Mimmos Restaurant highlight a significant concern regarding operational costs, which is corroborated by existing literature on the hospitality and tourism sector. The overwhelming agreement among respondents underscores the need for management to address these challenges proactively. By fostering open communication and aligning stakeholder perspectives, Mimmos Restaurant can navigate the competitive landscape more effectively while ensuring employee welfare and customer satisfaction.

Figure 5.52: Mimmos Restaurant responses about competition

Variable	**Competition**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**37%**	**4%**	**8%**	**49%**	**2.4%**
Number of respondents	**31**	**3**	**7**	**41**	**2**

Figure 5.52 reveals percentage points for Mimmos Restaurant respondents for the variable, competition. Besides, **Figure 5.52** indicates that out of 84 respondents at Mimmos Restaurant, 49% of the respondents "strongly agree" and 37% of them "agree" that competition is a challenge and one of the multiple pressures at the restaurant alluded to above. The interpretation of the preceding 2 high results could be to suggest that the huge majority of Mimmos Restaurant respondents who "strongly agree" (at 49%) and "agree" (at 37%) that competition is a challenge and one of the multiple pressures, simply prove that the abovementioned variable is indeed a challenge and one of the multiple pressures as already noted above.

Figure 5.52 further reveals that out of a total of 84 Mimmos Restaurant respondents, 4% of the respondents "disagree" and 2.4% of them "strongly disagree" that competition is a challenge and one of the multiple pressures at Mimmos Restaurant. The 2 low results could be interpreted

to mean that very few Mimmos Restaurant respondents do not think it likely that competition is a challenge and one of the multiple pressures at Mimmos restaurant.

On the additional breakdown of the statistical data, **Figure 5.52** indicates that 8% of Mimmos Restaurants respondents selected option “neutral” for the variable, competition. The interpretation of the preceding low result could be to suggest that 8% of Mimmos Restaurant respondents are uncertain whether competition is a challenge and one of the multiple pressures or not, at the aforesaid restaurant. Given that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 49%) and “agree” (at 37%) that competition is a challenge and one of the multiple pressures at the restaurant noted above, therefore, these respondents simply confirm that the above-stated variable is indeed a challenge and one of the multiple pressures as previously mentioned.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.52 regarding competition at Mimmos Restaurant, I analysed the implications of the survey findings in the context of the broader hospitality and tourism literature.

Analysis of Quantitative Results

The survey results indicate that a substantial majority of respondents (86%) at Mimmos Restaurant either "strongly agree" (49%) or "agree" (37%) that competition is a challenge. This overwhelming consensus suggests that competition is perceived as a significant pressure point within the restaurant's operational environment. The literature supports this notion, as Benur and Bramwell (2015) and others highlight the competitive pressures faced by restaurants in the tourism and hospitality sector. The high percentage of respondents affirming competition as a challenge aligns with the findings of Boytos et al. (2017) and Kelly & Fairley (2018), who note that cut-throat competition in the hotel industry can lead to detrimental practices that affect both service quality and employee welfare.

Conversely, the minority of respondents (6.4%) who "disagree" (4%) or "strongly disagree" (2.4%) with the notion that competition is a challenge indicates that there is a small segment of the workforce that may either be unaware of the competitive pressures or may not feel the impact of these pressures directly. This could suggest a disconnect between management and staff perceptions, which is critical in understanding the overall operational dynamics of the restaurant. The literature emphasizes the importance of aligning stakeholder perspectives to enhance operational effectiveness and customer satisfaction (Bigne et al., 2009).

The 8% of respondents who chose the "neutral" option further complicates the interpretation of the data. This group may represent employees who are either new to the industry or have not yet formed a strong opinion about competition. Their uncertainty could reflect a lack of communication or transparency regarding the competitive landscape, which is essential for fostering a cohesive work environment.

Literature Context

The literature indicates that competition is a significant concern in the hospitality sector, particularly in a competitive environment. As noted by Cibinskiene (2012), the ability to manage competitive pressures effectively is crucial for maintaining competitiveness. The findings from Mimmos Restaurant resonate with this perspective, as the majority of respondents recognize competition as a pressing issue.

Moreover, the literature highlights the consequences of failing to address competitive pressures adequately. Boytos et al. (2017) and Kelly & Fairley (2018) discuss how competitive pressures can lead to unethical practices, such as tax evasion and neglecting employee welfare. This is particularly relevant in the context of Mimmos Restaurant, where the acknowledgment of competition as a challenge may indicate a need for strategic interventions to ensure sustainability and ethical practices.

Stakeholder Theory Application

From a stakeholder theory perspective, the results suggest that management at Mimmos Restaurant should prioritize addressing competitive pressures to enhance employee satisfaction and service quality. Engaging with employees to understand their perspectives on competition can foster a more inclusive environment and improve morale. Additionally, transparent communication regarding competitive challenges and strategies to mitigate them can help align employee expectations with organizational goals.

Stakeholder theory posits that organizations must consider the interests of all stakeholders, including employees, customers, and the community. In the case of Mimmos Restaurant, the high percentage of respondents acknowledging competition as a challenge indicates that management should take proactive steps to address these concerns. This could involve investing in employee training, improving service quality, and fostering a positive workplace culture that values employee contributions.

Furthermore, the literature suggests that enhancing customer satisfaction through quality service is paramount in a competitive landscape (Bigne et al., 2009). Therefore, Mimmos Restaurant should consider strategies that not only address competitive pressures but also prioritize customer experience, ensuring that employees are equipped to deliver exceptional service even in the face of competition.

Conclusion

In conclusion, the quantitative results from Mimmos Restaurant highlight a significant concern regarding competition, which is corroborated by existing literature on the hospitality and tourism sector. The overwhelming agreement among respondents underscores the need for management to address these challenges proactively. By fostering open communication and aligning stakeholder perspectives, Mimmos Restaurant can navigate the competitive landscape more effectively while ensuring employee welfare and customer satisfaction. This approach will not only enhance operational effectiveness but also contribute to the long-term sustainability of the restaurant in a challenging economic environment.

Figure 5.53: Mimmos Restaurant responses about change in guest expectations

Variable	**Change in Guest Expectations**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**32%**	**5%**	**5%**	**55%**	**4%**
Number of respondents	**27**	**4**	**4**	**46**	**3**

Figure 5.53 presents percentage points for Mimmos Restaurant respondents for the variable, change in guest expectations. Moreover, **Figure 5.53** evinces that out of 84 respondents at Mimmos Restaurant, 55% of the respondents “strongly agree” and 32% of them “agree” that change in guest expectations is a challenge and one of the multiple pressures at the restaurant alluded to above. These preceding 2 high results could be interpreted to mean that the huge

majority of Mimmos Restaurant respondents who “strongly agree” (at 55%) and “agree” (at 32%) that change in guest expectations is a challenge and one of the multiple pressures, simply confirm that the aforesaid variable is indeed a challenge and one of the multiple pressures as already shown above.

Figure 5.53 also exhibits that out of a total of 84 Mimmos Restaurant respondents, 5% of the respondents “disagree” and 4% of them “strongly disagree” that change in guest expectations is a challenge and one of the multiple pressures at Mimmos Restaurant. The interpretation of the *supra* 2 low results could be suggested to mean that very few Mimmos Restaurant respondents do not believe that change in guest expectations is a challenge and one of the multiple pressures at Mimmos restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.53** evinces that 5% of Mimmos Restaurants respondents adopted option “neutral” for the variable, change in guest expectations. The preceding low result could be interpreted to mean that 8% of Mimmos Restaurant respondents are not certain whether change in guest expectations is a challenge and one of the multiple pressures or not, at Mimmos restaurant. Granted that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 55%) and “agree” (at 32%) that change in guest expectations is a challenge and one of the multiple pressures at Mimmos restaurant, therefore, these respondents simply reaffirm that the aforesaid variable is indeed a challenge and one of the multiple pressures as previously mentioned.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.53 regarding Mimmos Restaurant, I analysed the implications of the respondents' perceptions of changing guest expectations as a challenge within the context of the hospitality industry.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and influences of all stakeholders, including customers, employees, suppliers, and the community. In the case of Mimmos Restaurant, the high percentage of respondents (55% strongly agree and 32% agree) indicating that changing guest expectations is a challenge highlights the importance of customer feedback as a critical stakeholder input.

1. **Customer Expectations**: The overwhelming agreement among respondents suggests that Mimmos Restaurant must prioritize understanding and adapting to evolving

customer expectations. This aligns with the literature that emphasizes the need for hospitality managers to be culturally aware and responsive to diverse customer needs (Watson & Littlejohn, 1992). The failure to meet these expectations can lead to customer dissatisfaction and loss of business, as noted by Heenan and Perlmutter (1979).

2. **Employee Engagement**: The low percentage of respondents (5% disagree and 4% strongly disagree) who do not view changing guest expectations as a challenge indicates a potential alignment among employees regarding the importance of customer satisfaction. This consensus can foster a culture of engagement where employees feel empowered to address customer needs. However, the literature also points out that many hospitality managers lack the necessary skills to manage a multicultural workforce (Edwards & Rees, 2006). This gap could hinder the restaurant's ability to effectively respond to diverse guest expectations.

3. **Training and Development**: The literature highlights the need for training managers to operate in international settings (Watson & Brotherton, 1996). Mimmos Restaurant could benefit from investing in training programs that equip managers and staff with the skills to adapt to changing guest expectations. This investment would not only enhance service quality but also improve employee satisfaction and retention, addressing the labor market issues identified in the literature.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.53 provide a clear indication of the challenges faced by Mimmos Restaurant in relation to guest expectations. The significant majority of respondents acknowledging this challenge suggests that it is a pressing issue that cannot be ignored.

1. **Interpretation of Neutral Responses**: The 5% of respondents who chose "neutral" may indicate uncertainty or a lack of awareness regarding the implications of changing guest expectations. This could suggest a need for better communication and training within the restaurant to ensure that all employees understand the importance of customer feedback and how it impacts the business.

2. **Implications for Management**: The literature suggests that MNCs often impose rigid policies that may not align with local expectations (Perlmutter, 1969). If Mimmos Restaurant is part of a larger chain, it is crucial for management to balance corporate

policies with local customer preferences. This requires a flexible approach that allows for adaptation to local market conditions, which is often lacking in ethnocentric management styles.

3. **Long-term Strategy**: The high percentage of respondents who view changing guest expectations as a challenge indicates a need for Mimmos Restaurant to develop a long-term strategy that incorporates stakeholder feedback into its operational practices. This could involve regular surveys, focus groups, and training sessions aimed at fostering a culture of responsiveness to customer needs.

Conclusion

In conclusion, the quantitative results from Figure 5.53 underscore the significance of changing guest expectations as a challenge for Mimmos Restaurant. By applying stakeholder theory and insights from the literature, it becomes evident that addressing this challenge requires a multifaceted approach that includes employee training, effective communication, and a willingness to adapt to local market conditions. Failure to do so may result in customer dissatisfaction and a negative impact on the restaurant's reputation and profitability.

Figure 5.54: Mimmos Restaurant responses about security issues

Variable	**Security Issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**36%**	**4%**	**6%**	**51%**	**4%**
Number of respondents	**30**	**3**	**5**	**43**	**3**

Figure 5.54 provides percentage points for Mimmos Restaurant respondents for the variable, security issues. Furthermore, **Figure 5.54** evinces that out of 84 respondents at Mimmos Restaurant, 51% of the respondents “strongly agree” and 36% of them “agree” that security issues are a challenge and one of the multiple pressures at Mimmos restaurant. The preceding 2 high results could be interpreted to suggest that the huge majority of Mimmos Restaurant

respondents who “strongly agree” (at 51%) and “agree” (at 36%) that security issues are a challenge and one of the multiple pressures, simply confirm that the aforementioned variable is indeed a challenge and one of the multiple pressures as previously mentioned.

Additionally**, Figure 5.54** presents that out of a total of 84 Mimmos Restaurant respondents, 4% of the respondents “disagree” and 4% of them “strongly disagree” that security issues are a challenge and one of the multiple pressures at Mimmos Restaurant. The interpretation of the 2 low results could be suggested to show that very few Mimmos Restaurant respondents do not think it likely that security issues are a challenge and one of the multiple pressures at the aforementioned restaurant.

On the supplementary breakdown of the statistical data, **Figure 5.54** presents that 6% of Mimmos Restaurants respondents chose option “neutral” for the variable, security issues. The *supra* low result could be interpreted to indicate that 6% of Mimmos Restaurant respondents are not sure whether security issues are a challenge and one of the multiple pressures or not, at Mimmos restaurant. Granted that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 51%) and “agree” (at 36%) that security issues are a challenge and one of the multiple pressures at the previously mentioned restaurant, therefore, these respondents simply affirm that the above-stated variable is indeed a challenge and one of the multiple pressures as already shown above.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.54 regarding security issues at Mimmos Restaurant, I analysed the implications of the respondents' perceptions of security as a challenge within the context of the hospitality industry.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and influences of all stakeholders involved with an organization, including customers, employees, suppliers, and the community. In the case of Mimmos Restaurant, the significant percentage of respondents (51% strongly agree and 36% agree) indicating that security issues are a challenge highlights the critical role of customer safety and satisfaction as a primary stakeholder concern.

1. **Customer Safety**: The overwhelming agreement among respondents that security issues are a challenge suggests that Mimmos Restaurant must prioritize the safety and security of its patrons. This aligns with the literature indicating that criminal activities

can severely impact the reputation of hospitality businesses and deter tourists from visiting (Recher & Rubil, 2020; Nkosi, 2010). Ensuring a secure environment is essential for maintaining customer trust and loyalty.

2. **Employee Awareness and Training**: The low percentage of respondents (4% disagree and 4% strongly disagree) who do not view security issues as a challenge indicates a general consensus among employees regarding the importance of security. However, the 6% of respondents who chose "neutral" may suggest a lack of awareness or understanding of security protocols. This highlights the need for comprehensive training programs that educate staff on security measures and how to respond to potential threats, as emphasized in the literature regarding the vulnerability of tourists to criminal activities (Perry & Potgieter, 2013).

3. **Reputation Management**: The literature underscores the detrimental effects of crime on the tourism and hospitality sector, particularly in regions with high crime rates (Tarlow, 2011; Nkosi, 2010). Mimmos Restaurant must actively manage its reputation by implementing robust security measures and communicating these efforts to customers. This proactive approach can help mitigate negative perceptions and enhance the restaurant's appeal to both local and international patrons.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.54 provide a clear indication of the challenges related to security at Mimmos Restaurant. The significant majority of respondents acknowledging security issues as a challenge suggests that this is a critical area that requires immediate attention.

1. **Interpretation of Neutral Responses**: The 6% of respondents who chose "neutral" may indicate uncertainty or a lack of information regarding the security measures in place at Mimmos Restaurant. This could suggest a need for better communication and transparency about security protocols to ensure that all employees and customers feel safe and informed.

2. **Implications for Management**: The literature indicates that criminal activities can deter tourists and damage the reputation of hospitality businesses (Recher & Rubil, 2020). If Mimmos Restaurant is part of a larger chain or operates in a high-crime area, management must balance corporate policies with local security needs. This requires a

flexible approach that allows for the adaptation of security measures to local conditions, which is often lacking in ethnocentric management styles (Perlmutter, 1969).

3. **Long-term Strategy**: The high percentage of respondents who view security issues as a challenge indicates a need for Mimmos Restaurant to develop a long-term strategy that incorporates stakeholder feedback into its operational practices. This could involve regular security assessments, employee training, and collaboration with local law enforcement to enhance safety measures.

Conclusion

In conclusion, the quantitative results from Figure 5.54 underscore the significance of security issues as a challenge for Mimmos Restaurant. By applying stakeholder theory and insights from the literature, it becomes evident that addressing this challenge requires a multifaceted approach that includes employee training, effective communication, and a commitment to enhancing customer safety. Failure to adequately address security concerns may result in customer dissatisfaction, reputational damage, and ultimately, a decline in business. Therefore, Mimmos Restaurant must prioritise security as a fundamental aspect of its operational strategy to ensure the safety and satisfaction of its patrons.

Figure 5.55: Mimmos Restaurant responses about employee turnover

Variable	**Employee Turnover**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**13%**	**0%**	**71%**	**16%**	**0%**
Number of respondents	**11**	**0**	**60**	**13**	**0**

Figure 5.55 presents percentage points for Mimmos Restaurant respondents for the variable, employee turnover. In addition, **Figure 5.55** exhibits that out of 84 respondents at Mimmos Restaurant, 16% of the respondents “strongly agree” and 13% of them “agree” that employee turnover is a challenge and one of the multiple pressures at Mimmos Restaurant. Besides,

Figure 5.55 also presents that 71% of Mimmos Restaurant respondents chose option “neutral” for the variable, employee turnover. The *supra* extremely high result could be interpreted to mean that 71% of Mimmos Restaurant respondents are not sure whether employee turnover is a challenge and one of the multiple pressures at the aforesaid restaurant. Moreover, **Figure 5.55** exhibits that none of Mimmos Respondents “disagree” and “strongly disagree” that employee turnover is a challenge and one of the multiple pressures at Mimmos Restaurant. It is also worth noting that 16% of the respondents definitively “strongly agree” and 13% of them definitively “agree” that employee turnover is a challenge and one of the multiple pressures at Mimmos Restaurant.

There are 2 results that must be before the interpretation of **Figure 5.55** can be concluded and these include: (a) none of the Mimmos Restaurant respondents “disagree” and “strongly disagree” that employee turnover is a challenge and one of the multiple pressures at aforementioned restaurant; (b) 71% of Mimmos Restaurant respondents chose option “neutral” for the variable, employee turnover, and the interpretation of this high result could be that the majority of Mimmos Restaurant respondents are not definitive whether the aforesaid variable is a challenge and one of the multiple pressures or not at Mimmos Restaurant. Since respondents “strongly agree” (at 16%) and also “agree” (at 13%) that employee turnover is a challenge and one of the multiple pressures, then in the absence of definitive opposing statistics, these respondents simply affirm that the variable alluded to above is indeed a challenge and one of the multiple pressures at Mimmos Restaurant.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.55 regarding employee turnover at Mimmos Restaurant, I analysed the implications of the respondents' perceptions of employee turnover as a challenge within the context of the hospitality industry.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and influences of all stakeholders involved with an organization, including customers, employees, management, and the community. In the case of Mimmos Restaurant, the mixed responses regarding employee turnover (16% strongly agree, 13% agree, and 71% neutral) highlight the need for a nuanced understanding of how turnover affects various stakeholders.

1. **Employee Perspective**: The significant percentage of respondents (71%) who chose "neutral" suggests uncertainty or a lack of awareness regarding the implications of

employee turnover. This could indicate that employees may not fully understand how turnover impacts their work environment, job security, and overall organizational culture. The literature indicates that high turnover can lead to increased operational costs and negatively affect employee morale (Mwilu, 2016; Choi et al., 2018). Therefore, it is crucial for management to communicate the importance of employee retention and the factors contributing to turnover.

2. **Management Responsibility**: The low percentages of respondents who agree that employee turnover is a challenge (16% strongly agree and 13% agree) may reflect a lack of recognition of the issue by management. The literature emphasizes that poor leadership and a lack of career development opportunities contribute to high turnover rates in the hospitality sector (Mwilu, 2016; Jagun, 2015). Management must take proactive steps to address these issues, such as providing training, recognizing employee contributions, and fostering a positive work environment.

3. **Customer Impact**: High employee turnover can adversely affect customer service quality, as new employees may take time to acclimate and may not provide the same level of service as experienced staff (Yam et al., 2018). This is particularly relevant in the hospitality industry, where customer satisfaction is paramount. Stakeholders, including customers, expect a consistent and high-quality experience, which can be compromised by frequent staff changes.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.55 provide insights into the perceptions of employee turnover at Mimmos Restaurant. The high percentage of neutral responses (71%) indicates a potential gap in understanding the implications of turnover.

1. **Interpretation of Neutral Responses**: The 71% of respondents who chose "neutral" may suggest a lack of engagement or awareness regarding the issue of employee turnover. This could indicate that employees are either indifferent or unsure about the impact of turnover on their work environment. Management should consider conducting further surveys or focus groups to explore employee sentiments and gather insights on how to improve retention.

2. **Implications for Training and Development**: The literature highlights that many employees in the hospitality sector are young or unskilled and may view their positions

as temporary (Choi et al., 2018). This transient mindset can contribute to higher turnover rates. Mimmos Restaurant should invest in training and development programs that not only enhance employee skills but also promote career advancement opportunities. This could help mitigate turnover by fostering a sense of loyalty and commitment among employees.

3. **Long-term Strategy**: The mixed responses regarding employee turnover suggest that Mimmos Restaurant needs to develop a long-term strategy to address this issue. This could involve implementing employee engagement initiatives, improving working conditions, and establishing clear communication channels between management and staff. By actively addressing the factors contributing to turnover, Mimmos Restaurant can enhance employee satisfaction and retention, ultimately benefiting the organization as a whole.

Conclusion

In conclusion, the quantitative results from Figure 5.55 highlight the complexities surrounding employee turnover at Mimmos Restaurant. By applying stakeholder theory and insights from the literature, it becomes evident that addressing this challenge requires a multifaceted approach that includes improving communication, investing in employee training and development, and fostering a positive work environment. Failure to adequately address employee turnover may result in increased operational costs, decreased customer satisfaction, and a negative impact on the restaurant's overall performance. Therefore, Mimmos Restaurant must prioritize employee retention as a critical component of its operational strategy to ensure long-term success.

Figure 5.56: Mimmos Restaurant responses about ever-more demanding guests

Variable	**Ever-more Demanding Guests**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**35%**	**10%**	**7%**	**41%**	**8%**

Number of respondents	**29**	**8**	**6**	**34**	**7**

A: **Figure 5.56** exhibits percentage points for Mimmos Restaurant respondents for the variable, ever-more demanding guests. In addition, **Figure 5.56** shows that out of 84 respondents at Mimmos Restaurant, 41% of the respondents "strongly agree" and 35% of them "agree" that ever-more demanding guests are a challenge and one of the multiple pressures at Mimmos restaurant. The interpretation of above 2 high results could be to propose that the huge majority of Mimmos Restaurant respondents who "strongly agree" (at 41%) and "agree" (at 35%) that ever-more demanding guests are a challenge and one of the multiple pressures, simply affirm that the preceding variable is indeed a challenge and one of the multiple pressures as already noted.

Moreover**, Figure 5.56** evinces that out of a total of 84 Mimmos Restaurant respondents, 10% of the respondents "disagree" and 8% of them "strongly disagree" that security issues are a challenge and one of the multiple pressures at Mimmos Restaurant. The *supra* 2 low results could be interpreted to argue that very few Mimmos Restaurant respondents do not believe that ever-more demanding guests are a challenge and one of the multiple pressures at the above-named restaurant.

On the further breakdown of the available statistical data, **Figure 5.56** exhibits that 7% of Mimmos Restaurants respondents singled out option "neutral" for the variable, ever-more demanding guests. The interpretation of the above-named low result could be to suggest that 7% of Mimmos Restaurant respondents are not definitive whether ever-more demanding guests are a challenge and one of the multiple pressures or not, at Mimmos restaurant. Given that the enormous majority of Mimmos Restaurant respondents "strongly agree" (at 41%) and "agree" (at 35%) that ever-more demanding guests are a challenge and one of the multiple pressures at the above-named restaurant, therefore, these respondents simply prove that the variable alluded to previously is indeed a challenge and one of the multiple pressures as already indicated.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.56 regarding ever-more demanding guests at Mimmos Restaurant, I analysed the implications of the respondents' perceptions of this challenge within the context of the hospitality industry.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and influences of all stakeholders involved with an organization, including customers, employees, management, and the community. In the case of Mimmos Restaurant, the significant percentage of respondents (41% strongly agree and 35% agree) indicating that ever-more demanding guests are a challenge highlights the need for a comprehensive understanding of how this issue affects various stakeholders.

1. **Customer Expectations**: The overwhelming agreement among respondents that ever-more demanding guests are a challenge suggests that Mimmos Restaurant must prioritize understanding and meeting customer expectations. The literature indicates that underqualified employees often struggle to manage demanding guests effectively, leading to inadequate service delivery (Enz, 2009; Woods & Sciarini, 1995). This highlights the need for Mimmos Restaurant to invest in training programs that enhance employees' emotional intelligence and service skills, enabling them to handle customer complaints and expectations more effectively.

2. **Employee Well-being**: The high percentage of respondents acknowledging the challenge posed by demanding guests may indicate that employees feel pressured to meet these expectations. The literature suggests that employees in the hospitality sector often face long hours and poor working conditions, which can lead to feelings of being unappreciated (Choi et al., 2018). Mimmos Restaurant should consider implementing support systems for employees, such as stress management training and recognition programs, to help them cope with the pressures of dealing with demanding guests.

3. **Management Strategies**: The literature emphasizes that poor leadership and a lack of training can exacerbate the challenges posed by demanding guests (Mwilu, 2016). Management at Mimmos Restaurant must adopt a proactive approach to address these challenges by fostering a positive work environment, providing adequate training, and encouraging open communication between staff and management. This can help create a culture where employees feel empowered to address customer needs effectively.

Critical Analysis of Quantitative Results

The quantitative results from Figure 5.56 provide valuable insights into the perceptions of ever-more demanding guests at Mimmos Restaurant. The significant majority of respondents acknowledging this challenge suggests that it is a critical area that requires attention.

1. **Interpretation of Neutral Responses**: The 7% of respondents who chose "neutral" may indicate uncertainty or a lack of awareness regarding the implications of demanding guests. This could suggest a need for better communication and training within the restaurant to ensure that all employees understand the importance of customer service and how to manage demanding guests effectively.
2. **Implications for Training and Development**: The literature highlights that many employees in the hospitality sector lack the necessary qualifications and training to meet customer expectations (Enz, 2009; Woods & Sciarini, 1995). Mimmos Restaurant should invest in comprehensive training programs that focus on customer service skills, emotional intelligence, and conflict resolution. This investment can help employees feel more confident in their ability to handle demanding guests, ultimately improving customer satisfaction.
3. **Long-term Strategy**: The high percentage of respondents who view ever-more demanding guests as a challenge indicates a need for Mimmos Restaurant to develop a long-term strategy that incorporates stakeholder feedback into its operational practices. This could involve regular assessments of customer satisfaction, employee training, and the implementation of best practices for managing customer expectations.

Conclusion

In conclusion, the quantitative results from Figure 5.56 underscore the significance of ever-more demanding guests as a challenge for Mimmos Restaurant. By applying stakeholder theory and insights from the literature, it becomes evident that addressing this challenge requires a multifaceted approach that includes enhancing employee training, improving communication, and fostering a supportive work environment. Failure to adequately address the pressures of demanding guests may result in decreased employee morale, increased turnover, and ultimately, a decline in customer satisfaction and business performance. Therefore, Mimmos Restaurant must prioritise strategies that empower employees to meet customer expectations effectively while maintaining their well-being.

Figure 5.57: Mimmos Restaurant responses about underqualified staff and labour shortage

Variable	Underqualified Staff and Labour Shortage				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	36%	7%	5%	45%	7%
Number of respondents	30	6	4	38	6

Figure 5.57 shows percentage points for Mimmos Restaurant respondents for the variable, underqualified staff and labour shortage. **Figure 5.57** further indicates that out of 84 respondents at Mimmos Restaurant, 45% of the respondents "strongly agree" and 36% of them "agree" that underqualified staff and labour shortage are a challenge and one of the multiple pressures at the above-named restaurant. The *supra* 2 high results could be interpreted to indicate that the huge majority of Mimmos Restaurant respondents who "strongly agree" (at 45%) and "agree" (at 36%) that underqualified staff and labour shortage are a challenge and one of the multiple pressures, simply prove that the above-named variable is certainly a challenge and one of the multiple pressures as already noted.

In addition**, Figure 5.57** shows that out of a total of 84 Mimmos Restaurant respondents, 7% of the respondents "disagree" and another 7% of them "strongly disagree" that underqualified staff and labour shortage are a challenge and one of the multiple pressures at Mimmos Restaurant. The preceding 2 low results could be interpreted to suggest that very few Mimmos Restaurant respondents do not suppose that underqualified staff and labour shortage are a challenge and one of the multiple pressures at the above-named restaurant.

On the increased breakdown of the statistical data, **Figure 5.57** indicates that 5% of Mimmos Restaurants respondents picked out option "neutral" for the variable, underqualified staff and labour shortage. The preceding low result could be interpreted to propose that 5% of Mimmos Restaurant respondents are not definitive whether underqualified staff and labour shortage are a challenge and one of the multiple pressures or not, at Mimmos restaurant. Given that the huge

majority of Mimmos Restaurant respondents “strongly agree” (at 45%) and “agree” (at 36%) that underqualified staff and labour shortage are a challenge and one of the multiple pressures at the above-stated restaurant, therefore, these respondents simply confirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as already mentioned.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.57 regarding Mimmos Restaurant, I analysed the implications of the high percentage of respondents who perceive underqualified staff and labour shortages as significant challenges.

Quantitative Results Analysis

The data indicates that a substantial majority of respondents (81%) either "strongly agree" (45%) or "agree" (36%) that underqualified staff and labour shortages are challenges at Mimmos Restaurant. This overwhelming consensus suggests that these issues are not merely anecdotal but are perceived as systemic problems affecting the restaurant's operations. The low percentages of respondents who "disagree" (7%) or "strongly disagree" (7%) further reinforce the notion that the majority view underqualified staff and labour shortages as critical challenges.

The 5% of respondents who selected "neutral" may indicate a lack of strong opinion or awareness regarding the issue, but given the dominant responses, this group is likely not influential in shaping the overall perception of the challenges faced by the restaurant.

Literature Context

The literature highlights that underqualified employees in the tourism and hospitality sector can lead to inadequate service delivery, emotional mismanagement, and ultimately, a decline in customer satisfaction (Enz, 2009; Woods & Sciarini, 1995). The findings from Mimmos Restaurant align with these assertions, as the high percentage of respondents acknowledging the challenges posed by underqualified staff suggests that these issues are likely impacting service quality and customer experiences.

Moreover, the literature emphasizes that professional employees exhibit emotional intelligence and authenticity, which are crucial for maintaining high service standards. The lack of these qualities in underqualified staff can lead to unfriendly service, which is detrimental to customer retention and satisfaction. This aligns with the concerns raised by Mimmos Restaurant

respondents, who recognize that underqualified staff may not meet the expectations of clients seeking high-quality experiences.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and concerns of all stakeholders, including employees, customers, and the broader community. In the context of Mimmos Restaurant, the primary stakeholders affected by the challenges of underqualified staff and labour shortages include:

1. **Employees**: Underqualified staff may experience increased pressure and stress due to their inability to meet job demands, leading to job dissatisfaction and high turnover rates. This can create a cycle of labour shortages, as the restaurant struggles to retain qualified employees.
2. **Customers**: The quality of service directly impacts customer satisfaction and loyalty. If underqualified staff are unable to provide the expected level of service, customers may choose to dine elsewhere, affecting the restaurant's reputation and profitability.
3. **Management**: The management team at Mimmos Restaurant must address these challenges to ensure operational efficiency and maintain a competitive edge in the hospitality industry. Failure to do so could result in financial losses and a tarnished brand image.
4. **Community**: The restaurant's performance can also affect the local economy, as a successful establishment contributes to job creation and local business growth. Conversely, challenges related to staffing can hinder these contributions.

Conclusion

The quantitative results from Mimmos Restaurant, combined with the insights from the literature and stakeholder theory, underscore the critical nature of addressing underqualified staff and labour shortages. The overwhelming agreement among respondents highlights the urgency of this issue, suggesting that management should prioritize training and development initiatives to enhance staff qualifications and emotional intelligence. By doing so, Mimmos Restaurant can improve service quality, enhance customer satisfaction, and ultimately foster a more sustainable and successful business model.

Figure 5.58: Mimmos Restaurant responses about effects of the global recession

Variable	Effects of the Global Recession				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	33%	5%	10%	50%	2.4%
Number of respondents	28	4	8	42	2

Figure 5.58 presents percentage points for Mimmos Restaurant respondents for the variable, the effects of the global recession. Over and above that, **Figure 5.58** indicates that out of 84 respondents at Mimmos Restaurant, 50% of the respondents "strongly agree" and 33% of them "agree" that the effects of the global recession are a challenge and one of the multiple pressures at the above-named restaurant. The interpretation of the foregoing 2 high results could be to argue that the huge majority of Mimmos Restaurant respondents who "strongly agree" (at 50%) and "agree" (at 33%) that the effects of the global recession are a challenge and one of the multiple pressures, simply affirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as already noted.

Moreover**, Figure 5.58** shows that out of a total of 84 Mimmos Restaurant respondents, 5% of the respondents "disagree" and 2.4% of them "strongly disagree" that the effects of the global recession are a challenge and one of the multiple pressures at Mimmos Restaurant. The above-stated 2 low results could be interpreted to argue that very few Mimmos Restaurant respondents do not suppose that the effects of the global recession are a challenge and one of the multiple pressures at Mimmos restaurant.

On the further breakdown of the statistical data, **Figure 5.58** shows that 10% of Mimmos Restaurant respondents adopted option "neutral" for the variable, the effects of the global recession. The interpretation of the preceding low result could be suggested to mean that 10% of Mimmos Restaurant respondents are not definitive whether the effects of the global

recession are a challenge and one of the multiple pressures or not, at the above-named restaurant. Granted that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 50%) and “agree” (at 33%) that the effects of the global recession are a challenge and one of the multiple pressures at the previously mentioned restaurant, therefore, these respondents simply confirm that the above-named variable is certainly a challenge and one of the multiple pressures as already noted.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.58 regarding Mimmos Restaurant and the effects of the global recession, I analysed the data in the context of the broader challenges faced by the tourism and hospitality sector, particularly in light of the COVID-19 pandemic.

Analysis of Quantitative Results

The quantitative results indicate that a significant majority of respondents (50% strongly agree and 33% agree) perceive the effects of the global recession as a challenge for Mimmos Restaurant. This overwhelming consensus suggests that the global recession is not merely a theoretical concern but a tangible pressure affecting the restaurant's operations. The literature supports this view, highlighting that the tourism and hospitality sector is particularly vulnerable to economic downturns, as noted by Abbas et al. (2021) and Huynh et al. (2021). The high percentage of respondents acknowledging the recession's impact aligns with the literature's assertion that small enterprises in this sector have been disproportionately affected, leading to closures and significant financial strain.

Conversely, the low percentages of respondents who disagree (5%) or strongly disagree (2.4%) with the notion that the recession is a challenge indicate that there is a small minority who may either be less affected by these economic pressures or are optimistic about the restaurant's resilience. The 10% of respondents who chose a neutral stance may reflect uncertainty or a lack of information regarding the restaurant's specific circumstances, which is also a common sentiment in times of economic instability.

Application of Stakeholder Theory

Stakeholder theory posits that organizations must consider the interests and influences of all stakeholders, including employees, customers, suppliers, and the community. In the context of Mimmos Restaurant, the responses from the 84 participants can be viewed through this lens:

1. **Employees**: The high percentage of respondents acknowledging the recession's impact may reflect employee concerns about job security, wages, and working conditions. The literature indicates that many employees in the tourism and hospitality sector have faced retrenchments and job losses (Smith, 2021). This concern is likely echoed in the responses, as employees are directly affected by the restaurant's operational challenges.
2. **Customers**: The perception of economic challenges may also influence customer behavior. If customers believe that the restaurant is struggling due to the recession, they may alter their dining habits, potentially leading to decreased patronage. This aligns with the literature's assertion that consumer confidence is critical for the recovery of the hospitality sector.
3. **Suppliers**: The restaurant's suppliers may also be stakeholders affected by the recession. If Mimmos Restaurant is facing financial difficulties, it may reduce orders or seek cheaper alternatives, impacting suppliers' revenues. The literature suggests that the interconnectedness of businesses in the hospitality sector means that challenges faced by one entity can have ripple effects throughout the supply chain.
4. **Community**: The broader community is also a stakeholder, as the restaurant contributes to local employment and economic activity. The literature highlights the importance of the tourism and hospitality sector for local economies, and the challenges faced by Mimmos Restaurant could have implications for community well-being.

Conclusion

In summary, the quantitative results from Mimmos Restaurant respondents indicate a strong consensus that the global recession poses significant challenges, aligning with the literature on the vulnerabilities of the tourism and hospitality sector. By applying stakeholder theory, we can see how these challenges affect various stakeholders, including employees, customers, suppliers, and the community. The responses reflect a broader narrative of economic uncertainty and the need for businesses in the hospitality sector to adapt and reassess their operations in light of ongoing pressures. Addressing these challenges requires a holistic approach that considers the interests of all stakeholders involved, ensuring that the restaurant can navigate the complexities of the current economic landscape.

Figure 5.59: Mimmos Restaurant responses about attracting and retaining clients

Variable	**Attracting and Retaining Clients**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**28.57%**	**2.4%**	**4.76%**	**61.90%**	**2.4%**
Number of respondents	**24**	2	**4**	**52**	**2**

Figure 5.59 provides percentage points for Mimmos Restaurant respondents for the variable, attracting and retaining clients. Besides, **Figure 5.59** shows that out of 84 respondents at Mimmos Restaurant, 61.90% of the respondents "strongly agree" and 28.57% of them "agree" that attracting and retaining clients, are a challenge and one of the multiple pressures at the aforementioned restaurant. The *supra* 2 high results could be interpreted to show that the huge majority of Mimmos Restaurant respondents who "strongly agree" (at 61.90%) and "agree" (at 28.57%), that attracting and retaining clients, is a challenge and, one of the multiple pressures, simply affirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as already alluded to above.

Moreover, **Figure 5.59** shows that out of a total of 84 Mimmos Restaurant respondents, 2.4% of the respondents "disagree" and 2.4% of them "strongly disagree" that attracting and retaining clients, is a challenge, and one of the multiple pressures at Mimmos Restaurant. The foregoing 2 low results could be interpreted to suggest that very few Mimmos Restaurant respondents do not believe that attracting and retaining clients, is a challenge and, one of the multiple pressures at the above- restaurant.

On the additional breakdown of the statistical data, **Figure 5.59** shows that 4.76% of Mimmos Restaurant respondents chose option "neutral" for the variable, attracting and retaining clients. The preceding low result could be interpreted to suggest that 4.76% of Mimmos Restaurant respondents are not definitive, whether attracting and retaining clients, is a challenge and, one

of the multiple pressures or not, at the abovementioned restaurant. Given that the huge majority of Mimmos Restaurant respondents “strongly agree” (at 61.90%) and “agree” (at 28.57%), that attracting and retaining clients, are a challenge and, one of the multiple pressures at the restaurant alluded to, therefore, these respondents simply confirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as previously mentioned.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.59 regarding Mimmos Restaurant, I analysed the implications of the data in the context of the challenges of attracting and retaining clients, as well as the broader issues highlighted in the literature.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, suppliers, and the community, rather than focusing solely on shareholder profit. In the case of Mimmos Restaurant, the high percentage of respondents (61.90% strongly agree and 28.57% agree) indicating that attracting and retaining clients is a significant challenge suggests that the restaurant is facing pressures that could impact multiple stakeholders.

1. **Employees**: The literature indicates that the hospitality sector often suffers from high turnover rates and a lack of qualified staff (Mwilu, 2016; Enz, 2009). The challenges in attracting and retaining clients may stem from employee-related issues, such as low pay, inadequate training, and poor working conditions. If employees feel undervalued or overworked, their ability to provide quality service diminishes, which in turn affects customer satisfaction and retention. The 4.76% of respondents who chose "neutral" may reflect employees who are uncertain about their roles or the restaurant's direction, further complicating the issue.

2. **Customers**: The overwhelming agreement among respondents that attracting and retaining clients is a challenge indicates a potential disconnect between customer expectations and the restaurant's ability to meet those expectations. The literature suggests that underqualified employees and high turnover can lead to poor service delivery (Enz, 2009; Woods & Sciarini, 1995). This can create a negative feedback loop where dissatisfied customers lead to decreased patronage, exacerbating the restaurant's challenges.

3. **Management**: The management of Mimmos Restaurant must recognize the implications of these findings. The high levels of agreement among respondents signal a need for strategic interventions to improve employee satisfaction and retention, which in turn could enhance customer experiences. The literature emphasizes the importance of capable leadership and employee recognition in reducing turnover (Mwilu, 2016). Management should consider implementing training programs, improving working conditions, and offering competitive compensation to address these issues.

Literature Integration

The literature provides a historical context for the challenges faced by the hospitality sector, particularly regarding labor shortages and employee turnover. Winsor (1963) and Beck (1976) highlight that these issues have persisted for decades, suggesting that Mimmos Restaurant is not alone in its struggles. The findings from Figure 5.59 align with the literature's assertion that the hospitality industry is particularly vulnerable to labor-related challenges, which can hinder its ability to attract and retain clients.

1. **Labor Shortages**: The literature indicates that labor shortages have historically plagued the food service industry, exacerbated by factors such as immigration policies and low wages (Winsor, 1963). Mimmos Restaurant's challenges in attracting clients may be linked to its ability to hire and retain qualified staff, which is essential for delivering high-quality service.

2. **Employee Turnover**: The high turnover rates in the hospitality sector, as discussed by Mwilu (2016) and others, suggest that Mimmos Restaurant may be experiencing similar issues. The low percentages of respondents who disagree or strongly disagree with the statement about attracting and retaining clients being a challenge indicate that the majority recognize this as a pressing issue. This aligns with the literature's findings that poor working conditions and lack of recognition contribute to elevated turnover rates.

3. **Service Quality**: The literature emphasizes that underqualified employees can lead to inadequate service delivery (Enz, 2009; Woods & Sciarini, 1995). The challenges identified in Figure 5.59 may reflect a broader issue of service quality at Mimmos Restaurant, which could deter potential clients and affect overall business performance.

Conclusion

In conclusion, the quantitative results from Figure 5.59 highlight significant challenges faced by Mimmos Restaurant in attracting and retaining clients, which are consistent with the broader issues identified in the literature. By applying stakeholder theory, it becomes evident that addressing employee satisfaction and retention is crucial for improving customer experiences and, ultimately, the restaurant's success. Management must take proactive steps to create a supportive work environment, invest in employee training, and enhance service quality to mitigate these challenges and foster a more sustainable business model.

Figure 5.60: Cargo Holds Restaurant responses about national minimum wage

Variable	**National Minimum Wage**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**33%**	**5%**	**12%**	**45%**	**5%**
Number of respondents	**28**	**4**	**10**	**38**	**4**

Figure 5.60 exhibits percentage points for Cargo Holds Restaurant respondents for the variable, national minimum wage. Furthermore, **Figure 5.60** shows that out of 84 respondents at Cargo Holds Restaurant, 45% of the respondents “strongly agree” and 33% of them “agree” that the national minimum wage is a challenge and one of the multiple pressures at Cargo Holds Restaurant. The *supra* 2 high results could be interpreted to propose that the huge majority of Cargo Holds Restaurant respondents who “strongly agree” (at 45%) and “agree” (at 33%) that the national minimum wage is a challenge and one of the multiple pressures, simply confirm that the variable alluded to above is definitely a challenge and one of the multiple pressures as already mentioned.

Additionally**, Figure 5.60** shows that out of a total of 84 Cargo Holds Restaurant respondents, 5% of the respondents “disagree” and 5% of them “strongly disagree” that the national

minimum wage is a challenge and one of the multiple pressures at Cargo Holds Restaurant. The aforesaid 2 low results could be interpreted to suggest that very few Cargo Holds Restaurant respondents do not believe that the national minimum wage is a challenge and one of the multiple pressures at Cargo Holds Restaurant.

On the additional breakdown of the statistical data, **Figure 5.60** shows that 12% of Cargo Holds Restaurant respondents chose option “neutral” for the variable, national minimum wage. The preceding low result could be interpreted to suggest that 12% of Cargo Holds Restaurant respondents are not convinced whether the national minimum wage is a challenge and one of the multiple pressures or not, at the aforesaid restaurant. Given that the huge majority of Cargo Holds Restaurant respondents “strongly agree” (at 45%) and “agree” (at 33%) that the national minimum wage is a challenge and one of the multiple pressures at the abovementioned restaurant, therefore, these respondents simply affirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as already presented above.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.60 regarding Cargo Holds Restaurant, I analysed the implications of the data in the context of the challenges posed by the national minimum wage, as well as the broader issues highlighted in the literature.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests of all stakeholders involved in an organization, including employees, customers, management, and the community. The results from Figure 5.60 indicate that a significant majority of respondents (45% strongly agree and 33% agree) view the national minimum wage as a challenge. This perception has implications for various stakeholders at Cargo Holds Restaurant.

1. **Employees**: The high percentage of respondents who view the national minimum wage as a challenge suggests that employees may be feeling the pressure of wage constraints. While minimum wage laws are intended to protect vulnerable workers, the literature indicates that they can also lead to higher turnover rates in the hospitality sector (Cunningham, 2007). Employees may experience job insecurity or dissatisfaction if they perceive that their wages are not commensurate with their workload or the cost of living. The 12% of respondents who chose "neutral" may reflect uncertainty among employees regarding the impact of minimum wage on their job security and overall satisfaction.

2. **Management**: For management at Cargo Holds Restaurant, the high levels of agreement regarding the challenges posed by the national minimum wage indicate a need for strategic planning. The literature highlights that restaurant owners often view minimum wage as a significant expense that can erode profits (Cunningham, 2007). This perception may lead management to consider cost-cutting measures, such as layoffs or reduced hours, which can further exacerbate staffing issues and affect service quality. The challenge lies in balancing the need to comply with wage laws while maintaining a motivated and adequately staffed workforce.

3. **Customers**: The implications of the national minimum wage extend to customers as well. If management resorts to layoffs or reduced staffing to cope with wage pressures, the quality of service may decline, leading to customer dissatisfaction. The literature suggests that staffing crises in the hospitality industry can result from the financial strain of minimum wage laws (Cunningham, 2007). Customers may notice longer wait times, reduced service quality, and an overall decline in their dining experience, which could deter repeat business.

Literature Integration

The literature provides a comprehensive understanding of the challenges associated with the national minimum wage, particularly in the hospitality sector. The findings from Figure 5.60 align with the literature's assertions regarding the complexities and pressures that minimum wage laws impose on restaurants.

1. **Economic Pressures**: The significant percentage of respondents who view the national minimum wage as a challenge reflects the economic pressures faced by Cargo Holds Restaurant. As noted by Cunningham (2007), restaurant owners often cite minimum wage as their largest expense, which can lead to difficult decisions regarding staffing and service quality. This aligns with the literature's assertion that many establishments resort to layoffs to mitigate financial losses, creating a cycle of staffing shortages and increased turnover.

2. **Turnover Rates**: The literature indicates that the hospitality industry experiences higher job turnover rates compared to other sectors, partly due to the constraints of minimum wage (Cunningham, 2007). The high levels of agreement among Cargo Holds Restaurant respondents suggest that employees may be aware of the potential for turnover, which can create an unstable work environment. This instability can further

complicate efforts to attract and retain clients, as consistent staffing is crucial for delivering quality service.

3. **Complexity of Minimum Wage Structures**: The literature also discusses the challenges posed by complex minimum wage structures, which can hinder effective collective bargaining (ILO, 2010). While the respondents at Cargo Holds Restaurant largely agree that the national minimum wage is a challenge, the 12% who chose "neutral" may reflect confusion or uncertainty about the implications of these wage laws. Simplifying wage structures, as suggested by the ILO (2010), could help alleviate some of the pressures faced by both employees and management.

Conclusion

In conclusion, the quantitative results from Figure 5.60 highlight significant challenges faced by Cargo Holds Restaurant regarding the national minimum wage, which are consistent with the broader issues identified in the literature. By applying stakeholder theory, it becomes evident that addressing the concerns of employees, management, and customers is crucial for navigating the complexities of minimum wage laws. Management must take proactive steps to balance compliance with wage regulations while ensuring a motivated workforce and maintaining service quality. This may involve exploring innovative staffing solutions, enhancing employee engagement, and advocating for more straightforward minimum wage structures to foster a more sustainable business environment.

Figure 5.61: Cargo Holds Restaurant responses about competition

Variable	**Competition**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**37%**	**4%**	**11%**	**46%**	**2.4%**
Number of respondents	**31**	**3**	**9**	**39**	**2**

Figure 5.61 presents percentage points for Cargo Holds Restaurant respondents for the variable, competition. Moreover, **Figure 5.61** evinces that out of 84 respondents at Cargo Holds Restaurant, 46% of the respondents "strongly agree" and 37% of them "agree" that competition is a challenge and one of the multiple pressures at the restaurant touched on above. The preceding 2 high results could be interpreted to argue that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 46%) and "agree" (at 37%) that competition is a challenge and one of the multiple pressures, simply prove that the above-named variable is definitely a challenge and one of the multiple pressures as already previously presented.

By the same token**, Figure 5.61** displays that out of a total of 84 Cargo Holds Restaurant respondents, 4% of the respondents "disagree" and 2.4% of them "strongly disagree" that competition is a challenge and one of the multiple pressures at Cargo Holds Restaurant. The interpretation of the preceding 2 low results could be to argue that very few Cargo Hold Restaurant respondents do not think it likely that competition is a challenge and one of the multiple pressures at aforesaid restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.61** shows that 11% of Cargo Holds Restaurant respondents selected option "neutral" for the variable, competition. The preceding low result could be interpreted to suggest that 11% of Cargo Holds Restaurant respondents are not definitive whether competition is a challenge and one of the multiple pressures or not, at Cargo Holds Restaurant. Given that the huge majority of Cargo Holds Restaurant respondents "strongly agree" (at 46%) and "agree" (at 37%) that competition is a challenge and one of the multiple pressures at the restaurant touched on above, therefore, these respondents simply reassert that competition is definitely a challenge and one of the multiple pressures as already previously mentioned.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.61 regarding competition at Cargo Holds Restaurant, I analysed the implications of the respondents' perceptions of competition as a challenge within the context of the hospitality and tourism sector.

Analysis of Quantitative Results

The data indicates that a significant majority of respondents (46% strongly agree and 37% agree) perceive competition as a challenge. This overwhelming consensus suggests that competition is not merely a theoretical concern but a practical reality affecting the operations

and strategic decisions at Cargo Holds Restaurant. The low percentages of disagreement (4% disagree and 2.4% strongly disagree) further reinforce the notion that the majority view competition as a pressing issue.

The neutral response from 11% of respondents indicates a segment of the population that may be ambivalent or uncertain about the impact of competition. This could reflect a lack of experience or exposure to competitive pressures, or it may suggest that these respondents do not perceive competition as a significant factor influencing their dining experience.

Literature Context

The literature highlights the importance of competition in the tourism and hospitality sector, emphasizing that competitive dynamics can lead to both positive and negative outcomes. As noted by Benur & Bramwell (2015) and others, competition can drive innovation and improve service quality, but it can also lead to detrimental practices such as tax evasion and labor exploitation (Boytos et al., 2017; Kelly & Fairley, 2018). The findings from Cargo Holds Restaurant align with these observations, as the high levels of agreement among respondents suggest that they are acutely aware of the competitive pressures that may lead to such negative outcomes.

Moreover, the literature points out that competition can influence the quality of service and customer satisfaction. In a highly competitive environment, restaurants may prioritize cost-cutting measures over quality, which can ultimately harm customer experiences (Boytos et al., 2017; Kelly & Fairley, 2018). The respondents' strong agreement that competition is a challenge may reflect their concerns about the potential decline in service quality and overall dining experience at Cargo Holds Restaurant.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, suppliers, and the community. In the context of Cargo Holds Restaurant, the perception of competition as a challenge has implications for various stakeholders:

1. **Employees**: The literature indicates that cut-throat competition can lead to poor labor practices, such as circumventing minimum wage laws and overworking employees (Boytos et al., 2017; Kelly & Fairley, 2018). The high percentage of respondents who

view competition as a challenge may signal concerns about job security, fair compensation, and working conditions.

2. **Customers**: The perception of competition may also affect customer satisfaction. If restaurants prioritize cost-cutting over quality, customers may experience a decline in service and food quality, leading to dissatisfaction and potential loss of business.

3. **Community**: The broader community may suffer from the negative consequences of competitive pressures, such as reduced tax revenues and diminished social contributions from businesses. This aligns with the literature's assertion that competition can lead to a breakdown in respect and tolerance between employers and employees, ultimately affecting community well-being.

Conclusion

In conclusion, the quantitative results from Cargo Holds Restaurant indicate a strong consensus among respondents that competition is a significant challenge. This finding is consistent with the literature, which highlights the dual nature of competition in the hospitality sector—capable of driving both innovation and negative practices. By applying stakeholder theory, we can see that the implications of competition extend beyond the restaurant itself, affecting employees, customers, and the community at large. Addressing these challenges requires a balanced approach that considers the interests of all stakeholders while striving to maintain competitiveness and service quality in a challenging economic environment.

Figure 5.62: Cargo Holds Restaurant responses about security issues

Variable	**Security Issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**39%**	**5%**	**4%**	**50%**	**2.4%**
Number of respondents	**33**	**4**	**3**	**42**	**2**

Figure 5.62 shows percentage points for Cargo Holds Restaurant respondents for the variable, security issues. Over and above that, **Figure 5.62** shows that out of 84 respondents at Cargo Holds Restaurant, 50% of the respondents "strongly agree" and 39% of them "agree" that security issues are a challenge and one of the multiple pressures at the above-stated restaurant. The preceding 2 high results could be interpreted to propose that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 50%) and "agree" (at 39%) that security issues are a challenge and one of the multiple pressures, simply prove that the above-stated variable is definitely a challenge and one of the multiple pressures as already previously mentioned.

Besides**, Figure 5.62** evinces that out of a total of 84 Cargo Hold Restaurant respondents, 5% of the respondents "disagree" and 2.4% of them "strongly disagree" that security issues are a challenge and one of the multiple pressures at Cargo Hold Restaurant. The *supra* 2 low results could be interpreted to argue that very few Cargo Holds Restaurant respondents do not believe that security issues are a challenge and one of the multiple pressures at the aforesaid restaurant.

On the further breakdown of the statistical data, **Figure 5.62** shows that 4% of Cargo Hold Restaurant respondents selected option "neutral" for the variable, security issues. The foregoing low result could be interpreted to suggest that 4% of Cargo Hold Restaurant respondents are not certain whether security issues are a challenge and one of the multiple pressures or not, at the restaurant alluded to above. Given that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 50%) and "agree" (at 39%) that security issues are a challenge and one of the multiple pressures at the aforementioned restaurant, therefore, these respondents simply affirm that the above-stated variable is definitely a challenge and one of the multiple pressures as already previously noted.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.62 regarding security issues at Cargo Holds Restaurant, I analysed the implications of the respondents' perceptions of security as a challenge within the context of the hospitality and tourism sector.

Analysis of Quantitative Results

The data from Figure 5.62 reveals that a substantial majority of respondents (50% strongly agree and 39% agree) view security issues as a significant challenge for Cargo Holds Restaurant. This strong consensus indicates that security is not merely a peripheral concern but a central issue that affects the restaurant's operations and customer perceptions. The low

percentages of disagreement (5% disagree and 2.4% strongly disagree) further support the notion that the vast majority of respondents recognize security issues as a pressing concern.

The 4% of respondents who selected "neutral" may reflect uncertainty or a lack of direct experience with security issues, suggesting that while they may not perceive security as a challenge, they are not entirely dismissive of the concerns raised by others.

Literature Context

The literature highlights the detrimental effects of crime on the tourism and hospitality sector, particularly in regions like South Africa, where criminal activities can deter both domestic and international tourists (Recher & Rubil, 2020; Nkosi, 2010). The findings from Cargo Holds Restaurant align with these observations, as the high levels of agreement among respondents suggest a shared awareness of the potential risks associated with security issues.

Criminal activities not only lead to immediate financial costs but also damage the reputation of destinations, making tourists hesitant to visit areas perceived as unsafe (Tarlow, 2011). The literature emphasizes that negative experiences can spread rapidly through word-of-mouth, further exacerbating the challenges faced by hospitality businesses (Phori, 2017). The respondents' strong agreement that security issues are a challenge may reflect their concerns about the potential impact on customer safety and the restaurant's reputation.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, suppliers, and the community. In the context of Cargo Holds Restaurant, the perception of security issues as a challenge has implications for various stakeholders:

1. **Customers**: The high percentage of respondents who view security as a challenge indicates that customers are concerned about their safety while dining at Cargo Holds Restaurant. This concern can significantly impact their willingness to visit the restaurant, affecting customer satisfaction and loyalty. If customers perceive a lack of security, they may choose to dine elsewhere, leading to a decline in business.
2. **Employees**: Employees are also stakeholders who are directly affected by security issues. A restaurant that does not adequately address security concerns may create a stressful work environment for its staff. Employees may feel unsafe, which can lead to

decreased morale and productivity. Furthermore, if incidents of crime occur, employees may face increased risks, impacting their job satisfaction and retention.

3. **Community**: The broader community is affected by the reputation of local businesses. If Cargo Holds Restaurant is perceived as unsafe, it can contribute to a negative image of the area, deterring tourists and potential customers from visiting. This can have economic repercussions for the community, as reduced tourism can lead to lower revenues for local businesses and decreased job opportunities.

Conclusion

In conclusion, the quantitative results from Cargo Holds Restaurant indicate a strong consensus among respondents that security issues are a significant challenge. This finding is consistent with the literature, which highlights the adverse effects of crime on the tourism and hospitality sector. By applying stakeholder theory, we can see that the implications of security issues extend beyond the restaurant itself, affecting customers, employees, and the community at large. Addressing these challenges requires a proactive approach to enhance security measures, improve customer perceptions, and ensure the safety of all stakeholders involved. This not only helps in maintaining a positive reputation for Cargo Holds Restaurant but also contributes to the overall health of the local tourism and hospitality sector.

Figure 5.63: Cargo Holds Restaurant responses about employee turnover

Variable	**Employee Turnover**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**13%**	**0%**	**71%**	**16%**	**0%**
Number of respondents	**11**	**0**	**60**	**13**	**0**

Figure 5.63 presents percentage points for Cargo Holds Restaurant respondents for the variable, employee turnover. On top of that, **Figure 5.63** shows that out of 84 respondents at

Cargo Holds Restaurant, 16% of the respondents “strongly agree” and 13% of them “agree” that employee turnover is a challenge and one of the multiple pressures at the above-named restaurant. The interpretation of the preceding 2 results could be suggested to indicate that Cargo Holds Restaurant respondents who “strongly agree” (at 16%) and “agree” (at 13%) that employee turnover is a challenge and one of the multiple pressures, simply affirm that the above-named variable is certainly a challenge and one of the multiple pressures as already previously noted. This is also strengthened by the fact that none of the Cargo Holds Restaurant respondents “strongly disagree” and “disagree” that employee turnover is a challenge and one of the multiple pressures at the restaurant alluded to above.

Besides**, Figure 5.63** exhibits that out of a total of 84 Cargo Hold Restaurant respondents, none of the respondents “disagree” and “strongly disagree” that employee turnover is a challenge and one of the multiple pressures at the aforesaid restaurant. The *supra* results could be interpreted to argue that none of the Cargo Holds Restaurant respondents believe that employee turnover is neither a challenge nor one of the multiple pressures at the aforesaid restaurant.

On the additional breakdown of the statistical data, **Figure 5.63** shows that 71% of the Cargo Hold Restaurant respondents selected option “neutral” for the variable, employee turnover. The preceding high result could be interpreted to indicate that 71% of Cargo Hold Restaurant respondents are not definitive whether employee turnover is a challenge and one of the multiple pressures or not, at the aforesaid restaurant. Granted that Cargo Hold Restaurant respondents “strongly agree” (at 16%) and “agree” (at 13%) that employee turnover is a challenge and one of the multiple pressures at the aforementioned restaurant, therefore, these respondents simply affirm that the above-stated variable is certainly a challenge and one of the multiple pressures as previously mentioned.

To critically apply the literature and stakeholder theory to the quantitative results presented in Figure 5.63 regarding employee turnover at Cargo Holds Restaurant, I analysed the implications of the respondents' perceptions of employee turnover as a challenge within the context of the hospitality and tourism sector.

Analysis of Quantitative Results

The data from Figure 5.63 indicates that only a small percentage of respondents (16% strongly agree and 13% agree) view employee turnover as a challenge, while a significant majority (71%) selected "neutral." This suggests that while a minority recognizes employee turnover as a concern, the overwhelming majority of respondents are uncertain about its impact or do not

perceive it as a significant issue. The absence of any respondents who disagree or strongly disagree indicates a consensus that employee turnover is at least acknowledged as a potential challenge, even if it is not universally recognized as pressing.

Literature Context

The literature highlights that employee turnover is a well-documented issue in the tourism and hospitality sector, often attributed to factors such as low pay, poor working conditions, lack of career development, and inadequate leadership (Mwilu, 2016; Choi et al., 2018). High turnover rates can lead to increased operational costs due to the need for constant recruitment and training, which can adversely affect service quality and customer satisfaction (Nasurdin et al., 2015; Pandita & Ray, 2018).

The findings from Cargo Holds Restaurant align with the literature in that they suggest a recognition of employee turnover as a challenge, albeit not a universally pressing one. The high percentage of neutral responses may indicate that many employees are either unaware of the turnover rates or do not feel directly impacted by them. This could reflect a lack of communication regarding turnover issues or a workplace culture that does not prioritize employee retention.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, suppliers, and the community. In the context of Cargo Holds Restaurant, the perception of employee turnover as a challenge has implications for various stakeholders:

1. **Employees**: The relatively low percentage of respondents who view employee turnover as a challenge may suggest that many employees are either indifferent to the issue or do not feel it affects their job security. However, the high neutral response indicates a potential disconnect between management and staff regarding turnover issues. If employees do not perceive turnover as a challenge, they may not be motivated to engage in efforts to improve retention or workplace culture.
2. **Customers**: Employee turnover can significantly impact customer service quality. High turnover rates often lead to inexperienced staff, which can result in poor service delivery and customer dissatisfaction (Yam et al., 2018). If customers perceive a lack

of consistency in service due to high turnover, it may deter them from returning to Cargo Holds Restaurant.

3. **Management**: The management team at Cargo Holds Restaurant must recognize the implications of employee turnover on operational efficiency and service quality. The literature suggests that poor management practices, such as inadequate training and lack of recognition, contribute to turnover (Mwilu, 2016; Jagun, 2015). Addressing these issues is crucial for improving employee morale and retention.

4. **Community**: The broader community may also be affected by employee turnover at local businesses. High turnover can lead to a lack of stability in the workforce, which can impact the local economy and the reputation of the area as a desirable place to work and visit.

Conclusion

In conclusion, the quantitative results from Cargo Holds Restaurant indicate that while a minority of respondents recognize employee turnover as a challenge, a significant portion remains neutral or uncertain about its implications. This finding is consistent with the literature, which highlights the complexities of employee turnover in the hospitality sector. By applying stakeholder theory, we can see that the implications of employee turnover extend beyond the restaurant itself, affecting employees, customers, management, and the community at large. To address these challenges, Cargo Holds Restaurant should focus on improving communication regarding turnover issues, enhancing employee engagement, and implementing strategies to foster a positive work environment that prioritizes retention and job satisfaction. This approach will not only benefit the restaurant's operations but also contribute to the overall health of the local hospitality sector.

Figure 5.64: Cargo Holds Restaurant responses about poor working conditions

Variable	**Poor Working Conditions**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**35%**	**4%**	**12%**	**49%**	**1%**

Number of respondents	**29**	**3**	**10**	**41**	**1**

Figure 5.64 shows percentage points for Cargo Holds Restaurant respondents for the variable, poor working conditions. Additionally, **Figure 5.64** displays that out of 84 respondents at Cargo Holds Restaurant, 49% of the respondents "strongly agree" and 35% of them "agree" that poor working conditions are a challenge and one of the multiple pressures at the above-named restaurant. The supra 2 high results could be interpreted to suggest that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 49%) and "agree" (at 35%) that poor working conditions are a challenge and one of the multiple pressures, simply confirm that the above-stated variable is certainly a challenge and one of the multiple pressures as previously mentioned above.

Moreover**, Figure 5.64** shows that out of a total of 84 Cargo Hold Restaurant respondents, 4% of the respondents "disagree" and 1% of them "strongly disagree" that poor working conditions are a challenge and one of the multiple pressures at Cargo Hold Restaurant. The interpretation of the preceding 2 low results could be to suggest that very few Cargo Holds Restaurant respondents do not think it likely that poor working conditions are a challenge and one of the multiple pressures at the above-stated restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.64** evinces that 12% of Cargo Hold Restaurant respondents chose option "neutral" for the variable, poor working conditions. The preceding low result could be interpreted to show that 12% of Cargo Hold Restaurant respondents are not definitive whether poor working conditions are a challenge and one of the multiple pressures or not, at the aforesaid restaurant. Granted that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 49%) and "agree" (at 35%) that poor working conditions are a challenge and one of the multiple pressures at the aforementioned restaurant, therefore, these respondents plainly affirm that the above-stated variable is certainly a challenge and one of the multiple pressures as previously mentioned.

Figure 5.65: Cargo Holds Restaurant responses about poor setting of tables and unhygienic handling of fold napkins and plates

Variable	Poor Setting of Tables and Unhygienic Handling of Fold Napkins and Plates				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	36%	6%	5%	49%	5%
Number of respondents	30	5	4	41	4

Figure 5.65 provides percentage points for Cargo Holds Restaurant respondents for the variable, poor setting of tables and unhygienic handling of fold napkins and plates. Moreover, **Figure 5.65** indicates that out of 84 respondents at Cargo Holds Restaurant, 49% of the respondents "strongly agree" and 36% of them "agree" that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures at the aforesaid restaurant. The *supra* 2 high results could be interpreted to suggest that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 49%) and "agree" (at 36%), that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures, simply confirm that the abovementioned variable is certainly a challenge and one of the multiple pressures as previously noted.

Over and above that**, Figure 5.65** shows that out of a total of 84 Cargo Hold Restaurant respondents, 6% of the respondents "disagree" and 5% of them "strongly disagree" that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures at Cargo Hold Restaurant. The interpretation of the preceding 2 low results could be to argue that very few Cargo Holds Restaurant respondents do not believe that, poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the additional breakdown of the statistical data, **Figure 5.65** shows that 5% of Cargo Hold Restaurant respondents adopted option "neutral" for the variable, poor setting of tables and

unhygienic handling of fold napkins and plates. The preceding low result could be interpreted to argue that 5% of Cargo Hold Restaurant respondents are not definitive whether poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and one of the multiple pressures or not, at the aforesaid restaurant. Granted that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 49%) and "agree" (at 36%), that poor setting of tables and unhygienic handling of fold napkins and plates are a challenge and, one of the multiple pressures at the above-named restaurant, therefore, these respondents plainly confirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as already previously mentioned.

Figure 5.66: Cargo Holds Restaurant responses about effects of the global recession

Variable	**Effects of the Global Recession**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**33%**	**8%**	**5%**	**49%**	**5%**
Number of respondents	**28**	**7**	**4**	**41**	**4**

Figure 5.66 presents percentage points for Cargo Holds Restaurant respondents for the variable, effects of the global recession. Furthermore, **Figure 5.66** shows that out of 84 respondents at Cargo Holds Restaurant, 49% of the respondents "strongly agree" and 33% of them "agree" that effects of the global recession are a challenge and one of the multiple pressures at the above-named restaurant. The preceding 2 high results could be interpreted to propose that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 49%) and "agree" (at 33%), that effects of the global recession are a challenge and one of the multiple pressures, simply affirm that the above-stated variable is definitely a challenge and one of the multiple pressures as previously mentioned.

Moreover**, Figure 5.66** evinces that out of a total of 84 Cargo Hold Restaurant respondents, 8% of the respondents "disagree" and 5% of them "strongly disagree" that effects of the global recession are a challenge and one of the multiple pressures at Cargo Hold Restaurant. The

preceding 2 low results could be interpreted to argue that very few Cargo Holds Restaurant respondents do not think it likely that, effects of the global recession are a challenge and, one of the multiple pressures at the above-named restaurant.

On the further breakdown of the statistical data, **Figure 5.66** displays that 5% of Cargo Hold Restaurant respondents selected option "neutral" for the variable, effects of the global recession. The *supra* low result could be interpreted to indicate that 5% of Cargo Hold Restaurant respondents are not certain whether effects of the global recession are a challenge and one of the multiple pressures or not, at the aforementioned restaurant. Given that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 49%) and "agree" (at 33%), that effects of the global recession are a challenge and, one of the multiple pressures at the above-named restaurant, therefore, these respondents simply affirm that the above-stated variable is definitely a challenge and one of the multiple pressures as already previously noted.

Figure 5.67: Cargo Holds Restaurant responses about underqualified staff and labour shortage

Variable	**Underqualified Staff and Labour Shortage**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**36%**	**4%**	**5%**	**55%**	**1%**
Number of respondents	**30**	**3**	**4**	**46**	**1**

Figure 5.67 provides percentage points for Cargo Holds Restaurant respondents for the variable, underqualified staff and labour shortage. Over and above that, **Figure 5.67** shows that out of 84 respondents at Cargo Holds Restaurant, 55% of the respondents "strongly agree" and 36% of them "agree" that underqualified staff and labour shortage are a challenge and one of the multiple pressures at the above-named restaurant. The interpretation of the 2 high results could be to suggest that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 55%) and "agree" (at 36%), that underqualified staff and labour shortage

are a challenge and one of the multiple pressures, simply affirm that the above-stated variable is definitely a challenge and one of the multiple pressures as already mentioned.

Additionally**, Figure 5.67** evinces that out of a total of 84 Cargo Hold Restaurant respondents, 4% of the respondents "disagree" and 1% of them "strongly disagree" that underqualified staff and labour shortage are a challenge and one of the multiple pressures at Cargo Hold Restaurant. The preceding 2 low results could be interpreted to argue that very few Cargo Holds Restaurant respondents do not believe that, underqualified staff and labour shortage are a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.67** exhibits that 5% of Cargo Hold Restaurant respondents chose option "neutral" for the variable, underqualified staff and labour shortage. The interpretation of the supra low result could be to suggest that 5% of Cargo Hold Restaurant respondents are not certain whether underqualified staff and labour shortage are a challenge and one of the multiple pressures or not, at the abovementioned restaurant. Given that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 55%) and "agree" (at 36%), that underqualified staff and labour shortage are a challenge and, one of the multiple pressures at the above-named restaurant, therefore, these respondents simply affirm that the above-named variable is definitely a challenge and one of the multiple pressures as already previously noted.

Figure 5.68: Cargo Holds Restaurant responses about ever-more demanding guests

Variable	**Ever-more Demanding Guests**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**33%**	**5%**	**4%**	**56%**	**2.4%**
Number of respondents	**28**	**4**	**3**	**47**	**2**

Figure 5.68 presents percentage points for Cargo Holds Restaurant respondents for the variable, ever-more demanding guests. On top of that, **Figure 5.68** shows that out of 84

respondents at Cargo Holds Restaurant, 56% of the respondents "strongly agree" and 33% of them "agree" that ever-more demanding guests are a challenge and one of the multiple pressures at the above-named restaurant. The interpretation of the *supra* 2 high results could be to suggest that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 56%) and "agree" (at 33%), that ever-more demanding guests are a challenge and one of the multiple pressures, simply reaffirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as already noted.

Besides**, Figure 5.68** evinces that out of a total of 84 Cargo Hold Restaurant respondents, 5% of the respondents "disagree" and 2.4% of them "strongly disagree" that ever-more demanding guests are a challenge and one of the multiple pressures at Cargo Hold Restaurant. The preceding 2 low results could be interpreted to propose that very few Cargo Holds Restaurant respondents do not think it likely that ever-more demanding guests are a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the further breakdown of the statistical data, **Figure 5.68** evinces that 4% of Cargo Hold Restaurant respondents chose option "neutral" for the variable, ever-more demanding guests. The interpretation of the *supra* low result could be to suggest that 4% of Cargo Hold Restaurant respondents are not sure whether ever-more demanding guests are a challenge and one of the multiple pressures or not, at the aforementioned restaurant. Given that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 56%) and "agree" (at 33%), that ever-more demanding guests are a challenge and, one of the multiple pressures at the above-stated restaurant, therefore, these respondents simply confirm that the aforementioned variable is definitely a challenge and one of the multiple pressures as previously noted.

Figure 5.69: Cargo Holds Restaurant responses about change in guest expectations

Variable	**Change in Guest Expectations**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**37%**	**4%**	**1%**	**57%**	**1%**
Number of respondents	**31**	**3**	**1**	**48**	**1**

Figure 5.69 provides percentage points for Cargo Holds Restaurant respondents for the variable, change in guest expectations. In addition, **Figure 5.69** evinces that out of 84 respondents at Cargo Holds Restaurant, 57% of the respondents "strongly agree" and 37% of them "agree" that change in guest expectations is a challenge and one of the multiple pressures at the above-stated restaurant. The interpretation of the preceding 2 high results could be to propose that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 57%) and "agree" (at 37%), that change in guest expectations is a challenge and one of the multiple pressures simply prove that the abovementioned variable is certainly a challenge and one of the multiple pressures as already mentioned.

Moreover**, Figure 5.69** shows that out of a total of 84 Cargo Hold Restaurant respondents, 4% of the respondents "disagree" and 1% of them "strongly disagree" that change in guest expectations is a challenge and one of the multiple pressures at Cargo Hold Restaurant. The *supra* 2 low results could be interpreted to argue that very few Cargo Holds Restaurant respondents do not believe that change in guest expectations is a challenge and, one of the multiple pressures at the abovementioned restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.69** shows that 1% of Cargo Hold Restaurant respondents selected option "neutral" for the variable, change in guest expectations. The interpretation of the preceding low result could be to indicate that 1% of Cargo Hold Restaurant respondents are not definitive whether change in guest expectations is a challenge and one of the multiple pressures or not, at the above-named restaurant. Granted that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 57%) and "agree" (at 37%), that change in guest expectations is a challenge and, one of the multiple pressures at the aforesaid restaurant, therefore, these respondents simply affirm that the variable noted above is certainly a challenge and one of the multiple pressures as previously mentioned.

Figure 5.70: Cargo Holds Restaurant responses about operational costs

Variable	**Operational Costs**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**

Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	**38%**	**1%**	**1%**	**58%**	**1%**
Number of respondents	**32**	**1**	**1**	**49**	**1**

Figure 5.70 presents percentage points for Cargo Holds Restaurant respondents for the variable, operational costs. Moreover, **Figure 5.70** shows that out of 84 respondents at Cargo Holds Restaurant, 58% of the respondents "strongly agree" and 38% of them "agree" that operational costs are a challenge and one of the multiple pressures at Cargo Holds restaurant. The interpretation of the *supra* 2 high results could be to suggest that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 58%) and "agree" (at 38%), that operational costs are a challenge and one of the multiple pressures simply confirm that the above-named variable is definitely a challenge and one of the multiple pressures as already noted.

Besides**, Figure 5.70** evinces that out of a total of 84 Cargo Hold Restaurant respondents, 1% of the respondents "disagree" and 1% of them "strongly disagree" that operational costs are a challenge and one of the multiple pressures at Cargo Hold Restaurant. The preceding 2 low results could be interpreted to propose that very few Cargo Hold's Restaurant respondents do not think it likely that operational costs are a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the further breakdown of the statistical data, **Figure 5.70** exhibits that 1% of Cargo Hold Restaurant respondents selected option "neutral" for the variable, operational costs. The interpretation of the foregoing low result could be to argue that 1% of Cargo Hold Restaurant respondents are not certain whether operational costs are a challenge and one of the multiple pressures or not, at the aforesaid restaurant. Given that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 58%) and "agree" (at 38%), that operational costs are a challenge and, one of the multiple pressures at Cargo Holds Restaurant, therefore, these respondents simply confirm that the variable mentioned above is surely a challenge and one of the multiple pressures as previously noted.

Figure 5.71: Cargo Holds Restaurant responses about highly processed foods and unavailability of off-menu dishes

Variable	Highly Processed Foods and Unavailability of Off-menu Dishes				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	39%	2.4%	1%	55%	2.4%
Number of respondents	33	2	1	46	2

Figure 5.71 displays percentage points for Cargo Holds Restaurant respondents for the variable, highly processed foods and unavailability of off-menu dishes. Over and above that, **Figure 5.71** shows that out of 84 respondents at Cargo Holds Restaurant, 55% of the respondents "strongly agree" and 39% of them "agree" that highly processed foods and unavailability of off-menu dishes, are a challenge and one of the multiple pressures at the abovementioned restaurant. The interpretation of the *supra* 2 high results could be to indicate that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 55%) and "agree" (at 39%), that highly processed foods and unavailability of off-menu dishes are a challenge and, one of the multiple pressures, simply affirm that the aforesaid variable is surely a challenge and one of the multiple pressures as already noted.

In addition**, Figure 5.71** shows that out of a total of 84 Cargo Hold Restaurant respondents, 2.4% of the respondents "disagree" and 2.4% of them "strongly disagree" that highly processed foods and unavailability of off-menu dishes are a challenge, and one of the multiple pressures at Cargo Hold Restaurant. The preceding 2 low results could be interpreted to suggest that very few Cargo Holds Restaurant respondents do not think it likely that highly processed foods and unavailability of off-menu dishes are a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the additional breakdown of the statistical data, **Figure 5.71** evinces that 1% of Cargo Hold Restaurant respondents chose option "neutral" for the variable, highly processed foods and unavailability of off-menu dishes. The preceding low result could be interpreted to suggest that 1% of Cargo Hold Restaurant respondents are not sure whether highly processed foods and unavailability of off-menu dishes are a challenge and, one of the multiple pressures or not, at the aforesaid restaurant. Given that the huge majority of Cargo Hold Restaurant respondents "strongly agree" (at 55%) and "agree" (at 39%), that highly processed foods and unavailability of off-menu dishes are a challenge and, one of the multiple pressures at the above restaurant, therefore, these respondents simply confirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as previously noted.

Figure 5.72: Cargo Holds Restaurant responses about low-quality entertainment

Variable	**Low-quality Entertainment**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**39.29%**	**1.19%**	**2.4%**	**55.95%**	**1.19%**
Number of respondents	**33**	**1**	**2**	**47**	**1**

Figure 5.72 presents percentage points for Cargo Holds Restaurant respondents for the variable, low-quality entertainment. Besides, **Figure 5.72** evinces that out of 84 respondents at Cargo Holds Restaurant, 55.95% of the respondents "strongly agree" and 39.29% of them "agree" that low-quality entertainment is a challenge and one of the multiple pressures at the aforementioned restaurant. The foregoing 2 high results could be interpreted to mean that the huge majority of Cargo Holds Restaurant respondents who "strongly agree" (at 55.95%) and "agree" (at 39.29%), that low-quality entertainment is a challenge and, one of the multiple pressures, simply prove that the above variable is certainly a challenge and one of the multiple pressures as already indicated above.

Besides, **Figure 5.72** displays that out of a total of 84 Cargo Holds Restaurant respondents, 1.19% of the respondents "disagree" and another 1.19% of them "strongly disagree" that low-quality entertainment is a challenge, and one of the multiple pressures at Cargo Holds Restaurant. The foregoing 2 low results could be interpreted to propose that very few Cargo Holds Restaurant respondents do not believe that low-quality entertainment is a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.72** shows that 2.4% of Cargo Holds Restaurant respondents chose option "neutral" for the variable, low-quality entertainment. The preceding low result could be interpreted to suggest that 2.4% of Cargo Holds Restaurant respondents are not sure, whether low-quality entertainment is a challenge and, one of the multiple pressures or not, at the above-stated restaurant. Granted that the huge majority of Cargo Holds Restaurant respondents "strongly agree" (at 55.95%) and "agree" (at 39.29%), that low-quality entertainment is a challenge and, one of the multiple pressures at the restaurant referred to above, therefore, these respondents simply prove that the aforementioned variable is certainly a challenge and one of the multiple pressures as previously mentioned.

Figure 5.73: Emzini Kababa Restaurant responses about underqualified staff and labour shortage

Variable	**Underqualified Staff and Labour Shortage**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**37%**	**1%**	**1%**	**60%**	**1%**
Number of respondents	**31**	**1**	**1**	**50**	**1**

Figure 5.73 evinces percentage points for Emzini Kababa Restaurant respondents for the variable, underqualified staff and labour shortage. Moreover, **Figure 5.73** indicates that out of 84 respondents at Emzini Kababa Restaurant, 60% of the respondents "strongly agree" and

37% of them “agree” that underqualified staff and labour shortage are a challenge and one of the multiple pressures at the above-stated restaurant. The preceding 2 high results could be interpreted to suggest that the huge majority of Emzini Kababa Restaurant respondents who “strongly agree” (at 60%) and “agree” (at 37%), that underqualified staff and labour shortage are a challenge and, one of the multiple pressures, simply affirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as already noted.

Besides**, Figure 5.73** show that out of a total of 84 Emzini Kababa Restaurant respondents, 1% of the respondents “disagree” and another 1% of them “strongly disagree” that underqualified staff and labour shortage are a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The preceding 2 low results could be interpreted to indicate that very few Emzini Kababa Restaurant respondents do not think it likely that underqualified staff and labour shortage are a challenge and, one of the multiple pressures at the above-named restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.73** indicates that 1% of Emzini Kababa Restaurant respondents chose option “neutral” for the variable, underqualified staff and labour shortage. The interpretation of the *supra* low result could be to argue that 1% of Emzini Kababa Restaurant respondents are not sure, whether underqualified staff and labour shortage are a challenge and, one of the multiple pressures or not, at the aforementioned restaurant. Given that the huge majority of Gloria Jeans Restaurant respondents “strongly agree” (at 60%) and “agree” (at 37%), that underqualified staff and labour shortage are a challenge and, one of the multiple pressures at the aforesaid restaurant, therefore, these respondents simply prove that the above variable is definitely a challenge and one of the multiple pressures as previously noted.

Figure 5.74: Emzini Kababa Restaurant responses about ever-more demanding guests

Variable	**Ever-more Demanding Guests**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**38%**	**4%**	**5%**	**51%**	**2.4%**

Number of respondents	**32**	**3**	**4**	**43**	**2**

Figure 5.74 shows percentage points for Emzini Kababa Restaurant respondents for the variable, ever-more demanding guests. In addition, **Figure 5.74** indicates that out of 84 respondents at Emzini Kababa Restaurant, 51% of the respondents "strongly agree" and 38% of them "agree" that ever-more demanding guests are a challenge and one of the multiple pressures at the above restaurant. The *supra* 2 high results could be interpreted to indicate that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 51%) and "agree" (at 38%), that ever-more demanding guests are a challenge and, one of the multiple pressures, simply confirm that the above variable is certainly a challenge and one of the multiple pressures as already mentioned.

Moreover**, Figure 5.74** shows that out of a total of 84 Emzini Kababa Restaurant respondents, 4% of the respondents "disagree" and 2.4% of them "strongly disagree" that ever-more demanding guests are a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The foregoing 2 low results could be interpreted to argue that very few Emzini Kababa Restaurant respondents do not believe that ever-more demanding guests are a challenge and, one of the multiple pressures at the abovementioned restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.74** indicates that 5% of Emzini Kababa Restaurant respondents selected option "neutral" for the variable, ever-more demanding guests. The interpretation of the preceding low result could be to indicate that 5% of Emzini Kababa Restaurant respondents are not certain, whether ever-more demanding guests are a challenge and, one of the multiple pressures or not, at the aforesaid restaurant.

Granted that the huge majority of Emzini Kababa Restaurant respondents "strongly agree" (at 51%) and "agree" (at 38%), that ever-more demanding guests are a challenge and, one of the multiple pressures at the above-stated restaurant, therefore, these respondents simply confirm that the above variable is certainly a challenge and one of the multiple pressures as previously mentioned.

Figure 5.75: Emzini Kababa Restaurant responses about effects of the global recession

Variable	Effects of the Global Recession				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	37%	2.4%	5%	54%	2.4%
Number of respondents	31	2	4	45	2

Figure 5.75 displays percentage points for Emzini Kababa Restaurant respondents for the variable, effects of the global recession. Furthermore, **Figure 5.75** evinces that out of 84 respondents at Emzini Kababa Restaurant, 54% of the respondents "strongly agree" and 37% of them "agree" that the effects of the global recession are a challenge and one of the multiple pressures at the aforesaid restaurant. The preceding 2 high results could be interpreted to suggest that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 54%) and "agree" (at 37%), that the effects of the global recession are a challenge and, one of the multiple pressures, simply affirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as already noted.

In addition, **Figure 5.75** exhibit that out of a total of 84 Emzini Kababa Restaurant respondents, 2.4% of the respondents "disagree" and another 2.4% of them "strongly disagree" that the effects of the global recession are a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The interpretation of the preceding 2 low results could be to propose that very few Emzini Kababa Restaurant respondents do not think it likely that the effects of the global recession are a challenge and, one of the multiple pressures at the above-stated restaurant.

On the further breakdown of the statistical data, **Figure 5.75** shows that 5% of Emzini Kababa Restaurant respondents adopted option "neutral" for the variable, the effects of the global recession. The *supra* low result could be interpreted to argue that 5% of Emzini Kababa

Restaurant respondents are not sure, whether the effects of the global recession are a challenge and, one of the multiple pressures or not, at the aforementioned restaurant. Given that the huge majority of Emzini Kababa Restaurant respondents “strongly agree” (at 54%) and “agree” (at 37%), that the effects of the global recession are a challenge and, one of the multiple pressures at the abovementioned restaurant, therefore, these respondents simply prove that the aforesaid variable is definitely a challenge and one of the multiple pressures as previously alluded to.

Critical Application of Literature and Stakeholder Theory to Quantitative Results

The quantitative results presented in Figure 5.75 regarding the perceptions of respondents from Emzini Kababa Restaurant about the effects of the global recession provide valuable insights into the challenges faced by the restaurant industry in the context of broader economic conditions. By applying the stakeholder theory and relevant literature, I critically analysed these results and their implications.

Overview of Quantitative Results

The data indicates that a significant majority of respondents (54% strongly agree and 37% agree) perceive the effects of the global recession as a challenge and one of the multiple pressures faced by Emzini Kababa Restaurant. Conversely, only 2.4% of respondents disagree, and another 2.4% strongly disagree with this assertion, while 5% remain neutral. This distribution suggests a strong consensus among the respondents regarding the negative impact of the global recession on the restaurant's operations.

Stakeholder Theory Application

Stakeholder theory posits that organizations must consider the interests and influences of various stakeholders, including employees, customers, suppliers, and the community, in their decision-making processes (Freeman, 1984). In the context of Emzini Kababa Restaurant, the stakeholders are directly affected by the economic pressures stemming from the global recession.

1. **Employees**: The high percentage of respondents acknowledging the recession's impact suggests that employees are likely experiencing job insecurity, reduced hours, or layoffs. The literature indicates that the South African economy has faced significant challenges, including rising unemployment and inequality (Rule, Bekker & Dlami,

2025). This context highlights the importance of addressing employee concerns and ensuring their well-being as part of the restaurant's recovery strategy.

2. **Customers**: The perception of economic challenges may also influence customer behavior. As the literature notes, the pandemic has exacerbated socio-economic issues, leading to increased reliance on foreign markets and reduced disposable income for many consumers (Economic Development in Africa Report, 2024). The restaurant must consider how these economic pressures affect customer spending and adjust its offerings and pricing strategies accordingly.

3. **Suppliers**: The restaurant's suppliers are also stakeholders who may be affected by the recession. The literature emphasizes the fragility of global supply chains and the interconnectedness of economies (The global economic impacts of the COVID-19 pandemic, 2023). Emzini Kababa Restaurant may need to reassess its supply chain relationships and explore local sourcing options to mitigate risks associated with global disruptions.

4. **Community**: The broader community in which the restaurant operates is another critical stakeholder. The economic challenges faced by the restaurant can have ripple effects on local employment and economic stability. The literature highlights the need for businesses to adopt coping strategies to navigate economic disruptions (COVID-19 and African Firms: Impact and Coping Strategies, 2021). Emzini Kababa Restaurant could engage with community initiatives to support local economic recovery and foster goodwill among its stakeholders.

Interpretation of Results in Light of Literature

The quantitative results align with the literature's assertions regarding the economic challenges posed by the global recession. The overwhelming agreement among respondents that the recession is a significant challenge reflects the broader economic context in South Africa, where recovery to pre-pandemic levels has been slow and fraught with structural weaknesses (Rule, Bekker & Dlami, 2025). The restaurant's management must recognize these pressures and develop strategies that address the concerns of its stakeholders.

The low percentage of respondents who disagree or remain neutral indicates that there is little dissent regarding the perceived impact of the recession. This consensus can be leveraged by the restaurant's management to foster a collaborative approach to problem-solving, engaging

employees and other stakeholders in discussions about potential solutions and recovery strategies.

Conclusion

In conclusion, the quantitative results from Emzini Kababa Restaurant provide a clear indication of the challenges posed by the global recession, as perceived by its stakeholders. By applying stakeholder theory and integrating insights from the literature, it becomes evident that the restaurant must adopt a holistic approach to address these challenges. This includes prioritizing employee well-being, understanding customer behavior, reassessing supplier relationships, and engaging with the community. Such an approach will not only help mitigate the effects of the recession but also position Emzini Kababa Restaurant for sustainable recovery in a post-pandemic economy.

Figure 5.76: Emzini Kababa Restaurant responses about poor working conditions

Variable	**Poor Working Conditions**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**39%**	**4%**	**1%**	**54%**	**2.4%**
Number of respondents	**33**	**3**	**1**	**45**	**2**

Figure 5.76 presents percentage points for Emzini Kababa Restaurant respondents for the variable, poor working conditions. Moreover, **Figure 5.76** indicates that out of 84 respondents at Emzini Kababa Restaurant, 54% of the respondents "strongly agree" and 39% of them "agree" that poor working conditions are a challenge and one of the multiple pressures at the aforementioned restaurant. The *supra* 2 high results could be interpreted to argue that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 54%) and "agree" (at 39%), that poor working conditions are a challenge and, one of the multiple pressures,

simply confirm that the above variable is definitely a challenge and one of the multiple pressures as already referred to.

In addition, **Figure 5.76** exhibits that out of a total of 84 Emzini Kababa Restaurant respondents, 4% of the respondents "disagree" and 2.4% of them "strongly disagree" that poor working conditions are a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The *supra* 2 low results could be interpreted to argue that very few Emzini Kababa Restaurant respondents do not believe that poor working conditions are a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.76** displays that 1% of Emzini Kababa Restaurant respondents chose option "neutral" for the variable, poor working conditions. The preceding low result could be interpreted to suggest that 1% of Emzini Kababa Restaurant respondents are not definitive, whether poor working conditions are a challenge and, one of the multiple pressures or not, at the above restaurant. Granted that the huge majority of Emzini Kababa Restaurant respondents "strongly agree" (at 54%) and "agree" (at 39%), that poor working conditions are a challenge and, one of the multiple pressures at the above restaurant, therefore, these respondents simply confirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as previously indicated.

Figure 5.77: Emzini Kababa Restaurant responses about employee turnover

Variable	**Employee Turnover**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**17%**	**1%**	**69%**	**12%**	**1%**
Number of respondents	**14**	**1**	**58**	**10**	**1**

Figure 5.77 shows percentage points for Emzini Kababa Restaurant respondents for the variable, employee turnover. In addition, **Figure 5.77** evinces that out of 84 respondents at,

12% of the respondents “strongly agree” and 17% of them “agree” that employee turnover is a challenge and one of the multiple pressures at the above-stated restaurant. The interpretation of the *supra* 2 results could be argued to indicate that Emzini Kababa Restaurant respondents who “strongly agree” (at 12%) and “agree” (at 17%) that employee turnover is a challenge and one of the multiple pressures, simply confirm that the above variable is definitely a challenge and one of the multiple pressures as already alluded to. This is also strengthened by the fact that 1% of Emzini Kababa Restaurant respondents “strongly disagree” and another 1% of the respondents “disagree” that employee turnover is a challenge and one of the multiple pressures at the aforesaid restaurant.

On the further breakdown of the statistical data, **Figure 5.77** shows that 69% of the Emzini Kababa Restaurant respondents chose option “neutral” for the variable, employee turnover. The supra high result could be interpreted to suggest that 69% of Emzini Kababa Restaurant respondents are not certain whether employee turnover is a challenge and one of the multiple pressures or not, at the above-named restaurant. Given that Emzini Kababa Restaurant respondents “strongly agree” (at 12%) and “agree” (at 17%) that employee turnover is a challenge and one of the multiple pressures at the above-stated restaurant, therefore, these respondents simply confirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as previously noted.

Figure 5.78: Emzini Kababa Restaurant responses about security issues

Variable	**Security Issues**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**37%**	**2.4%**	**5%**	**54%**	**2.4%**
Number of respondents	**31**	**2**	**4**	**45**	**2**

Figure 5.78 provides percentage points for Emzini Kababa Restaurant respondents for the variable, security issues. Furthermore, **Figure 5.78** shows that out of 84 respondents at Emzini Kababa Restaurant, 54% of the respondents "strongly agree" and 37% of them "agree" that security issues are a challenge and one of the multiple pressures at the aforesaid restaurant. The preceding 2 high results could be interpreted to suggest that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 54%) and "agree" (at 37%), that security issues are a challenge and, one of the multiple pressures, simply affirm that the above stated variable is surely a challenge and one of the multiple pressures as already alluded to above.

Moreover, **Figure 5.78** evinces that out of a total of 84 Emzini Kababa Restaurant respondents, 2.4% of the respondents "disagree" and another 2.4% of them "strongly disagree" that security issues are a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The foregoing 2 low results could be interpreted to propose that very few Emzini Kababa Restaurant respondents do not think it likely that security issues are a challenge and, one of the multiple pressures at the above-named restaurant.

On the additional breakdown of the statistical data, **Figure 5.78** indicates that 5% of Emzini Kababa Restaurant respondents selected option "neutral" for the variable, security issues. The interpretation of the foregoing low result could be to argue that 5% of Emzini Kababa Restaurant respondents are not certain, whether security issues are a challenge and, one of the multiple pressures or not, at the aforesaid restaurant. Given that the huge majority of respondents "strongly agree" (at 54%) and "agree" (at 37%), that security issues are a challenge and, one of the multiple pressures at the restaurant alluded to above, therefore, these respondents simply affirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as previously mentioned.

Figure 5.79: Emzini Kababa Restaurant responses about low-quality entertainment

Variable	**Low-quality Entertainment**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**

Percentage points	**39.29%**	**2.4%**	**1.19%**	**55.95%**	**1.19%**
Number of respondents	**33**	**2**	**1**	**47**	**1**

Figure 5.79 presents percentage points for Emzini Kababa Restaurant respondents for the variable, low-quality entertainment. Besides, **Figure 5.79** evinces that out of 84 respondents at Emzini Kababa Restaurant, 55.95% of the respondents "strongly agree" and 39.29% of them "agree" that low-quality entertainment is a challenge and one of the multiple pressures at the aforementioned restaurant. The foregoing 2 high results could be interpreted to mean that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 55.95%) and "agree" (at 39.29%), that low-quality entertainment is a challenge and, one of the multiple pressures, simply prove that the above variable is certainly a challenge and one of the multiple pressures as already indicated above.

Besides, **Figure 5.79** displays that out of a total of 84 Emzini Kababa Restaurant respondents, 2.4% of the respondents "disagree" and 1.19% of them "strongly disagree" that low-quality entertainment are a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The foregoing 2 low results could be interpreted to propose that very few Emzini Kababa Restaurant respondents do not believe that low-quality entertainment is a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.79** shows that 1.19% of Emzini Kababa Restaurant respondents chose option "neutral" for the variable, low-quality entertainment. The preceding low result could be interpreted to suggest that 1.19% of Emzini Kababa Restaurant respondents are not sure, whether low-quality entertainment is a challenge and, one of the multiple pressures or not, at the above-stated restaurant. Granted that the huge majority of Emzini Kababa Restaurant respondents "strongly agree" (at 55.95%) and "agree" (at 39.29%), that low-quality entertainment is a challenge and, one of the multiple pressures at the restaurant referred to above, therefore, these respondents simply prove that the aforementioned variable is certainly a challenge and one of the multiple pressures as previously mentioned.

Figure 5.80: Emzini Kababa Restaurant responses about tourists not feeling being valued or listened to

Variable	Tourists Not Feeling Being Valued or Listened to				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	37%	5%	4%	52%	2.4%
Number of respondents	31	4	3	44	2

Figure 5.80 shows percentage points for Emzini Kababa Restaurant respondents for the variable, tourists not feeling being valued or listened to. Moreover, **Figure 5.80** displays that out of 84 respondents at Emzini Kababa Restaurant, 52% of the respondents "strongly agree" and 37% of them "agree" that tourists not feeling being valued or listened to, is a challenge and one of the multiple pressures at the above-stated restaurant. The preceding 2 high results could be interpreted to suggest that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 52%) and "agree" (at 37%), that tourists not feeling being valued or listened to, is a challenge and, one of the multiple pressures, simply confirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as already alluded to above.

Furthermore, **Figure 5.80** shows that out of a total of 84 Emzini Kababa Restaurant respondents, 5% of the respondents "disagree" and 2.4% of them "strongly disagree" that tourists not feeling being valued or listened to, is a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The *supra* 2 low results could be interpreted to argue that very few Emzini Kababa Restaurant respondents do not think it likely that tourists not feeling being valued or listened to, is a challenge and, one of the multiple pressures at the above-named restaurant.

On the further breakdown of the statistical data, **Figure 5.80** exhibits that 4% of Emzini Kababa Restaurant respondents adopted option "neutral" for the variable, tourists not feeling being

valued or listened to. The *supra* low result could be interpreted to propose that 4% of Emzini Kababa Restaurant respondents are not certain, whether tourists not feeling being valued or listened to, is a challenge and, one of the multiple pressures or not, at the abovementioned restaurant. Given that the huge majority of Emzini Kababa Restaurant respondents "strongly agree" (at 52%) and "agree" (at 37%), that tourists not feeling being valued or listened to, is a challenge and, one of the multiple pressures at the restaurant alluded to above, therefore, these respondents simply affirm that the above variable is surely a challenge and one of the multiple pressures as previously noted.

Figure 5.81: Emzini Kababa Restaurant responses about attracting and retaining clients

Variable	**Attracting and Retaining Clients**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**27.38%**	**3.57%**	**4.76%**	**63.09%**	**1.19%**
Number of respondents	**23**	**3**	**4**	**53**	**1**

Figure 5.81 provides percentage points for Emzini Kababa Restaurant respondents for the variable, attracting and retaining clients. Besides, **Figure 5.81** shows that out of 84 respondents at Emzini Kababa Restaurant, 63.09% of the respondents "strongly agree" and 27.38% of them "agree" that attracting and retaining clients, are a challenge and one of the multiple pressures at the aforementioned restaurant. The *supra* 2 high results could be interpreted to show that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 63.09%) and "agree" (at 27.38%), that attracting and retaining clients, is a challenge and, one of the multiple pressures, simply affirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as already alluded to above.

Moreover, **Figure 5.81** shows that out of a total of 84 Emzini Kababa Restaurant respondents, 3.57% of the respondents "disagree" and 1.19% of them "strongly disagree" that attracting and retaining clients, is a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The foregoing 2 low results could be interpreted to suggest that very few Emzini Kababa Restaurant respondents do not believe that attracting and retaining clients, is a challenge and, one of the multiple pressures at the above- restaurant.

On the additional breakdown of the statistical data, **Figure 5.81** shows that 4.76% of Emzini Kababa Restaurant respondents chose option "neutral" for the variable, attracting and retaining clients. The preceding low result could be interpreted to suggest that 4.76% of Emzini Kababa Restaurant respondents are not definitive, whether attracting and retaining clients, is a challenge and, one of the multiple pressures or not, at the abovementioned restaurant. Given that the huge majority of Emzini Kababa Restaurant respondents "strongly agree" (at 63.09%) and "agree" (at 27.38%), that attracting and retaining clients, are a challenge and, one of the multiple pressures at the restaurant alluded to, therefore, these respondents simply confirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as previously mentioned.

Figure 5.82: Emzini Kababa Restaurant responses about competition

Variable	**Competition**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**43%**	**2.4%**	**1%**	**51%**	**2.4%**
Number of respondents	**36**	**2**	**1**	**43**	**2**

Figure 5.82 presents percentage points for Emzini Kababa Restaurant respondents for the variable, competition. Besides, **Figure 5.82** exhibits that out of 84 respondents at Emzini Kababa Restaurant, 51% of the respondents "strongly agree" and 43% of them "agree" that

competition, is a challenge and one of the multiple pressures at the aforesaid restaurant. The preceding 2 high results could be interpreted to suggest that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 51%) and "agree" (at 43%), that competition, is a challenge and, one of the multiple pressures, simply confirm that the abovenamed variable is surely a challenge and one of the multiple pressures as already previously referred to.

Furthermore, **Figure 5.82** indicates that out of a total of 84 Emzini Kababa Restaurant respondents, 2.4% of the respondents "disagree" and another 2.4% of them "strongly disagree" that competition is a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The interpretation of the preceding 2 low results could be to argue that very few Emzini Kababa Restaurant respondents do not think it likely that competition is a challenge and, one of the multiple pressures at the aforesaid restaurant.

On the further breakdown of the statistical data, **Figure 5.82** evinces that 1% of Emzini Kababa Restaurant respondents selected option "neutral" for the variable, competition. The foregoing low result could be interpreted to propose that 1% of Emzini Kababa Restaurant respondents are not sure, whether competition is a challenge and, one of the multiple pressures or not, at the aforesaid restaurant. Granted that the huge majority of Emzini Kababa Restaurant respondents "strongly agree" (at 51%) and "agree" (at 43%), that competition is a challenge and, one of the multiple pressures at the restaurant referred to above, therefore, these respondents simply prove that the aforementioned variable is surely a challenge and one of the multiple pressures as previously noted by the researcher.

Figure 5.83: Emzini Kababa Restaurant responses about the national minimum wage

Variable	**National Minimum Wage**				
Likert-scale codes	**1**	**2**	**3**	**4**	**5**
Level of responses	**Agree**	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Percentage points	**33%**	**7%**	**2.4%**	**52%**	**5%**
Number of	**28**	**6**	**2**	**44**	**4**

respondents					

Figure 5.83 provides percentage points for Emzini Kababa Restaurant respondents for the variable, national minimum wage. Besides, **Figure 5.83** shows that out of 84 respondents at Emzini Kababa Restaurant, 52% of the respondents "strongly agree" and 33% of them "agree" that the national minimum wage, is a challenge and one of the multiple pressures at the abovestated restaurant. The supra 2 high results could be interpreted to indicate that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 52%) and "agree" (at 33%), that the national minimum wage, is a challenge and, one of the multiple pressures, simply affirm that the aforesaid variable is definitely a challenge and one of the multiple pressures as already previously alluded to.

Furthermore, **Figure 5.83** indicates that out of a total of 84 Emzini Kababa Restaurant respondents, 7% of the respondents "disagree" and 5% of them "strongly disagree" that the national minimum wage is a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The interpretation of the preceding 2 low results could be to propose that very few Emzini Kababa Restaurant respondents do not believe that the national minimum wage is a challenge and, one of the multiple pressures at the above-named restaurant.

On the supplemental breakdown of the statistical data, **Figure 5.83** shows that 2.4% of Emzini Kababa Restaurant respondents chose option "neutral" for the variable, the national minimum wage. The *supra* low result could be interpreted to argue that 2.4% of Emzini Kababa Restaurant respondents are not certain, whether the national minimum wage is a challenge and, one of the multiple pressures or not, at the above restaurant. Given that the huge majority of Emzini Kababa Restaurant respondents "strongly agree" (at 52%) and "agree" (at 33%), that the national minimum wage is a challenge and, one of the multiple pressures at the restaurant alluded to above, therefore, these respondents simply confirm that the aforesaid variable is certainly a challenge and one of the multiple pressures as previously mentioned by the researcher.

Figure 5.84: Emzini Kababa Restaurant responses about operational issues

Variable	Operational Issues				
Likert-scale codes	1	2	3	4	5
Level of responses	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Percentage points	45%	1%	4%	49%	1%
Number of respondents	38	1	3	41	1

Figure 5.84 shows percentage points for Emzini Kababa Restaurant respondents for the variable, operational issues. Moreover, **Figure 5.84** evinces that out of 84 respondents at Emzini Kababa Restaurant, 49% of the respondents "strongly agree" and 45% of them "agree" that the national minimum wage, is a challenge and one of the multiple pressures at the above stated restaurant. The preceding 2 high results could be interpreted to show that the huge majority of Emzini Kababa Restaurant respondents who "strongly agree" (at 49%) and "agree" (at 45%), that operational issues, are a challenge and, one of the multiple pressures, simply prove that the aforementioned variable is certainly a challenge and one of the multiple pressures as already previously referred to.

Additionally, **Figure 5.84** shows that out of a total of 84 Emzini Kababa Restaurant respondents, 1% of the respondents "disagree" and another 1% of them "strongly disagree" that operational issues are a challenge, and one of the multiple pressures at Emzini Kababa Restaurant. The preceding 2 low results could be interpreted to argue that very few Emzini Kababa Restaurant respondents do not think it likely that operational issues are a challenge and, one of the multiple pressures at the above-named restaurant.

On the additional breakdown of the statistical data, **Figure 5.84** exhibits that 4% of Emzini Kababa Restaurant respondents adopted option "neutral" for the variable, operational issues. The foregoing low result could be interpreted to indicate that 4% of Emzini Kababa Restaurant respondents are not sure, whether operational issues are a challenge and, one of the multiple

pressures or not, at the abovesaid restaurant. Granted that the huge majority of Emzini Kababa Restaurant respondents "strongly agree" (at 49%) and "agree" (at 45%), that operational issues are a challenge and, one of the multiple pressures at the restaurant referred to above, therefore, these respondents simply prove that the above-stated variable is definitely a challenge and one of the multiple pressures as already noted by the researcher.

5.5 Summary of findings regarding stakeholders' perspectives on the multiple pressures, which affect tourism and hospitality businesses in Durban, as guided by the quantitative survey results.

The primary purpose of the study was to establish the existence of multiple pressures, which affect tourism and hospitality businesses in Durban. All the tables mentioned above promote the understanding and interpretation of the nature of multiple pressures, which affect tourism and hospitality businesses in Durban. For each group of respondents, the Likert-scale responses (coded from 1 to 5) of the questions in each questionnaire domain were compared.

What these results imply is that even the difference between responses of the respondents about the stakeholders' perspectives on different multiple pressures which affect tourism and hospitality businesses in Durban seems to be statistically significant. Thus, a general conclusion could be made that the respondents had different perspectives on the existence of multiple pressures which affect tourism and hospitality businesses in Durban. For example, **Table 5.85** shows that with reference to the problem of **change in guest expectations**, it could be suggested that most of the respondents in this study "agreed" and their average responses is (at 37), while some opted for "strongly agree" and their average responses is (at 36). The aforesaid average responses confirmed the existence of the change in guest expectations as one of the identified multiple pressures, which affect tourism and hospitality businesses in Durban. Furthermore, **Table 5.85** also shows that very few respondents in the current study opted for "neutral" (at 3.5), "strongly disagree" (at 4.5) and "disagree" (at 3) with reference to their views change of guest expectations. The *supra*-average responses of the 3 groups of few respondents are insignificant, therefore, it could be strongly suggested that they do not confirm that the problem of change in guest expectations does not exist.

With reference to the problem of **housekeeping issues**, most of the respondents opted for "strongly agree" (at 39) and "agree" (at 35.33), with the exception of few respondents' average responses (at 2.33) who "strongly disagree" while those of respondents who "disagree" (at 2.33). Another small group of respondents opted for neutral in terms of the problem of

housekeeping issues and their average responses were (at 5). In terms of the problem of housekeeping issues, it could be suggested that most of the respondents in this study "strongly agree" and "agree" that housekeeping issues are among multiple pressures which negatively affect hotels in Durban where the current study was conducted.

With respect to the problem of **underqualified staff and labour shortage**, most of the respondents in this study opted for "strongly agree" and their average responses were (at 30.5). Another sizeable group of respondents opted for "agree" and their mean average responses were (at 42). With regard to the aforesaid average responses of the respondents, it could be suggested that the majority of the respondents "strongly agreed", with some "agreed" that underqualified staff and labour shortage are indeed challenges at the hotels in Durban. However, few respondents opted for "strongly disagree" (at 5.5), with some "disagree" (at 4), while others opted for neutral (at 2). In relation to multiple pressure of underqualified staff and labour shortages, it could be suggested that the majority of the respondents "strongly agreed" and also "agreed" that the aforesaid challenges are prevalent at the 3 hotels in Durban.

With reference to **tourists not feeling being valued or listened to**, most of the respondents in this study opted for "agree" and their mean average responses were (at 49). Another big group of respondents opted for "strongly agree" with regard to the challenge of tourists not feeling being valued or listened to and their mean average responses were (at 31.5). However, a small number of respondents opted for "disagree" (at 2.5) and "strongly disagree" (at 1). There were not respondents who opted for "neutral". In respect of tourists not feeling being valued or listened to, it could be suggested that most of the respondents "strongly agreed" and "agreed" that the above-stated problem is indeed a challenge at the 3 hotels in Durban.

In the matter of **operational costs**, most of the respondents "strongly agreed" (at 28) and "agreed" (at 28) that operational costs are certainly a strong challenge which negatively affect 3 hotels in Durban. However, a considerable number of respondents opted for neutral and their average responses were (at 28). The respondents who opted for "neutral" were not certain that operational costs are one of the multiple pressures at the hotels where the research was carried out. They were no respondents opted for both "strongly disagree" and "disagree". On the whole, it could be suggested that the majority of the respondents confirmed that operational costs are indeed one of the multiple pressures, which negatively impact on hotels in Durban where the study was carried out.

On the subject matter of **competitio**n, most of the respondents "strongly agreed" (at 30.33) and "agreed" (at 32) that competition is one of the multiple pressures experienced at 3 hotels in Durban. However, a few respondents opted for "strongly disagree" (at 1.67), some of the respondents chose "disagree" (at 1.67), while a considerable number of respondents opted for neutral (at 18.33). By and large, it could be suggested that huge average responses for respondents who opted for "strongly agree" and "agree" confirmed that competition is one of the multiple pressures at the 3 hotels in Durban.

In relation to **security issues**, the majority of the respondents opted for "agree" (at 44) and "strongly agree" (at 32.67), and a small number of respondents chose "strongly disagree" (at 1.33) and "disagree (at 3.33). With respect to the same problem of security issues, another small group of respondents opted for "neutral" (at 2.67). On the whole, it could be suggested that huge average responses for respondents who opted for "strongly agree" and "agree" confirmed that competition is one of the multiple pressures which negatively affect 3 hotels in Durban where the current study was conducted.

Regarding **poor working conditions**, most of the respondents opted for "strongly agree" (at 37) and "agree" (at 34), while a small number of respondents opted for "strongly disagree" (at 4), and some of the respondents chose "disagree" (at 3.5) and another small group of respondents selected neutral (at 5.5). On the whole, it could be suggested that large mean average responses for the respondents who opted for "strongly agree" and "agree" confirm that poor working conditions is one of the multiple pressures, which negatively affect 2 hotels in Durban.

In respect of the **effects of the global recession**, the majority of the respondents opted for "strongly agree" (at 40) and "agree" (at 38.5), whereas a small number of respondents chose "neutral" (at 3.5) and the 2 remaining smallest groups of respondents opted for "strongly disagree" (at 0.5) and "disagree" (at 1.5) respectively. In terms of the effects of the global recession, it could be suggested that the majority of the respondents who opted for "strongly agree" and "agree" confirmed the prevalence of the effects of the global recession at the hotels mentioned in the current study. Therefore, the effects of the global recession is one of the multiple pressures which impact negatively on hotels in Durban where the study was conducted.

In connection with the matter of the **national minimum wage**, most of the respondents opted for "strongly agree" (at 35.5) and "agree" (at 28), while a few respondents chose "strongly

disagree" (at 5) and "disagree" (at 5.5). The remaining respondents opted for "neutral" (at 10). Elevated average responses for the respondents who opted for "strongly agree" and "agree" confirm that national minimum wage is one of the multiple pressures which negatively affect hotels in Durban where the current study was carried out.

With reference to **attracting and retaining clients**, the majority of the respondents opted for "agree" (at 36.67) and "strongly agree" (at 37), while a few respondents selected "disagree" (at 4) and "strongly disagree" (at 2,67). The remainder of the respondents opted for "neutral" (at 3.67). High average responses for the respondents who opted for "strongly agree" and "agree" affirm that attracting and retaining clients or customers is one of the multiple pressures at the hotels where the current study was carried out.

With regard to **low quality entertainment**, most of the respondents opted for "strongly agree" (at 41.67) and "agree" (at 32.33), while a few respondents chose "strongly disagree" (at 1.33) and "disagree" (at 3.33). The remaining respondents opted for "neutral" (at 5.33). Elevated average responses for the respondents who opted for "strongly agree" and "agree" confirm that national minimum wage is one of the multiple pressures which negatively affect hotels in Durban where the current study was carried out.

Regarding the **poor setting of tables and unhygienic handling of fold napkins** and plates, the majority of the respondents opted for "agree" (at 33.33) and "strongly agree" (at 37), while a few respondents chose "disagree" (at 8) and "strongly disagree" (at 3.67). The remainder of the respondents opted for "neutral" (at 2). High average responses for the respondents who opted for "strongly agree" and "agree" affirm that poor setting of tables and unhygienic handling of fold napkins and plates are certainly one of the multiple pressures, which negatively affect the hotels where the current study was carried out.

With reference to **employee turnover**, most of the respondents "strongly agreed" (at 10) and "agreed" (at 13) that employee turnover is one of the multiple pressures, which negatively affect hotels in Durban where this study was conducted. However, a considerable number of respondents opted for neutral and their average responses were (at 61). The respondents who opted for "neutral" were not certain that operational costs are one of the multiple pressures at the hotels where the research was carried out. They were no respondents opted for both "strongly disagree" (at 0) and "disagree" (at 0). On the whole, it could be suggested that the many respondents confirmed that employee turnover is indeed one of the multiple pressures, which negatively impact on hotels in Durban where the study was conducted. In addition, there

were no respondents who strongly disagreed and disagreed that employee turnover is one of the multiple pressures at the hotels where the research was carried out.

In terms of the **lack of innkeeper laws**, most of the respondents "strongly agreed" (at 33) and "agreed" (at 35.33) that the absence of innkeeper laws is certainly a strong challenge which negatively affect hotels in Durban where this study was conducted. However, a considerable number of respondents opted for neutral and their average responses were (at 2.67). The respondents who opted for "neutral" were not certain that the lack of innkeeper laws is one of the multiple pressures at the hotels where the research was carried out. Furthermore, they were few respondents opted for both "strongly disagree" (at 3.67) and "disagree" (at 9.33). By and large, it could be proposed that the majority of the respondents confirmed that the lack of innkeeper laws is indeed one of the multiple pressures, which negatively impact on hotels in Durban where the study was conducted. This is because most of the respondents "agreed" and "strongly agreed" that the lack of innkeeper laws is one of the multiple pressures at the hotels where this was conducted.

In relation to **Highly processed foods and unavailability of off-menu dishes**, most of the respondents "agreed" (at 38) and "strongly agreed" (at 32.33) that the aforesaid combined problems are certainly among multiple pressures, which negatively affect the hotels where this study was carried out. However, a small number of respondents opted for both "strongly disagree" (at 4) and "disagree" (at 5.67). Furthermore, a few respondents also opted for neutral and their average responses were (at 4). The respondents who opted for "neutral" were not certain that Highly processed foods and unavailability of off-menu dishes are among multiple pressures at the hotels where the research was carried out. On the whole, it could be suggested that the majority of the respondents confirmed that highly processed foods and unavailability of off-menu dishes are indeed among multiple pressures, which negatively impact on hotels in Durban where the study was carried out.

Table 5.85: Averages of responses to questions by questionnaire domain for all respondents in terms of 3 hotels in Durban (p. 137& 138).

Multiple pressures	**Average responses**				
	Agree	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**

Change in guest expectations	**37**	**3**	**3.5**	**36**	**4.5**
Housekeeping issues	**35.33**	**2.33**	**5**	**39**	**2.33**
Underqualified staff and labour shortage	**42**	**4**	**2**	**30.5**	**5.5**
Tourists not feeling being valued or listened to	**49**	**2.5**	**0**	**31.5**	**1**
Operational costs	**28**	**0**	**28**	**28**	**0**
Competition	**32**	**1.67**	**18.33**	**30.33**	**1.67**
Security issues	**44**	**3.33**	**2.67**	**32.67**	**1.33**
Poor working conditions	**34**	**3.5**	**5.5**	**37**	**4**
Effects of the global recession	**38.5**	**1.5**	**3.5**	**40**	**0.5**
Employee turnover	**13**	**0**	**61**	**10**	**0**
Attracting and retaining clients	**36.67**	**4**	**3.67**	**37**	**2.67**
National minimum wage	**28**	**5.5**	**10**	**35.5**	**5**
Low quality entertainment	**32.33**	**3.33**	**5.33**	**41.67**	**1.33**
Poor setting of tables and unhygienic handling of fold napkins and plates	**33.33**	**8**	**2**	**37**	**3.67**

Lack of innkeeper laws	**35.33**	**9.33**	**2.67**	**33**	**3.67**
Highly processed foods and unavailability of off-menu dishes	**38**	**5.67**	**4**	**32.33**	**4**
Ever-more demanding guests	**51**	**2.5**	**6**	**23**	**1.5**
Lack of choice	**41**	**2.5**	**3.5**	**35**	**2**

Table 5.86: Average of responses to questions by questionnaire domain for all respondents regarding 3 restaurants in Durban

Multiple pressures	**Average responses**				
	Agree	**Disagree**	**Neutral**	**Strongly Agree**	**Strongly Disagree**
Change in guest expectations	**29**	**3.50**	**2.5**	**47**	**2**
Underqualified staff and labour shortage	**30.33**	**3.33**	**3**	**44.67**	**2.67**
Tourists not feeling being valued or listened to	**32**	**3.50**	**1.50**	**44.50**	**2.50**
Operational costs	**32.33**	**3.33**	**3.33**	**43.33**	**1.67**
Competition	**32.67**	**2.67**	**5.67**	**41**	**2**

Security issues	**31.33**	**3**	**4**	**43.33**	**2.33**
Poor working conditions	**28.67**	**2.67**	**7**	**44.33**	**1.33**
Effects of the global recession	**29**	**4.33**	**5.33**	**42.67**	**2.67**
Employee turnover	**12**	**0.33**	**59.33**	**12**	**0.33**
Poor setting of tables and unhygienic handling of fold Napkins and Plates	**31.50**	**4.50**	**3**	**41.50**	**3.50**
Attracting and retaining clients	**27.98**	**2.99**	**4.76**	**62.50**	**1.80**
National minimum wage	**28.67**	**4.33**	**5.67**	**42**	**3.33**
Highly processed food and unavailability of off-menu meals	**32**	**2.50**	**1.50**	**46.50**	**1.50**
Ever-more demanding guests	**29.67**	**5**	**4.33**	**41.33**	**3.67**
Low quality entertainment	**39.29**	**1.80**	**1.80**	**55.95**	**1.19**

For example, Table 5.85 shows that with reference to the problem of **change in guest expectations**, it could be suggested that most of the respondents in this study "agreed" and their average responses is (at 29), while some of them opted for "strongly agree" and their average responses is (at 47). The aforesaid average responses confirmed the existence of the change in guest expectations as one of the identified multiple pressures which affect tourism and hospitality businesses in Durban. Furthermore, Table 5.85 also shows that very few respondents in the current study opted for "neutral" (at 2.5), "strongly disagree" (at 2) and "disagree" (at 3.5) with reference to their views on change of guest expectations. The *supra*-average responses of the 3 groups of few respondents are insignificant, therefore, it could be

strongly suggested that they failed to confirm that the problem of change in guest expectations does not exist.

To critically apply stakeholder theory to the quantitative results presented in the example regarding changes in guest expectations in the tourism and hospitality sector in Durban, the researcher analysed the implications of these findings for various stakeholders involved.

Stakeholder Theory Overview

Stakeholder theory posits that organizations should consider the interests and influences of all parties affected by their operations, not just shareholders. Key stakeholders in the tourism and hospitality industry typically include guests, employees, management, suppliers, local communities, and regulatory bodies.

Analysis of Quantitative Results

1. **Guest Expectations as a Stakeholder Concern**:
    - The data indicates that a significant majority of respondents "agreed" (average response of 29) or "strongly agreed" (average response of 47) that there has been a change in guest expectations. This suggests that guests, as primary stakeholders, have evolving needs and preferences that businesses must address to remain competitive.
    - The strong agreement among respondents highlights the importance of actively engaging with guests to understand their expectations. This could involve regular feedback mechanisms, surveys, and direct communication to ensure that services align with guest desires.
2. **Minority Responses**:
    - The very few respondents who opted for "neutral" (2.5), "strongly disagree" (2), and "disagree" (3.5) indicate a lack of consensus on the issue of changing guest expectations. While these numbers are statistically insignificant, they represent a segment of stakeholders whose views should not be overlooked.
    - Stakeholder theory emphasizes the importance of considering all voices, even minority opinions. The hospitality businesses in Durban should investigate the reasons behind these dissenting views. Understanding the perspectives of these

stakeholders could provide insights into potential gaps in service or communication.

3. **Implications for Business Strategy**:
    - The findings suggest that tourism and hospitality businesses in Durban need to adapt their strategies to meet changing guest expectations. This could involve training staff, updating service offerings, or enhancing customer service protocols.
    - Engaging with stakeholders through participatory approaches can help businesses identify specific areas for improvement. For instance, involving employees in discussions about guest feedback can lead to innovative solutions that enhance guest satisfaction.
4. **Community and Regulatory Stakeholders**:
    - Changes in guest expectations may also have implications for local communities and regulatory bodies. For example, if guests increasingly seek sustainable tourism options, businesses may need to collaborate with local communities to promote eco-friendly practices.
    - Regulatory stakeholders may also play a role in shaping how businesses respond to these changes. Compliance with regulations regarding guest safety, environmental impact, and service standards is crucial for maintaining a positive reputation and ensuring long-term success.

In summary, the quantitative results regarding changes in guest expectations highlight the need for tourism and hospitality businesses in Durban to adopt a stakeholder-oriented approach. By actively engaging with guests, considering minority opinions, and collaborating with other stakeholders, businesses can better navigate the pressures of changing expectations and enhance their overall service delivery. This approach not only benefits the guests but also strengthens the relationship with other stakeholders, ultimately contributing to the sustainability and success of the industry.

With reference to the problem of **employee turnover**, most of the respondents opted for "neutral" and their average responses were (at 59.33). The average responses of the respondents who opted for "neutral" could be suggested to mean that those respondents were not certain

that employee turnover is one of the multiple pressures at the restaurants where the study was carried out. In relative terms, a considerable number of respondents opted for “agree” (at 12) and “strongly agree” (at 12). The average responses of the respondents who opted for “agreed” and “strongly agreed” confirmed that employee turnover is indeed one of the multiple pressures at the restaurants where the current study was conducted.

However, a few respondents opted for “disagree” and their average responses were (at 0.33), while other respondents opted for “strongly disagree” (at 0.33). The *supra*-average responses were insignificant and they neither confirmed anything nor disconfirmed anything regarding employee turnover. On the whole, it could be suggested that the respondents who opted for “strongly agree” and “agree” regarding employee turnover confirmed that the aforesaid problem is indeed one of the multiple pressures which negatively affect the restaurants where the study was conducted in Durban.

To critically apply stakeholder theory to the quantitative results regarding employee turnover in the restaurants studied in Durban, the researcher will analyse the implications of these findings for various stakeholders involved in the hospitality industry.

Stakeholder Theory Overview

Stakeholder theory emphasizes that organizations should consider the interests and influences of all parties affected by their operations, not just shareholders. In the context of restaurants, key stakeholders include employees, management, customers, suppliers, and the local community.

Analysis of Quantitative Results

1. **Employee Perspectives**:
    - The majority of respondents opting for "neutral" (average response of 59.33) suggests uncertainty among employees regarding the impact of turnover on their work environment. This indicates a potential disconnect between management and staff perceptions of employee turnover as a pressure point.
    - Stakeholder theory highlights the importance of understanding employee perspectives. The neutral responses may reflect a lack of communication or engagement from management regarding the implications of turnover. It is crucial for management to foster an open

dialogue with employees to clarify the significance of turnover and its effects on the workplace.

2. **Recognition of Employee Turnover**:

   - The respondents who opted for "agree" (12) and "strongly agree" (12) confirm that employee turnover is perceived as a significant issue affecting the restaurants. This acknowledgment from a portion of the workforce indicates that turnover is a concern that needs to be addressed.
   - Management should take these responses seriously and investigate the underlying causes of turnover. Engaging with employees through surveys, focus groups, or exit interviews can provide valuable insights into factors contributing to turnover, such as job satisfaction, work conditions, and career development opportunities.

3. **Minority Opinions**:

   - The few respondents who opted for "disagree" (0.33) and "strongly disagree" (0.33) represent a minority perspective that does not confirm or disconfirm the issue of employee turnover. While their responses are statistically insignificant, they still reflect a segment of the workforce that may have different experiences or views.
   - Stakeholder theory emphasizes the importance of considering all voices, even those in the minority. Management should seek to understand the reasons behind these dissenting opinions, as they may reveal areas where employee experiences differ significantly from the majority.

4. **Implications for Management and Strategy**:

   - The findings suggest that employee turnover is a recognized pressure that negatively affects restaurant operations. Management should prioritize strategies to reduce turnover, such as improving employee engagement, offering competitive compensation, and providing opportunities for professional development.

- By addressing the concerns of employees who feel uncertain about turnover, management can create a more cohesive and motivated workforce. This may involve implementing regular feedback mechanisms and fostering a culture of transparency and support.

5. **Customer and Community Stakeholders**:

   - Employee turnover can also impact customer experiences and satisfaction. High turnover may lead to inconsistent service quality, which can affect customer loyalty and the restaurant's reputation. Therefore, it is essential for management to recognize that employees are not only internal stakeholders but also play a crucial role in shaping customer perceptions.
   - Additionally, the local community may be affected by high turnover rates, as stable employment contributes to economic stability. Restaurants that invest in their employees can enhance their reputation within the community and contribute to local economic development.

In summary, the quantitative results regarding employee turnover highlight the need for restaurants in Durban to adopt a stakeholder-oriented approach. By actively engaging with employees, understanding their perspectives, and addressing the concerns related to turnover, management can create a more positive work environment. This, in turn, can lead to improved service quality, customer satisfaction, and a stronger reputation within the community. Stakeholder theory underscores the importance of considering the interests of all parties involved, ultimately contributing to the long-term success of the restaurant industry.

In relation to the problem of **underqualified staff and labour shortage**, most of the respondents in this study opted for “strongly agree” and their average responses were (at 44.67). Another sizeable group of respondents opted for “agree” and their average responses were (at 30.33). With regard to the aforesaid average responses of the respondents, it could be suggested that the majority of the respondents “strongly agreed”, while some of them “agreed” that the combined problem of underqualified staff and labour shortage is indeed one of the multiple pressures, which negatively affect the restaurants in Durban where the study was conducted. However, few respondents opted for “strongly disagree” (at 2.67), while some of the respondents chose “disagree” (at 3.33), while others selected neutral (at 3). In relation to multiple pressure of underqualified staff and labour shortage, it could be suggested that the

majority of the respondents who opted for “strongly agree” and “agree” confirmed that the aforesaid combined challenges are prevalent at the restaurants in Durban where the researcher carried out the study.

To critically apply stakeholder theory to the quantitative results regarding underqualified staff and labour shortages in the restaurants studied in Durban, I analysed the implications of these findings for various stakeholders involved in the hospitality industry.

Stakeholder Theory Overview

Stakeholder theory posits that organizations should consider the interests and influences of all parties affected by their operations, not just shareholders. In the context of restaurants, key stakeholders include employees, management, customers, suppliers, and the local community.

Analysis of Quantitative Results

1. **Employee Perspectives**:
    - The majority of respondents who "strongly agree" (average response of 44.67) and "agree" (average response of 30.33) indicate a strong consensus among employees regarding the issues of underqualified staff and labour shortages. This suggests that employees perceive these challenges as significant pressures affecting their work environment and the overall performance of the restaurants.
    - Stakeholder theory emphasizes the importance of understanding employee perspectives. The strong agreement among respondents highlights the need for management to address these issues proactively. Engaging employees in discussions about their experiences and challenges can provide valuable insights into the root causes of underqualification and labour shortages.
2. **Management Responsibility**:
    - The findings suggest that management has a critical role in addressing the combined challenges of underqualified staff and labour shortages. The high levels of agreement among respondents indicate that these issues are not only perceived as problems but are also likely impacting employee morale, service quality, and operational efficiency.
    - Management should consider implementing training and development programs to enhance the skills of existing staff and attract qualified candidates.

This could involve partnerships with local educational institutions or vocational training programs to create a pipeline of skilled labour.

3. **Minority Opinions**:
    - The few respondents who opted for "strongly disagree" (2.67), "disagree" (3.33), and "neutral" (3) represent a minority perspective that does not confirm the existence of these issues. While their responses are statistically insignificant, they still reflect a segment of the workforce that may have different experiences or views regarding staff qualifications and labour availability.
    - Stakeholder theory emphasizes the importance of considering all voices, even those in the minority. Management should seek to understand the reasons behind these dissenting opinions, as they may reveal areas where employee experiences differ significantly from the majority.

4. **Implications for Customer Experience**:
    - Underqualified staff and labour shortages can directly impact customer experiences and satisfaction. High turnover rates and a lack of qualified personnel may lead to inconsistent service quality, which can affect customer loyalty and the restaurant's reputation.
    - By addressing the challenges of underqualification and labour shortages, management can improve service delivery, enhance customer satisfaction, and ultimately drive repeat business. This aligns with stakeholder theory, which emphasizes the importance of meeting the needs of all stakeholders, including customers.

5. **Community and Economic Impact**:
    - The issues of underqualified staff and labour shortages can also have broader implications for the local community and economy. Restaurants that struggle to find qualified staff may contribute to higher unemployment rates and economic instability in the area.

- By investing in employee training and development, restaurants can contribute to the local economy by creating a more skilled workforce. This not only benefits the restaurants but also enhances the overall economic health of the community.

In summary, the quantitative results regarding underqualified staff and labour shortages highlight the need for restaurants in Durban to adopt a stakeholder-oriented approach. By actively engaging with employees, understanding their perspectives, and addressing the challenges related to staff qualifications and labour availability, management can create a more positive work environment. This, in turn, can lead to improved service quality, customer satisfaction, and a stronger reputation within the community. Stakeholder theory underscores the importance of considering the interests of all parties involved, ultimately contributing to the long-term success of the restaurant industry.

With reference to **tourists not feeling valued or listened to**, most of the respondents in this study opted for "strongly agree" and their mean average responses were (at 44.50). Another big group of respondents opted for "agree" with regard to tourists not feeling being valued or listened to and their mean average responses were (at 32). However, a small number of respondents opted for "disagree" (at 3.50), while another small group of respondents chose "strongly disagree" (at 2.50) and the smallest group of respondents selected "neutral" (at 1.50). In respect of tourists not feeling being valued or listened to, it could be suggested that most of the respondents "strongly agreed" and "agreed" that the above-stated problem is indeed one of the multiple pressures at the aforesaid restaurants in Durban.

To critically apply stakeholder theory to the quantitative findings regarding tourists not feeling valued or listened to in restaurants in Durban, I first need to understand the core principles of stakeholder theory. This theory posits that organizations should consider the interests and well-being of all stakeholders those who are affected by or can affect the organization's actions rather than focusing solely on shareholders or profit maximization.

Stakeholder Identification

In the context of the study, the primary stakeholders include:

1. **Tourists**: As the main customers, their experiences and perceptions are crucial for the success of the restaurants.

2. **Restaurant Owners/Managers**: They are responsible for creating a positive dining experience and addressing customer feedback.
3. **Employees**: Staff members play a key role in customer service and can influence tourists' perceptions of being valued.
4. **Local Community**: The restaurants are part of the broader community, and their reputation can affect local tourism and economic health.
5. **Tourism Boards/Agencies**: They promote the destination and have an interest in ensuring positive experiences for tourists.

Analysis of Findings

The quantitative findings indicate that a significant majority of respondents "strongly agree" (mean average of 44.50) and "agree" (mean average of 32) that they do not feel valued or listened to. This suggests a critical issue that needs to be addressed by the restaurants.

1. **Tourists' Perspective**: The high mean scores for "strongly agree" and "agree" indicate that tourists feel their voices are not being heard. This can lead to dissatisfaction, negative reviews, and a decline in repeat business. From a stakeholder theory perspective, the restaurants must prioritize the needs and feedback of tourists to enhance their experience and foster loyalty.
2. **Restaurant Management**: The findings highlight a gap in communication and service quality. Restaurant owners and managers should recognize that failing to listen to tourists can harm their reputation and profitability. They need to implement feedback mechanisms, such as surveys or direct communication channels, to understand and address tourists' concerns.
3. **Employee Engagement**: Employees are on the front lines of customer interaction. Their training and empowerment to listen to and respond to tourists' needs are essential. The findings suggest that if employees are not adequately trained or motivated to engage with customers, it can contribute to tourists feeling undervalued.
4. **Community Impact**: The perception of tourists not feeling valued can have broader implications for the local community. If tourists have negative experiences, it can affect the overall image of Durban as a tourist destination, impacting local businesses and the economy. Stakeholder theory emphasizes the interconnectedness of stakeholders,

suggesting that the restaurants' actions can have ripple effects throughout the community.

5. **Tourism Boards' Role**: Tourism boards should be aware of these findings and work with local restaurants to promote best practices in customer engagement. They can facilitate training programs or workshops to help restaurant staff understand the importance of valuing tourists and listening to their feedback.

In conclusion, the application of stakeholder theory to the findings reveals that the restaurants in Durban must take proactive steps to address the concerns of tourists who feel undervalued. By recognizing the importance of all stakeholders especially tourists they can improve customer satisfaction, enhance their reputation, and contribute positively to the local community. This approach not only benefits the restaurants but also fosters a more vibrant and welcoming tourism environment in Durban.

In the matter of **operational costs**, most of the respondents “strongly agreed” (at 43.33) and “agreed” (at 32.33) that operational costs are certainly among multiple pressures which negatively affect the restaurants where the study was conducted in Durban. However, a few respondents opted for “strongly disagree” (at 1.67), with some of the respondents chose “disagree” (at 3.33), while others opted for neutral (at 3.33). On the whole, it could be suggested that the majority of the respondents confirmed that operational costs are indeed one of the multiple pressures, which negatively impact on the restaurants where the current study was conducted in Durban.

To critically apply stakeholder theory to the quantitative findings regarding operational costs affecting restaurants in Durban, I analysed the implications of the above-stated findings for various stakeholders involved in the restaurant industry.

Stakeholder Identification

In this context, the key stakeholders include:

1. **Restaurant Owners/Managers**: They are directly responsible for managing operational costs and ensuring profitability.

2. **Employees**: Staff members are affected by operational decisions, including staffing levels and wages, which can be influenced by cost pressures.

3. **Suppliers**: They provide the necessary goods and services to the restaurants and are impacted by the financial health of their clients.
4. **Customers (Tourists and Locals)**: Their dining experiences can be affected by operational decisions, including menu pricing and service quality.
5. **Local Community**: The economic health of the restaurants can influence local employment and community development.
6. **Investors/Shareholders**: They have a vested interest in the financial performance of the restaurants.

Analysis of Findings

The quantitative findings indicate that a significant majority of respondents "strongly agree" (mean average of 43.33) and "agree" (mean average of 32.33) that operational costs are a major pressure negatively affecting the restaurants. This suggests a critical issue that stakeholders must address.

1. **Restaurant Owners/Managers**: The high levels of agreement among respondents indicate that operational costs are a pressing concern. Owners and managers must recognize that rising costs can lead to reduced profitability, which may necessitate difficult decisions such as cutting staff, reducing hours, or increasing menu prices. Stakeholder theory emphasizes the need for managers to balance the interests of various stakeholders, suggesting that they should seek ways to manage costs without compromising service quality or employee satisfaction.
2. **Employees**: The findings imply that employees may face job insecurity or reduced hours due to cost pressures. Stakeholder theory suggests that restaurant management should engage employees in discussions about cost management strategies. By involving staff in decision-making processes, management can foster a sense of ownership and commitment, which can lead to improved morale and productivity.
3. **Suppliers**: The financial pressures faced by restaurants can affect their purchasing decisions. If operational costs are high, restaurants may seek to negotiate lower prices with suppliers or switch to cheaper alternatives, which could impact the quality of food and service. Stakeholder theory highlights the importance of maintaining strong

relationships with suppliers, as they are critical partners in the restaurant's success. Open communication and collaboration can help mitigate the impact of cost pressures.

4. **Customers**: The findings suggest that operational costs may lead to changes in menu pricing or service quality, which can affect customer satisfaction. If restaurants are forced to raise prices to cover costs, this may deter customers, particularly in a competitive market. Stakeholder theory emphasizes the need for restaurants to consider customer feedback and preferences when making operational decisions. Engaging customers through surveys or feedback mechanisms can help management understand how to balance cost pressures with customer expectations.

5. **Local Community**: The economic health of restaurants is vital for the local community, as they provide jobs and contribute to the local economy. If operational costs lead to restaurant closures or reduced services, the community may suffer. Stakeholder theory suggests that restaurant owners should consider their broader impact on the community and seek ways to operate sustainably, potentially through partnerships with local suppliers or community initiatives.

6. **Investors/Shareholders**: Investors are concerned with the financial performance of the restaurants. The findings indicate that operational costs are a significant issue, which may affect profitability and return on investment. Stakeholder theory posits that management should communicate transparently with investors about the challenges posed by operational costs and outline strategies for addressing these challenges.

In conclusion, the application of stakeholder theory to the findings regarding operational costs reveals that restaurant owners and managers in Durban must take a holistic approach to address the pressures they face. By recognizing the interconnectedness of stakeholders employees, suppliers, customers, the local community, and investors they can develop strategies that not only manage operational costs but also enhance stakeholder relationships and overall business sustainability. Engaging stakeholders in the decision-making process can lead to innovative solutions that balance cost management with quality service, ultimately benefiting all parties involved.

On the subject matter of **competition**, most of the respondents “strongly agreed” (at 41) and “agreed” (at 32.67) that competition is one of the multiple pressures experienced at 3 restaurants in Durban where this study was carried out. However, a few respondents opted for “strongly disagree” (at 2), some of the respondents chose “disagree” (at 2.67), while another

small group of respondents opted for neutral (at 5.67). The small group of respondents who opted for “neutral” were not sure whether competition is one of the multiple pressures at the restaurants where the current study was carried out. By and large, it could be suggested that huge average responses for respondents who opted for “strongly agree” and “agree” confirmed that competition is one of the multiple pressures at the 3 restaurants in Durban where the researcher conducted the current study.

To critically apply stakeholder theory to the quantitative findings regarding competition affecting restaurants in Durban, I will analyse the implications of the above-stated findings for various stakeholders involved in the restaurant industry.

Stakeholder Identification

In this context, the key stakeholders include:

1. **Restaurant Owners/Managers**: They are responsible for strategic decisions and must navigate competitive pressures to ensure the success of their establishments.
2. **Employees**: Staff members are directly affected by the restaurant's competitive positioning, which can influence job security, wages, and working conditions.
3. **Customers (Tourists and Locals)**: Their preferences and choices are influenced by competition, impacting their dining experiences and satisfaction.
4. **Suppliers**: They provide goods and services to the restaurants and may be affected by the competitive dynamics in the market.
5. **Local Community**: The health of the restaurant industry can impact local employment and economic development.
6. **Competitors**: Other restaurants in the area are direct stakeholders, as their actions can influence market dynamics and competitive strategies.

Analysis of Findings

The quantitative findings indicate that a significant majority of respondents "strongly agree" (mean average of 41) and "agree" (mean average of 32.67) that competition is a major pressure affecting the restaurants. This suggests a critical issue that stakeholders must address.

1. **Restaurant Owners/Managers**: The high levels of agreement among respondents indicate that competition is a pressing concern. Owners and managers must recognize

that competitive pressures can lead to challenges in attracting and retaining customers. Stakeholder theory emphasizes the need for managers to balance the interests of various stakeholders, suggesting that they should develop strategies to differentiate their offerings, enhance customer experiences, and build brand loyalty.

2. **Employees**: The findings imply that employees may experience job insecurity or changes in working conditions due to competitive pressures. For instance, if a restaurant struggles to compete, it may need to reduce staff or cut hours. Stakeholder theory suggests that management should engage employees in discussions about competitive strategies and involve them in efforts to improve service quality and customer satisfaction. Empowering employees can lead to better performance and a more positive work environment.

3. **Customers**: The findings suggest that competition can lead to improved offerings for customers, as restaurants may strive to enhance their menus, service quality, and overall dining experiences to attract patrons. However, if competition leads to price wars, customers may benefit in the short term but could face reduced quality or service in the long run. Stakeholder theory emphasizes the importance of understanding customer preferences and feedback, which can help restaurants navigate competitive pressures while maintaining quality.

4. **Suppliers**: Competitive dynamics can influence the purchasing decisions of restaurants. If restaurants are under pressure to reduce costs to remain competitive, they may seek cheaper suppliers or lower-quality ingredients, which can impact the overall dining experience. Stakeholder theory highlights the importance of maintaining strong relationships with suppliers, as they are critical partners in ensuring quality and consistency. Open communication and collaboration can help mitigate the impact of competition on supplier relationships.

5. **Local Community**: The health of the restaurant industry is vital for the local community, as it provides jobs and contributes to the local economy. If competition leads to restaurant closures or reduced services, the community may suffer. Stakeholder theory suggests that restaurant owners should consider their broader impact on the community and seek ways to operate sustainably, potentially through partnerships with local suppliers or community initiatives.

6. **Competitors**: The findings indicate that competition is a significant pressure, which implies that restaurants must be aware of their competitors' strategies and market positioning. Stakeholder theory posits that understanding the competitive landscape is essential for developing effective strategies. Restaurants should analyze competitors' strengths and weaknesses and identify opportunities for differentiation.

In conclusion, the application of stakeholder theory to the findings regarding competition reveals that restaurant owners and managers in Durban must take a proactive approach to address the pressures they face. By recognizing the interconnectedness of stakeholders employees, customers, suppliers, the local community, and competitors they can develop strategies that not only respond to competitive pressures but also enhance stakeholder relationships and overall business sustainability. Engaging stakeholders in the decision-making process can lead to innovative solutions that balance competition with quality service, ultimately benefiting all parties involved.

Regarding **poor working conditions**, most of the respondents opted for “strongly agree” (at In relation to **security issues**, the majority of the respondents opted for “strongly agree” (at 43.33) and “agree” (at 31.33), and a small number of respondents chose “strongly disagree” (at 2.33) and “disagree (at 3). With respect to the same problem of security issues, another small group of respondents opted for “neutral” (at 4). On the whole, it could be suggested that huge average responses for respondents who opted for “strongly agree” and “agree” confirmed that security issues is one of the multiple pressures which negatively affect 3 restaurants in Durban where the study was carried out. 44.33) and “agree” (at 28.67), while a small number of respondents opted for “strongly disagree” (at 1.33), and some of the respondents chose “disagree” (at 2.67) and another small group of respondents selected “neutral” (at 7). On the whole, it could be suggested that large average responses for the respondents who opted for “strongly agree” and “agree” confirm that poor working conditions are among multiple pressures, which negatively affect 3 restaurants in Durban where the study was carried out.

To critically apply the literature review and stakeholder theory to the quantitative findings regarding security issues in the context of the three restaurants in Durban, I will analyse the data and its implications through the lens of stakeholder interests and the broader tourism landscape.

Quantitative Findings Analysis

The quantitative findings indicate a significant concern regarding security issues among respondents, with 43.33% strongly agreeing and 31.33% agreeing that security is a pressing issue. This overwhelming majority suggests that security concerns are a critical factor affecting the perception and operation of restaurants in Durban. The small percentages of respondents who disagreed (5.33% combined) or remained neutral (4%) further emphasize the predominance of security as a concern.

Literature Context

The literature highlights the detrimental effects of criminal activities on tourism, noting that they lead to immediate financial burdens for residents and visitors alike, while also tarnishing the reputation of destinations (Recher & Rubil, 2020). This aligns with the findings, as the high levels of concern about security among respondents likely reflect a broader anxiety about the implications of crime on their dining experiences and the overall attractiveness of Durban as a tourist destination.

Moreover, Tarlow (2011) points out that negative experiences can spread rapidly, influencing potential tourists' decisions. This is particularly relevant in the context of KwaZulu-Natal, which, despite its natural beauty and appeal, faces significant threats from illegal activities (Lisowska, 2017; Nkosi, 2010). The findings suggest that if security issues persist, they could deter both local and international tourists, ultimately impacting the restaurants' viability and the region's tourism industry.

Stakeholder Theory Application

Stakeholder theory posits that organisations must consider the interests and concerns of all stakeholders, including customers, employees, suppliers, and the community. In this case, the primary stakeholders include:

1. **Customers**: The high concern for security directly affects customers' willingness to dine out, impacting their satisfaction and loyalty. Restaurants must address these concerns to maintain their customer base.
2. **Employees**: Staff safety is paramount. High crime rates can lead to employee dissatisfaction and turnover, affecting service quality and operational efficiency.

3. **Local Community**: The restaurants are part of the broader community in Durban. Their success is intertwined with the community's safety and reputation. If crime rates deter tourists, local businesses suffer, leading to economic decline.

4. **Tourism Authorities**: Stakeholders in tourism must work collaboratively to enhance security measures and promote a safe environment for visitors. This could involve increased police presence, community engagement, and marketing efforts to counteract negative perceptions.

The quantitative findings underscore the critical nature of security issues in the restaurant sector in Durban, aligning with the literature that highlights the negative impact of crime on tourism. By applying stakeholder theory, it becomes evident that addressing security concerns is not only vital for the restaurants' success but also for the broader community and tourism industry. Stakeholders must collaborate to implement effective strategies that enhance safety and restore confidence among potential visitors, ensuring the sustainability of the tourism sector in KwaZulu-Natal.

In respect of **the effects of the global recession**, the majority of the respondents opted for “strongly agree” (at 42.67) and “agree” (at 29), whereas a small number of respondents chose “neutral” (at 5.33) and 2 remaining smallest groups of respondents opted for “strongly disagree” (at 2.67) and “disagree” (at 4.33), respectively. In terms of the effects of the global recession, it could be suggested that the majority of the respondents who opted for “strongly agree” and “agree” confirmed the prevalence of the effects of the global recession at the 3 restaurants mentioned in the current study. Therefore, the effects of the global recession is one of the multiple pressures which impact negatively on restaurants in Durban where the current study was conducted.

To critically apply the literature review and stakeholder theory to the quantitative findings regarding the effects of the global recession on the three restaurants in Durban, I will analyse the data in relation to stakeholder interests and the broader economic context.

Quantitative Findings Analysis

The quantitative findings reveal that a significant majority of respondents (42.67% strongly agree and 29% agree) acknowledge the negative impact of the global recession on the restaurants. This indicates a strong consensus among respondents that economic constraints are affecting the operational dynamics of these establishments. The small percentages of

respondents who chose "neutral" (5.33%) or disagreed (7% combined) suggest that while some may not feel the impact as acutely, the prevailing sentiment is one of concern regarding the recession's effects.

Literature Context

The literature indicates that during economic downturns, businesses in the hospitality sector, including restaurants, often resort to competitive pricing strategies at the expense of service quality (Boytos et al., 2017; Kelly & Fairley, 2018). This aligns with the findings, as the majority of respondents recognizing the recession's impact may reflect a shift in restaurant operations towards cost-cutting measures, which could compromise the quality of service and customer experience.

In a constrained economic environment, the focus on undercutting prices can lead to a race to the bottom, where restaurants prioritize survival over service excellence. This can create a vicious cycle where diminished service quality further alienates customers, leading to reduced patronage and revenue.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests of all stakeholders involved. In this context, the key stakeholders include:

1. **Customers**: The majority of respondents are likely customers who are directly affected by the changes in service quality due to the recession. Their preferences for quality service may be compromised as restaurants focus on pricing strategies to attract business.
2. **Employees**: Staff members may face increased pressure to deliver quality service despite potential cutbacks in resources or staffing. Economic constraints can lead to job insecurity, affecting employee morale and performance.
3. **Management**: Restaurant management must navigate the challenges posed by the recession while balancing cost-cutting measures with the need to maintain service quality. This requires strategic decision-making to ensure long-term sustainability.
4. **Suppliers**: Suppliers may also be affected as restaurants seek to reduce costs, potentially leading to strained relationships and negotiations over pricing and quality of ingredients.

5. **Local Community**: The economic health of the restaurants contributes to the local economy. If restaurants struggle due to the recession, it can lead to job losses and reduced economic activity in the community.

The quantitative findings highlight the significant impact of the global recession on the restaurant sector in Durban, corroborated by the literature that emphasizes the tendency for businesses to prioritize pricing over service quality during economic downturns. By applying stakeholder theory, it becomes clear that the effects of the recession extend beyond the restaurants themselves, influencing customers, employees, suppliers, and the broader community.

To mitigate these challenges, stakeholders must collaborate to develop strategies that balance cost management with the need to maintain service quality, ensuring that the restaurants can navigate the recession while preserving their reputation and customer loyalty. This may involve innovative approaches to service delivery, community engagement, and strategic partnerships that enhance resilience in the face of economic adversity.

In connection with the matter of the **national minimum wage**, most of the respondents opted for “strongly agree” (at 42) and “agree” (at 28.67), while a few respondents chose “strongly disagree” (at 3.33) and “disagree” (at 4.33). The remaining respondents opted for “neutral” (at 5.67). Huge average responses for the respondents who opted for “strongly agree” and “agree” confirm that national minimum wage is one of the multiple pressures which negatively affect the restaurants in Durban where the current study was carried out.

Let me as a researcher critically apply the literature review and stakeholder theory to the quantitative findings regarding the national minimum wage and its impact on restaurants in Durban.

Quantitative Findings Analysis

The quantitative findings indicate that a significant majority of respondents (42% strongly agree and 28.67% agree) recognize the national minimum wage as a pressing issue affecting the restaurants. This strong consensus suggests that the implementation of a national minimum wage is perceived as a substantial pressure on the operational viability of these establishments. The small percentages of respondents who chose "strongly disagree" (3.33%) and "disagree" (4.33%), along with those who opted for "neutral" (5.67%), indicate that while there is some

dissent, the prevailing sentiment is one of concern regarding the implications of the national minimum wage.

Literature Context

The literature highlights the significant effects of the national minimum wage on the hospitality sector, particularly in terms of increased labour costs and its impact on employee turnover (Cunningham, 2007). Restaurant owners often cite the national minimum wage as their largest expense, which can erode profit margins and lead to difficult decisions, such as layoffs or reduced hiring. This aligns with the findings, as the majority of respondents acknowledging the negative impact of the national minimum wage likely reflect the broader industry sentiment regarding the financial strain it imposes.

Moreover, the literature points out that the national minimum wage can contribute to staffing crises and labour shortages within the industry. As restaurants struggle to maintain adequate staffing levels due to increased wage costs, the quality of service may decline, further exacerbating the challenges faced by these establishments.

Stakeholder Theory Application

Stakeholder theory emphasizes the importance of considering the interests and concerns of all stakeholders involved. In this context, the key stakeholders include:

1. **Employees**: For employees, the national minimum wage can provide a necessary increase in income, which may improve their quality of life. However, if restaurants respond to increased labour costs by reducing staff or cutting hours, employees may face job insecurity and reduced income.
2. **Management**: Restaurant owners and management are directly impacted by the national minimum wage, as it represents a significant operational cost. They must balance the need to comply with wage laws while maintaining profitability, which can lead to difficult decisions regarding staffing and service quality.
3. **Customers**: Customers may experience the effects of the national minimum wage indirectly. If restaurants respond to increased labor costs by raising menu prices or reducing service quality, customer satisfaction may decline, potentially affecting repeat business.

4. **Local Community**: The broader community is also a stakeholder, as the health of the restaurant industry contributes to local economic vitality. If restaurants struggle due to high labor costs, it can lead to job losses and reduced economic activity in the area.
5. **Government**: Policymakers are stakeholders as well, as they must consider the implications of the national minimum wage on both workers and businesses. Balancing fair wages with the economic realities faced by the hospitality industry is a complex challenge.

The quantitative findings underscore the significant impact of the national minimum wage on the restaurant sector in Durban, aligning with the literature that highlights the challenges posed by increased labour costs. By applying stakeholder theory, it becomes evident that the effects of the national minimum wage extend beyond the restaurants themselves, influencing employees, management, customers, and the local community.

To address these challenges, stakeholders must engage in dialogue to find solutions that balance fair compensation for workers with the economic realities faced by restaurant owners. This could involve exploring alternative compensation models, government support for small businesses, or initiatives aimed at improving operational efficiency within the hospitality sector. By fostering collaboration among stakeholders, it may be possible to mitigate the negative impacts of the national minimum wage while ensuring that employees receive fair compensation for their work.

5.6 FINDINGS OF ANALYSIS OF DATA COLLECTED DURING THE QUALITATIVE PHASE OF THIS STUDY

The research sought to investigate stakeholders' perspectives on the multiple pressures, which affect tourism and hospitality businesses in Durban. The purpose was to gain insight on how **multiple pressures affect tourism and hospitality businesses in Durban**. Furthermore, it was important to establish the knowledge of structures constructed to support efforts designed to solve multiple pressures, which affect tourism and hospitality businesses in Durban and the extent to which individuals serving within such structures understood multiple pressures.

The analysis of quantitative data produced vital themes and subthemes that were used in the qualitative phase of the study, which pertained to the stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban. **Table 5.86** sets out the themes and subthemes that emerged from data analysis.

Table 5.87: Summary of themes emerging from qualitative data

Research questions	Themes	Subthemes
What are the multiple pressures that affect tourism and hospitality businesses in Durban?	Multiple pressures that affect tourism and hospitality businesses	**Failure to satisfy guests** Change in guest expectations Ever demanding guests, tourists not feeling being valued or listened to.
		Housekeeping matters Housekeeping issues & lack of innkeeper laws.
		Labour issues Underqualified staff and labour shortage, National minimum wage, Poor working conditions & employee turnover.
		Domino effects Effects of global recession, operational issues in hotels & security issues.
		Budget meals & poor service Highly processed foods and unavailability of off-menu dishes, poor setting of tables, unhygienic handling of fold napkins and plates & lack of choice.
		Competition, attracting and retaining clients & low-quality entertainment.

Table 5.87 reveals different themes, subthemes and clusters which guided the qualitative stage of the current study. The following clusters which consist of many sub-themes were considered as vital aspects of the current study and these include: (a) failure to satisfy guests; (b) housekeeping matters; (c) labour issues; (d) domino effects; (e) budget meals and poor service; and (f) competition. The synopsis of subthemes and clusters as shown while interviewing the participants, is considered in the paragraphs that follow below.

5.7 Qualitative data analysis

After conducting the key informant interviews, themes were generated by obtaining patterns, generalities or common denominators and, dissimilarities and contradictions within and throughout the raw data. Simultaneously, the raw data were coded by a way of marking off parts of the data (for instance phrases, lines, paragraphs, views, events or elucidations) as instances of a specific sub-theme within the text. Put it another way, the raw data were split up into tagged significant sub-sections and, then sub-sections were assembled together under a specified heading.

Each sub-theme was then further analysed in relation to other sub-themes. During this stage, some of the sub-themes were collapsed into larger clusters, whilst other sub-themes were broken-up. This permitted new sub-themes to appear or drop out as a better comprehension of the material developed. It is vital to note here that at no stage was the raw data changed to fit in with a particular coding scheme. If the raw data did not fit with the coding scheme, the coding scheme was altered. An independent researcher was requested to evaluate the coding scheme and to find out if labels were correctly assigned to the material (hence testing for inter-rater reliability). The rationale here was to select coding schemes that presented the most insight into the research questions. Numerous dissimilar schemes, categorised throughout several distinct themes were ordered and re-ordered until something useful appeared (such as relationships between different sub-themes in specific participants but not in other interviewees). The next step required the researcher to explore each sub-theme in more detail by looking at nuances and dissimilarities amongst the parts within a cluster. A written statement was then developed by making use of the thematic categories as the sub-headings of the statement. Special attention was given to themes and sub-themes that did not come up in the data but were anticipated to.

Theme 1: Multiple pressures that affect tourism and hospitality businesses

Cluster 1.1: Failure to satisfy guests

Subthemes 1.1: Change in guest expectations, ever demanding guests, and tourists not feeling being valued or listened to

This section provides an analysis of the data collected in response to the question:

5.8 What are the multiple pressures that affect tourism and hospitality businesses in Durban?

The findings of the qualitative analysis process show general views of the participants on the multiple pressures that affect tourism and hospitality businesses in Durban. Semi-structured interviews were used to confirm findings of the quantitative data, and also to explore the stakeholders' perspectives and understanding of the multiple pressures that affect tourism and hospitality businesses in Durban. Data collected from chosen participants, through simple purposive sampling, provided thorough information on how the research participants understood multiple pressures that affect tourism and hospitality businesses in Durban.

Eight participants were chosen from three participating hotels and three restaurants. Two participants were tourists, of whom at least one was a domestic tourist and the other one, a foreign tourist. Four ordinary employees and two managers were chosen from participating hotels and restaurants in Durban. In order to maintain the anonymity and confidentiality of the research participants, the researcher used the following assumed identities: (a) George Hesso and Semisi Harch (foreign and domestic tourists); (b) Dhlamini Mdhe and Mdhedhe Simphiwe (ordinary hotel employees); (c) Thito Crisko and Kizoto Mthetwa (ordinary restaurant employees); and (d) Mike Herbert and William Benson (hotel and restaurant managers).

Themes and subthemes, which emerged are espoused by direct quotations from the interviews and the researcher interpreted the research findings by making use of the literature review. The researcher states that it is worth noting that all variables were considered for the qualitative phase. The criteria for selecting the five variables were based on the findings of the quantitative phase, which inspired the researcher to look for a deeper comprehension of how participants understood the stakeholders' perspectives about multiple pressures which affect tourism and hospitality businesses in Durban.

5.9 Cluster 1.1: Failure to Satisfy Guests

5.9.1 Subthemes 1.1: Change in Guest Expectations, Ever Demanding Guests, and Tourists Not Feeling Valued or Listened To

The identification of multiple pressures affecting tourism and hospitality businesses in Durban is crucial for guiding the growth and strategic direction of these enterprises. The findings reveal a complex landscape where stakeholders express varying degrees of agreement regarding the existence and impact of these pressures.

While many research participants acknowledged the presence of multiple pressures, there were notable differences in perspectives. For instance, Dr. George Hesso and Dr. Semisi Harch, representing foreign and domestic tourists, articulated that some pressures stem from the management practices of hotels and restaurants. They noted:

> *Some of the multiple pressures are unintentionally and recklessly caused by the senior management teams of hotels and restaurants in Durban. For example, hotels and restaurants in Durban have goals in which they advertise so many excellent services that are not linked to everyday reality or activities of these businesses. Hence, when we tourists arrive at the hotels and restaurants in Durban, we experience changes in our expectations.*

This statement highlights a critical disconnect between advertised services and actual offerings, leading to a phenomenon where tourists arrive with inflated expectations that are not met. This aligns with Perlmutter's (1969) findings, which suggest that multinational corporations (MNCs) often impose rigid policies that do not translate well to local contexts, resulting in challenges that harm the hospitality industry. The failure to deliver on advertised promises can lead to dissatisfaction among guests, as they feel undervalued when their expectations are not met.

The tourists further expressed frustration regarding management's response to their concerns:

> *When we ask for excellent non-existent services, which were previously advertised, hotel and restaurant management do not listen to us and we feel that we are not being valued. The teams of management try to ignore us and falsely promise us that they will solve all the issues but they do not solve anything at all.*

This sentiment underscores the importance of effective communication and responsiveness from management. The lack of acknowledgment of guest concerns can exacerbate feelings of neglect and dissatisfaction, ultimately impacting customer loyalty and the reputation of the businesses involved.

Application of Stakeholder Theory

1. Identification of Stakeholders In this context, the primary stakeholders include tourists (both foreign and domestic), hotel and restaurant management, and employees. Each group has distinct interests and expectations that influence their perceptions of service quality and satisfaction.

2. Power Dynamics The findings illustrate a power imbalance between management and guests. Management holds significant authority over operational decisions, which can lead to a lack of responsiveness to guest feedback. This dynamic is problematic, as it can result in a failure to address the legitimate concerns of tourists, who expect to receive the services that were promised.

3. Legitimacy of Stakeholder Claims The claims made by tourists regarding unmet expectations are legitimate, as they are based on the marketing and advertising strategies employed by the hotels and restaurants. When management fails to deliver on these promises, it undermines the trust and satisfaction of guests. Conversely, management's perspective that they are providing adequate services may lack legitimacy if it does not align with the experiences of the guests.

4. Urgency of Stakeholder Issues The urgency of addressing these issues is evident in the tourists' feedback. The immediate need for management to listen to and act upon guest concerns is critical for maintaining customer satisfaction and loyalty. Failure to do so can lead to negative reviews and a decline in business.

5. Interconnectedness of Stakeholder Interests The findings reveal that the interests of stakeholders are interconnected. For example, when management prioritizes cost-cutting measures over service quality, it can lead to dissatisfied guests, which in turn affects the business's reputation and profitability. This cycle highlights the need for management to consider the broader implications of their decisions on all stakeholders.

6. Recommendations for Stakeholder Engagement To effectively address the pressures identified, management should engage with all stakeholders, particularly tourists and

employees, to foster a collaborative environment. By actively seeking feedback and making necessary adjustments to service offerings, businesses can enhance guest satisfaction and improve overall operational effectiveness.

Conclusion

The application of stakeholder theory to the findings in this section emphasizes the importance of recognizing and addressing the diverse perspectives and needs of all stakeholders involved in the tourism and hospitality sector. By fostering a culture of responsiveness and accountability, businesses can navigate the multiple pressures they face and enhance their operational success.

1. Further Responses from Ordinary Hotel Employees: Dhlamini Mdhe and Mdhedhe Simphiwe

Findings:

Dhlamini and Mdhedhe express that tourists experience a change in expectations when they do not receive the advertised excellent services. They note that tourists feel undervalued and threaten not to return to the hotels.

Application of Stakeholder Theory:

- **Identification of Stakeholders:** In this context, the primary stakeholders are the tourists (guests) and the hotel employees. Tourists have expectations based on marketing, while employees are responsible for delivering the service.
- **Power Dynamics:** The employees recognize that tourists hold power through their choices and feedback. When tourists feel their expectations are not met, they can choose to take their business elsewhere, which directly impacts the hotel's revenue and reputation.
- **Legitimacy of Claims:** The claims made by tourists regarding unmet expectations are legitimate, as they are based on the marketing promises made by the hotel. The employees' acknowledgment of this disconnect highlights their understanding of the importance of delivering on these promises.
- **Urgency of Issues:** The urgency is evident in the employees' recognition that failing to meet guest expectations can lead to a loss of business. This necessitates immediate action from management to align service delivery with advertised standards.

- **Interconnectedness of Interests:** The interests of tourists and employees are interconnected. When tourists are dissatisfied, it affects the morale and job security of employees, creating a cycle of discontent that can harm the overall business.

Literature Application: The findings align with Heenan and Perlmutter (1979), who noted that unmet expectations can lead to tourists vowing not to return. This literature supports the idea that the failure to deliver on advertised services can have long-term repercussions for hospitality businesses.

2. Responses from Ordinary Restaurant Employees: Thito Crisko and Kizoto Mthetwa

Findings:

Thito and Kizoto highlight their awareness of the effects of advertising excellent non-existent services. They mention that management insists on using strategies that work in their home countries, which may not be applicable in the South African context.

Application of Stakeholder Theory:

- **Identification of Stakeholders:** Here, the stakeholders include restaurant employees, management, and tourists. Employees are caught between management directives and customer expectations.
- **Power Dynamics:** Management holds significant power in dictating policies and advertising strategies. However, employees, as the frontline workers, have insights into customer experiences and expectations that management may overlook.
- **Legitimacy of Claims:** The employees' claims about the ineffectiveness of certain advertising strategies in the local context are legitimate. They reflect a deeper understanding of the market and customer needs, which management may not fully appreciate.
- **Urgency of Issues:** The urgency is highlighted by the employees' concerns that the imposition of foreign strategies without adaptation to local contexts can lead to customer dissatisfaction and ultimately harm the business.
- **Interconnectedness of Interests:** The interests of management and employees are interconnected. If management continues to impose ineffective strategies, it can lead to employee frustration and high turnover, which further impacts service quality and customer satisfaction.

Literature Application: The perspectives of the restaurant employees validate Perlmutter's (1969) assertion that MNCs often impose rigid policies from their home countries, which may not translate well in local contexts. This literature emphasizes the need for management to adapt strategies to fit the local market.

3. Responses from Hotel and Restaurant Managers: Mike Herbert and William Benson

Findings:

Mike and William assert that they advertise services linked to their actual offerings but believe that employees fail to communicate the context of these services effectively.

Application of Stakeholder Theory:

- **Identification of Stakeholders:** The stakeholders here include management, employees, and customers. Management's perspective is crucial, but it must be balanced with the insights of employees and the expectations of customers.
- **Power Dynamics:** Management holds the power to shape marketing strategies and service delivery. However, their reliance on employees to communicate these strategies indicates a shared responsibility that can lead to conflicts if not managed properly.
- **Legitimacy of Claims:** The managers' claims about the need for employees to explain the context of services are legitimate, but they also need to recognize that their marketing strategies must align with the actual service experience.
- **Urgency of Issues:** The urgency lies in the need for management to ensure that their marketing accurately reflects the services provided. Failure to do so can lead to customer dissatisfaction and damage the hotel's reputation.
- **Interconnectedness of Interests:** The interests of management and employees are interconnected. If management fails to provide clear guidance and support, it can lead to confusion among employees, which ultimately affects customer satisfaction.

Literature Application: The managers' responses resonate with Heenan and Perlmutter's (1979) findings regarding the imposition of rigid policies by MNCs. This literature underscores the importance of adapting management practices to local contexts and ensuring that all stakeholders are aligned in their understanding of service delivery.

The application of stakeholder theory to the findings from different groups of participants highlights the complexities of managing expectations and service delivery in the tourism and hospitality sector. By recognizing the diverse perspectives of all stakeholders and addressing the power dynamics, legitimacy of claims, and urgency of issues, businesses can develop more effective strategies that enhance customer satisfaction and employee engagement. The literature reinforces these findings, emphasizing the need for adaptability and responsiveness in the face of multiple pressures. This critical application integrates stakeholder theory and relevant literature into the findings, providing a comprehensive analysis of the issues related to guest satisfaction and service delivery in the tourism and hospitality sector.

5.10 Cluster 1.2: Housekeeping Matters

5.10.1 Sub-theme 1.2: Housekeeping Issues & Lack of Innkeeper Laws

The discussions captured in this sub-section concentrate on housekeeping matters and the lack of innkeeper laws in certain hotels. The focus was mostly on how housekeeping matters are identified and, where possible, dealt with by the hotel management. The researcher interviewed George Hesso and Semisi Harch (foreign and domestic tourists). When asked to explain how the housekeeping issues were identified as one of the multiple pressures, George Hesso said the following:

> Most of the new hotel staff members are impolite and dressed unprofessionally. Only a few new hotel employees are polite and wear their uniforms correctly. Some of the areas in hotels are covered in dust and this means that housekeeping staff members are cutting corners when cleaning. Toiletries are not enough for example paper roll, shampoo, soaps and conditioner.

The abovementioned findings are consistent with Mohsin et al. (2015) who found that new hotel staff often display poor professionalism, with many being impolite and inappropriately dressed, while few demonstrate politeness and proper uniform adherence (Mohsin et al., 2015). Additionally, Mohsin et al. noted that hotels often have dusty areas and inadequate toiletries, suggesting that new hotel employees neglect in cleaning and room preparation duties.

Critical Application of Stakeholder Theory

Stakeholder theory posits that organizations should consider the interests and well-being of all stakeholders involved, rather than focusing solely on profit maximization. In the context of the

hotel industry, stakeholders include guests, employees, management, suppliers, and the broader community.

Guests as Stakeholders: The comments from George Hesso highlight significant concerns regarding the quality of service provided by hotel staff. Guests are primary stakeholders whose satisfaction is crucial for the hotel's success. The lack of professionalism and inadequate housekeeping directly impacts guest experiences, leading to dissatisfaction and potential loss of business. The findings suggest that hotels must prioritize training and development for new staff to ensure they meet the expected standards of service.

Employees as Stakeholders: The issues raised also reflect on the treatment and management of hotel employees. The lack of professionalism among new staff may stem from inadequate training, poor management practices, or insufficient support. By addressing these issues, hotel management can foster a more positive work environment, which in turn can enhance employee morale and performance. This aligns with stakeholder theory, which emphasizes the importance of considering employee well-being as a means to improve overall organizational effectiveness.

Management's Role: Hotel management plays a critical role in addressing the identified housekeeping issues. The lack of innkeeper laws may contribute to the challenges faced by hotels in maintaining standards. Management must take proactive steps to implement policies and training programs that ensure staff are equipped to meet the expectations of guests. This includes regular assessments of housekeeping practices and the provision of adequate resources, such as toiletries.

Community and Regulatory Stakeholders: The mention of a lack of innkeeper laws suggests a regulatory gap that could affect the overall quality of service in the hospitality industry. Stakeholder theory encourages engagement with regulatory bodies to advocate for the establishment of standards that protect both guests and employees. By collaborating with local authorities, hotels can work towards creating a more regulated environment that ensures accountability and quality service.

In conclusion, the application of stakeholder theory to the primary data reveals the interconnectedness of guest satisfaction, employee professionalism, and management practices in the hotel industry. By addressing the housekeeping issues identified by guests like George Hesso, hotels can enhance their service quality, improve employee morale, and ultimately achieve better business outcomes. The findings underscore the importance of a holistic

approach that considers the needs and interests of all stakeholders involved in the hospitality sector.

Another tourist, Semisi Harch, expressed her perspectives regarding housekeeping issues as follows:

> I also found sticky fingerprints on windows and mirrors. When I looked underneath the bed, I saw so many dirty things heaped there. I also saw hair in the bathroom floor. Furthermore, I saw damp patches on the walls and carpets. This suggests that the hotels are not well maintained by new maintenance employees. In numerous rooms there are broken electrical switches, lights and appliances.

The aforesaid findings strongly appear to be in line with Mohsin et al. (2015) who also found that inadequate maintenance by new hotel employees leads to customer complaints regarding faulty electrical switches, lights, and appliances (Mohsin et al., 2015).

Critical Application of Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests of all parties involved in an organization, rather than focusing solely on profit maximization. In the context of the hotel industry, stakeholders include guests, employees, management, suppliers, and the broader community.

Guests as Stakeholders: Semisi Harch's observations highlight significant concerns regarding the cleanliness and maintenance of hotel facilities. Guests are primary stakeholders whose satisfaction is essential for the hotel's reputation and success. The presence of dirty areas, such as sticky fingerprints, hair on the bathroom floor, and damp patches, directly impacts the guest experience. These issues can lead to negative reviews, decreased customer loyalty, and ultimately, a decline in business. Hotels must prioritize maintaining high cleanliness standards to meet guest expectations and enhance overall satisfaction.

Employees as Stakeholders: The findings suggest that new maintenance employees may lack the necessary training or resources to perform their duties effectively. This reflects on the management's responsibility to ensure that staff are adequately trained and supported. By investing in employee training and development, hotels can improve the quality of service provided, which in turn can lead to higher employee morale and retention. Stakeholder theory emphasizes the importance of considering employee well-being, as satisfied employees are more likely to deliver exceptional service.

Management's Role: Hotel management plays a crucial role in addressing the maintenance issues identified by Semisi Harch. The lack of proper maintenance not only affects guest satisfaction but also reflects poorly on the hotel's brand image. Management should implement regular inspections and maintenance schedules to ensure that facilities are kept in good condition. This proactive approach can help prevent issues from arising and demonstrate a commitment to quality service.

Community and Regulatory Stakeholders: The maintenance issues highlighted by Harch may also indicate a broader concern regarding industry standards and regulations. Stakeholder theory encourages engagement with regulatory bodies to advocate for the establishment of maintenance standards that protect both guests and employees. By collaborating with local authorities and industry associations, hotels can work towards creating a more regulated environment that ensures accountability and quality service.

The hotel manager, Mike Herbert, had this to say about the innkeeper laws:

> We do not have innkeeper laws in our hotel because we are avoiding to be strictly liable for loss or damage to a guest's property. We also do not want to be liable for the injury caused by a defective condition of our premises. In addition, we do not want to be the insurer of the properties of our guests. These are the reasons which compel us not have innkeeper laws. Furthermore, some of the people come to our hotel for unlawful purposes and they forcibly become guests and, then they feel entitled to protection from us. Due to the abovementioned reasons, the hotel management had meetings and we decided that we must not have innkeeper laws because most people are abusing them.

The perspectives revealed by the hotel manager tally with previous findings made by George (2015) who found that hotel management teams often avoid adopting innkeeper laws so as to evade responsibility for guests' property damage or loss, as well as liability for injuries or deaths caused by hotel premises defective conditions. Additionally, George reported that hotel management teams do not want to be held accountable for guests' property destruction due to fires, effectively treating them as insurers.

Critical Application of Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests of all parties involved in an organization, rather than focusing solely on profit maximization. In

the context of the hotel industry, stakeholders include guests, employees, management, suppliers, and the broader community.

1. **Guests as Stakeholders**: The comments from Mike Herbert highlight a significant concern regarding the protection of guests' property and safety. Guests are primary stakeholders who expect a certain level of security and care when they stay at a hotel. By avoiding innkeeper laws, the hotel management may inadvertently undermine guest trust and satisfaction. Guests may feel vulnerable if they believe that the hotel is not taking responsibility for their belongings or safety, which could lead to negative experiences and reviews.

2. **Employees as Stakeholders**: The decision to avoid innkeeper laws may also impact hotel employees. If guests feel unsafe or unprotected, it can create a tense environment for staff who are responsible for managing guest relations. Employees may face increased pressure to address guest concerns and complaints, which can affect their morale and job satisfaction. Stakeholder theory suggests that management should consider the well-being of employees, as a positive work environment can lead to better service and guest experiences.

3. **Management's Role**: Mike Herbert's rationale for not adopting innkeeper laws reflects a risk-averse approach to management. While it is understandable to want to limit liability, this perspective may overlook the potential benefits of establishing clear policies that protect both guests and the hotel. By engaging in discussions about innkeeper laws, management can better understand the implications of these laws and how they can be structured to balance liability with guest safety. Proactive management practices that prioritize guest protection can enhance the hotel's reputation and foster loyalty.

4. **Community and Regulatory Stakeholders**: The avoidance of innkeeper laws raises questions about the broader regulatory environment in which the hotel operates. Stakeholder theory encourages engagement with regulatory bodies to advocate for balanced laws that protect both guests and hotel operators. By collaborating with local authorities and industry associations, hotels can work towards creating a regulatory framework that addresses the concerns of management while ensuring guest safety and accountability.

In conclusion, the application of stakeholder theory to the primary data reveals the complexities of balancing liability, guest safety, and management practices in the hotel industry. While the concerns raised by Mike Herbert are valid, it is essential for hotel management to consider the interests of all stakeholders involved. By addressing the implications of innkeeper laws and prioritizing guest protection, hotels can enhance their service quality, build trust, and ultimately achieve better business outcomes. The findings underscore the importance of a holistic approach that considers the needs and interests of all stakeholders in the hospitality sector.

5.11 Cluster 1.3: Labour Issues

5.11.1 Sub-theme 1.3: Underqualified Staff and Labour Shortage, National Minimum Wage, Poor Working Conditions & Employee Turnover

The discussions captured in this sub-section focus on labour issues in certain hotels. The focus was mostly on how underqualified staff and labour shortage, national minimum wage, poor working conditions, and employee turnover are dealt with. I interviewed the following participants: (a) Dhlamini Mdhe and Mdhedhe Simphiwe (ordinary hotel employees); (b) Thito Crisko and Kizoto Mthetwa (ordinary restaurant employees); (c) George Hesso and Semisi Harch (foreign and domestic tourists); and (d) Mike Herbert and William Benson (hotel and restaurant managers). When asked to explain labour issues as one of the multiple pressures, Dhlamini Mdhe said the following:

> Regarding the national minimum wage, we [employees] are paid low wages, for example in the restaurant segment of the hotel. Therefore, our colleagues tend to leave their jobs at higher levels more than many employees in other industries due to low wages.

The abovementioned findings revealed by Dhlamini Mdhe are consistent with Cunningham (2007) who found that the national minimum wage has significant effects on the service industry, particularly in hospitality, where employees are paid lower wages, leading to higher job turnover rates compared to other industries (Cunningham, 2007).

Critical Application of Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests of all parties involved in an organization, rather than focusing solely on profit maximization. In the context of the hotel and restaurant industry, stakeholders include employees, management, guests, suppliers, and the broader community.

Employees as Stakeholders: Dhlamini Mdhe's comments highlight the significant impact of low wages on employee retention in the hospitality sector. Employees are primary stakeholders whose well-being is crucial for the overall success of the organization. The high turnover rates attributed to low wages can lead to a lack of experienced staff, which negatively affects service quality. Stakeholder theory suggests that management should prioritize fair compensation and working conditions to enhance employee satisfaction and retention.

Management's Role: The management of hotels and restaurants must recognize the implications of the national minimum wage on their workforce. By addressing wage concerns and improving working conditions, management can create a more stable and motivated workforce. This aligns with stakeholder theory, which emphasizes the need for organizations to consider the interests of their employees. Investing in employee training and development can also help mitigate the effects of underqualified staff and improve service quality.

Guests as Stakeholders: The quality of service provided to guests is directly influenced by employee satisfaction and retention. High turnover rates can lead to inconsistent service, which may negatively impact guest experiences. Guests are key stakeholders who expect a certain level of service when they visit hotels and restaurants. By addressing labor issues, management can enhance the overall guest experience, leading to increased customer loyalty and positive reviews.

Community and Regulatory Stakeholders: The discussion of national minimum wage and labour issues also highlights the role of regulatory bodies in shaping the hospitality industry. Stakeholder theory encourages engagement with policymakers to advocate for fair labour practices that benefit both employees and employers. By collaborating with industry associations and local authorities, hotels and restaurants can work towards creating a more equitable labour environment that supports the needs of all stakeholders.

In conclusion, the application of stakeholder theory to the primary data reveals the interconnectedness of employee satisfaction, management practices, and guest experiences in the hospitality industry. By addressing the labour issues identified by employees like Dhlamini Mdhe, hotels and restaurants can enhance their service quality, improve employee retention, and ultimately achieve better business outcomes. The findings underscore the importance of a holistic approach that considers the needs and interests of all stakeholders involved in the hospitality sector.

Raw Data from Participants

When asked about the national minimum wage, Mdhedhe Simphiwe had this to say:

> *"Hotel and restaurant owners also complain about the national minimum wage and, they argue that it is a biggest single cost for them because wages reduce their profits."*

The foregoing findings provided by Mdhedhe Simphiwe validate prior findings made by Cunningham (2007) who found that hotel and restaurant owners criticise the national minimum wage, citing it as their largest expense, as it eats into their profits. Thank you very much, sir!

Critical Analysis Using Stakeholder Theory

Stakeholder theory posits that organizations should consider the interests and impacts of all stakeholders, not just shareholders. In the context of the national minimum wage, the primary stakeholders include:

1. **Employees**: Workers in the hotel and restaurant sectors benefit from the national minimum wage as it provides them with a baseline income that can improve their standard of living. This aligns with the ethical considerations of fair compensation for labor.
2. **Employers**: As highlighted by Mdhedhe Simphiwe and supported by Cunningham (2007), hotel and restaurant owners view the national minimum wage as a significant cost that impacts their profitability. This perspective emphasizes the financial strain that minimum wage laws can impose on businesses, particularly in industries with tight profit margins.
3. **Government**: Policymakers are tasked with balancing the needs of employees for fair wages with the economic realities faced by employers. The government must consider the broader economic implications of minimum wage laws, including potential job losses or reduced hiring if businesses cannot sustain higher wage costs.
4. **Customers**: The end consumers of hotel and restaurant services may also be affected. If businesses pass on the increased labour costs to customers through higher prices, this could impact demand for services.

Literature Context

Cunningham (2007) provides a foundational understanding of the challenges faced by hotel and restaurant owners regarding minimum wage legislation. The assertion that wages are the largest expense for these businesses is critical, as it highlights a tension between the need for fair employee compensation and the financial viability of businesses.

This tension is further complicated by the economic environment; for instance, during periods of economic downturn, businesses may struggle more with wage costs, leading to potential layoffs or reduced hiring. Conversely, in a thriving economy, the same businesses may be better positioned to absorb wage increases without significant negative impacts.

In conclusion, the perspectives shared by Mdhedhe Simphiwe reflect a broader discourse on the implications of the national minimum wage within the hotel and restaurant industry. By applying stakeholder theory, we can see that while the minimum wage serves to protect employees, it also poses challenges for employers, which can have cascading effects on the economy and society at large. Future discussions and policies should aim to find a balance that considers the needs of all stakeholders involved, ensuring that the benefits of minimum wage laws do not come at the expense of business sustainability.

Raw Data from Participants

Dlamini Mdhe was asked about the effects of the national minimum wage and the interviewee expressed the following views:

> *"Many owners of hotels and restaurants fire us employees in order to reduce losses brought about by the national minimum wage."*

The above finding is consistent with findings of Cunningham (2007) who found that many owners resort to layoffs to mitigate losses caused by the national minimum wage.

Critical Analysis Using Stakeholder Theory

Stakeholder theory emphasizes the importance of considering the interests and impacts of all parties involved in a business context. In this case, the stakeholders affected by the national minimum wage include:

1. **Employees**: The primary concern for employees, as articulated by Dlamini Mdhe, is job security. The assertion that hotel and restaurant owners resort to layoffs to cope with the financial burden of the national minimum wage highlights a significant risk

for workers. This situation raises ethical questions about the responsibility of employers to provide stable employment while adhering to wage laws.

2. **Employers**: Hotel and restaurant owners face a dilemma. As noted by both Dlamini Mdhe and Cunningham (2007), the national minimum wage can lead to increased operational costs, prompting some owners to reduce their workforce to maintain profitability. This reaction underscores the financial pressures that minimum wage legislation can impose on businesses, particularly in industries characterized by low margins.
3. **Government**: Policymakers must navigate the complex landscape of labour laws, balancing the need for fair wages with the economic realities faced by businesses. The findings suggest that while the intention of the national minimum wage is to protect workers, it can inadvertently lead to job losses, which may counteract its intended benefits. This necessitates a careful evaluation of the potential consequences of wage policies.
4. **Customers**: The impact on customers is also noteworthy. If businesses respond to increased labor costs by raising prices or reducing service quality due to staff shortages, customers may experience diminished value. This could lead to a decrease in patronage, further complicating the financial situation for employers.

Literature Context

Cunningham (2007) provides critical insights into the behaviour of business owners in response to minimum wage laws. The finding that many owners resort to layoffs as a strategy to mitigate losses is significant, as it highlights a common response to economic pressures. This aligns with broader economic theories that suggest businesses will seek to minimize costs in the face of regulatory changes.

Moreover, the literature indicates that while minimum wage laws aim to improve the living standards of workers, they can have unintended consequences, such as increased unemployment or underemployment in certain sectors. This duality presents a challenge for stakeholders, as the benefits of wage increases must be weighed against the potential for job losses.

In conclusion, the perspectives shared by Dlamini Mdhe reflect a critical issue within the discourse on the national minimum wage and its effects on the hotel and restaurant industry. By applying stakeholder theory, we can see that while the minimum wage serves to protect employees, it also poses significant challenges for employers, leading to potential layoffs and job insecurity. Policymakers must consider these dynamics to create balanced solutions that protect workers while supporting business sustainability. Future research and policy discussions should focus on finding ways to implement minimum wage laws that minimize adverse effects on employment while still achieving the goal of fair compensation.

Raw Data from Participants

When Dhlamin Mdhe was asked about other crises which employees experience, the interviewee said the following:

> *"Currently, many hotels and restaurants are faced with a staffing crisis, while others face critical labour shortages."*

The preceding finding corresponds with Cunningham (2007) who conducted a study and found that the tourism and hospitality industry faces staffing crises and critical labour shortages, with numerous hotels and restaurants struggling to maintain adequate staff levels due to the national minimum wage.

Critical Analysis Using Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests of all parties involved in a business context. In this case, the stakeholders affected by staffing crises and labour shortages include:

1. **Employees**: The staffing crisis directly impacts employees, as it can lead to increased workloads, job insecurity, and stress. When hotels and restaurants struggle to maintain adequate staff levels, remaining employees may face burnout due to the demands of covering for absent colleagues. This situation raises ethical concerns regarding the treatment of workers and their well-being in the face of labor shortages.
2. **Employers**: Hotel and restaurant owners are significantly affected by staffing crises. As noted by Dhlamin Mdhe and supported by Cunningham (2007), labor shortages can hinder operational efficiency and service quality. Employers may find themselves in a

difficult position, needing to offer higher wages or better working conditions to attract and retain staff, which can further strain their financial resources. This creates a cycle where the national minimum wage, intended to support workers, may inadvertently contribute to staffing challenges.

3. **Government**: Policymakers must consider the broader implications of labour shortages in the hospitality sector. While the national minimum wage aims to ensure fair compensation, it can also lead to unintended consequences, such as reduced employment opportunities and increased difficulty for businesses in hiring qualified staff. The government has a role in addressing these challenges, potentially through initiatives that support workforce development and training in the hospitality industry.

4. **Customers**: The impact on customers is also significant. Staffing shortages can lead to longer wait times, reduced service quality, and an overall decline in customer satisfaction. If businesses are unable to provide adequate service due to labor shortages, this could result in decreased patronage and revenue, further exacerbating the challenges faced by employers.

Literature Context

Cunningham (2007) highlights the critical issue of staffing crises and labor shortages within the tourism and hospitality industry, linking these challenges to the national minimum wage. The literature suggests that while minimum wage laws are designed to protect workers, they can create a paradox where businesses struggle to maintain adequate staffing levels, ultimately affecting service delivery and employee morale.

Research indicates that labor shortages in the hospitality sector can stem from various factors, including wage levels, working conditions, and the perception of the industry as a viable career path. This complexity underscores the need for a multifaceted approach to address staffing issues, which may include revisiting wage policies, improving working conditions, and enhancing the attractiveness of careers in hospitality.

In conclusion, the insights shared by Dhlamin Mdhe reveal a pressing issue within the hospitality industry regarding staffing crises and labor shortages. By applying stakeholder theory, we can see that while the national minimum wage aims to support employees, it can also lead to significant challenges for employers and the overall industry. Policymakers must consider these dynamics to create balanced solutions that protect workers while ensuring the

sustainability of businesses. Future discussions should focus on strategies to address labor shortages, such as improving working conditions and providing training opportunities, to foster a more resilient hospitality workforce.

Raw Data from Participants

Mdhedhe Simphiwe, an experienced hotel employee, was asked about his views concerning poor working conditions and the interviewee said the following:

> *We work for long hours and, in most cases, we do not receive overtime money for working extra hours. We are inadequately skilled and we deal with very difficult customers and some of the customers are mentally ill.*

The above findings are consistent with Roberts (2015) who found that large hotels have faced criticism for exploiting their employees, particularly housekeeping staff, who are often subjected to unfair labour practices. In addition, Roberts found that employees frequently work extended hours without receiving adequate compensation for overtime, with many not being paid for extra hours worked. Furthermore, Roberts also found that many hotel employees lack sufficient training and skills, leaving them ill-equipped to handle challenging situations and interactions with difficult or mentally ill customers.

Critical Analysis Using Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests and impacts of all parties involved in a business context. In this case, the stakeholders affected by poor working conditions include:

1. **Employees**: The experiences shared by Mdhedhe Simphiwe highlight significant challenges faced by hotel employees, including long working hours without overtime pay and inadequate training. These conditions can lead to employee dissatisfaction, burnout, and high turnover rates. The ethical implications of exploiting workers through unfair labour practices raise questions about the responsibility of employers to provide fair compensation and a supportive work environment.

2. **Employers**: Hotel management and owners are also stakeholders in this scenario. While they may benefit from reduced labour costs by not paying overtime or providing adequate training, this approach can have long-term negative consequences. High employee turnover and low morale can lead to decreased service quality, ultimately

harming the hotel's reputation and profitability. Employers must recognize that investing in employee well-being and training can lead to better customer service and improved business outcomes.

3. **Customers**: The quality of service provided to customers is directly impacted by the working conditions of hotel employees. If staff are overworked and inadequately trained, they may struggle to meet customer needs, particularly when dealing with difficult or mentally ill customers. This can result in negative experiences for guests, which can damage the hotel's reputation and lead to decreased customer loyalty.
4. **Government and Regulatory Bodies**: Policymakers and labour regulators have a role in ensuring that labour laws are enforced and that employees are protected from exploitation. The findings suggest a need for stronger regulations regarding overtime pay and employee training in the hospitality industry. Government intervention may be necessary to create a more equitable labour market and to ensure that workers are treated fairly.

Literature Context

Roberts (2015) provides critical insights into the exploitation of hotel employees, particularly in large establishments. The findings indicate a systemic issue within the industry, where employees are often subjected to unfair labour practices, including extended hours without proper compensation and insufficient training. This aligns with broader literature on labour rights, which emphasizes the need for fair treatment and adequate support for workers in high-stress environments.

Research indicates that inadequate training can lead to poor job performance and increased stress for employees, particularly when dealing with challenging customer interactions. This not only affects employee well-being but also has implications for customer satisfaction and business success.

In conclusion, the insights shared by Mdhedhe Simphiwe reveal significant issues related to poor working conditions in the hotel industry. By applying stakeholder theory, we can see that while employers may seek to minimize costs, the exploitation of employees can lead to negative outcomes for all stakeholders involved, including employees, employers, customers, and regulatory bodies. Policymakers must consider these dynamics to create a more equitable labour environment that supports employee well-being and enhances service quality. Future

discussions should focus on improving working conditions, ensuring fair compensation, and providing adequate training to foster a more sustainable and productive hospitality workforce.

Raw Data from Participants

Another hotel employee, Dhlamini Mdhe, expressed his views as follows pertaining to employee turnover:

> *As employees, we are not recognised for our efforts in this hotel. There are so many unfair promotions of certain groups, which are perceived by us employees as insults and, they also negatively affect our commitment to this hotel. Employee turnover places unnecessary pressure on us remaining employees due to huge workloads and, this leads to reduced morale, elevated levels of stress, reduced performances and thus absenteeism. When the management fails to recognise our efforts which we apply in this hotel, we call it employee turnover.*

Findings mentioned by Dhlamini Mdhe are seemingly confirmed by Mwilu (2016) who found that reasons for increased turnover in the tourism and hospitality sector include: (a) low-skilled employees and low-paying jobs; (b) lack of recognition of certain employees for their efforts and unfair promotions of specific groups, which leads to poor job satisfaction; and (c) absence of career development within each business.

Critical Analysis Using Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests and impacts of all parties involved in a business context. In this case, the stakeholders affected by employee turnover include:

1. **Employees**: Dhlamini Mdhe's comments highlight the significant impact of lack of recognition and unfair promotions on employee morale and commitment. When employees feel undervalued and perceive favoritism in promotions, it can lead to decreased job satisfaction and increased turnover. This creates a cycle where remaining employees face heightened workloads, stress, and absenteeism, further exacerbating the challenges within the workplace.

2. **Employers**: Hotel management and owners are also stakeholders in this scenario. High employee turnover can lead to increased recruitment and training costs, as well as disruptions in service quality. Employers must recognize that fostering a positive work

environment, where employees feel valued and have opportunities for advancement, is essential for retaining talent and maintaining operational efficiency.

3. **Customers**: The quality of service provided to customers is directly impacted by employee turnover. When remaining staff are overworked and stressed, it can lead to diminished service quality, negatively affecting customer experiences. This can result in decreased customer satisfaction and loyalty, ultimately harming the hotel's reputation and profitability.

4. **Government and Regulatory Bodies**: Policymakers and labor regulators have a role in ensuring fair labor practices and promoting employee well-being. The findings suggest a need for stronger regulations regarding employee recognition, fair promotions, and career development opportunities in the hospitality sector. Government intervention may be necessary to create a more equitable labor market and to ensure that workers are treated fairly.

Literature Context

Mwilu (2016) provides critical insights into the factors contributing to increased turnover in the tourism and hospitality sector. The findings indicate that low pay, lack of recognition, and absence of career development are significant contributors to employee dissatisfaction and turnover. This aligns with broader literature on employee engagement, which emphasizes the importance of recognition and career advancement opportunities in retaining talent.

Research indicates that organizations that prioritize employee recognition and development tend to experience lower turnover rates and higher employee satisfaction. This underscores the need for hotel management to implement strategies that foster a positive work environment, such as regular feedback, recognition programs, and clear pathways for career advancement.

In conclusion, the insights shared by Dhlamini Mdhe reveal critical issues related to employee turnover in the hotel industry. By applying stakeholder theory, we can see that while employers may seek to minimize costs, neglecting employee recognition and career development can lead to significant challenges for all stakeholders involved, including employees, employers, customers, and regulatory bodies. Policymakers must consider these dynamics to create a more equitable labor environment that supports employee well-being and enhances service quality. Future discussions should focus on strategies to improve recognition, promote fair

advancement opportunities, and foster a supportive workplace culture to reduce turnover and improve overall organizational performance.

Raw Data from Participants

Thito Crisko, an experienced restaurant employee from one of the participating restaurants, when asked whether underqualified staff is one of the multiple pressures, had this to say:

> *Yes, because underqualified employees lack required qualifications, hence, they do not know how to provide the highest level of service to customers. In addition, underqualified employees in the hospitality sector also fail to manage their emotions during interactions with customers on several occasions. Moreover, they do not provide a friendly service to customers on many occasions. Therefore, in this way, underqualified staff members fall under key multiple pressures in terms of this particular sector and they experience many pressures. Unlike underqualified employees, I as a professional employee, show our clients friendliness and cheerfulness.*

The abovementioned findings tally with two studies which found that the tourism and hospitality industry faces a significant challenge due to underqualified employees, leading to inadequate service delivery and emotional struggles (Enz, 2004; Woods & Sciarini, 1995). Additionally, this leads to unfriendly service, thus pressuring underqualified staff and disappointing customers who expect high-quality experiences, whereas professionally qualified employees consistently display genuine friendliness and cheerfulness (Enz, 2004; Woods & Sciarini, 1995).

Critical Analysis Using Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests and impacts of all parties involved in a business context. In this case, the stakeholders affected by the presence of underqualified staff include:

1. Employees: Thito Crisko's comments highlight the challenges faced by underqualified employees, who struggle to meet customer expectations and manage their emotions effectively. This can lead to increased stress and job dissatisfaction among underqualified staff, as they may feel overwhelmed and unsupported. Conversely, professionally qualified employees like Crisko may experience frustration when they

have to compensate for the shortcomings of their underqualified colleagues, which can affect their morale and job satisfaction.

2. Employers: Restaurant management and owners are also stakeholders in this scenario. The presence of underqualified staff can lead to inadequate service delivery, which can harm the restaurant's reputation and customer satisfaction. Employers must recognize that investing in employee training and development is essential for maintaining high service standards and ensuring a positive customer experience. Failure to address the issue of underqualification can result in higher turnover rates and increased recruitment costs.

3. Customers: The quality of service provided to customers is directly impacted by the qualifications of the staff. When underqualified employees fail to deliver friendly and competent service, it can lead to customer dissatisfaction and disappointment. Customers expect high-quality experiences in the hospitality sector, and when their expectations are not met, it can result in negative reviews and decreased loyalty to the establishment.

4. Government and Regulatory Bodies: Policymakers and labor regulators have a role in ensuring that the hospitality industry maintains high standards of service and employee qualifications. The findings suggest a need for stronger regulations regarding employee training and certification in the sector. Government intervention may be necessary to create a more skilled workforce and to ensure that workers are adequately prepared to meet the demands of their roles.

Literature Context

The studies by Enz (2004) and Woods & Sciarini (1995) provide critical insights into the challenges posed by underqualified employees in the hospitality industry. The findings indicate that underqualification leads to inadequate service delivery and emotional struggles, which can create a cycle of pressure for both employees and customers. This aligns with broader literature on employee training and development, which emphasizes the importance of equipping staff with the necessary skills to provide high-quality service.

Research indicates that organizations that prioritize employee training and development tend to experience higher levels of customer satisfaction and employee engagement. This underscores the need for restaurant management to implement comprehensive training

programs that address both technical skills and emotional intelligence, enabling staff to handle customer interactions more effectively.

In conclusion, the insights shared by Thito Crisko reveal significant issues related to underqualified staff in the restaurant industry. By applying stakeholder theory, we can see that while employers may seek to minimize costs, neglecting employee qualifications and training can lead to substantial challenges for all stakeholders involved, including employees, employers, customers, and regulatory bodies. Policymakers must consider these dynamics to create a more skilled and competent workforce that enhances service quality and customer satisfaction. Future discussions should focus on strategies to improve training and development opportunities for employees, ensuring that they are well-equipped to meet the demands of the hospitality sector and provide exceptional service to customers.

5.12 Cluster 1.4: Domino effects

5.12.1 Sub-theme 1.4: Effects of global recession, operational issues in hotels & security issues

Raw Data from Participants

Most research participants possessed almost identical views on this point, as represented by Mike Herbert, one of the two managers. When he was asked whether the effects of global recession, operational issues in hotels, and security issues are among multiple pressures that affect tourism and hospitality businesses, Mike Herbert said the following:

> *Tourism is sensitive to internal and external negative changes, which can easily lead to downward changes in tourism demand, for example, the outbreak of the COVID-19 pandemic. In turn, internal and external negative changes (such as the outbreak of COVID-19) lead to big losses in tourism employment and income. Therefore, external and internal changes are part of the effects of global recession and, they negatively affect tourism activities here in Durban.*

The preceding findings are in line with previous findings made by a number of studies, which indicate that the COVID-19 pandemic has largely decimated the universal tourism and hospitality sector, thus contributing to the persistent global recession (Huynh et al., 2021; Kim & Lee, 2021; Sucheran, 2022). In addition, the global recession poses a menace to the recuperation of tourism activities within destinations in third-world nations, which are

susceptible to the pandemic's escalating harsh waves (Huynh et al., 2021; Kim & Lee, 2021; Sucheran, 2022).

Critical Analysis Using Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests and impacts of all parties involved in a business context. In this case, the stakeholders affected by the global recession and its associated pressures include:

1. **Employees**: The insights shared by Mike Herbert highlight the significant impact of the global recession and the COVID-19 pandemic on employment within the tourism and hospitality sector. As demand for tourism declines, employees face job losses, reduced hours, and income instability. This creates a precarious situation for workers, particularly in regions like Durban, where the economy may be heavily reliant on tourism. The emotional and financial stress experienced by employees can lead to decreased morale and job satisfaction.

2. **Employers**: Hotel and restaurant managers, like Mike Herbert, are directly affected by the operational challenges posed by the global recession. As tourism demand decreases, businesses may struggle to maintain profitability, leading to difficult decisions regarding staffing, operational costs, and service quality. Employers must navigate these challenges while also considering the well-being of their employees and the long-term sustainability of their businesses.

3. **Customers**: The decline in tourism demand due to the global recession and the pandemic can lead to reduced service quality and availability for customers. As businesses face financial pressures, they may cut back on services or staff, which can negatively impact the customer experience. Customers may also be deterred from traveling due to safety concerns, further exacerbating the challenges faced by the industry.

4. **Local Communities and Governments**: The broader community and local governments are also stakeholders in this scenario. The decline in tourism can have significant economic repercussions for local economies, particularly in areas that rely heavily on tourism for revenue and employment. Governments may need to intervene with support measures to help businesses recover and to stimulate tourism demand, particularly in developing nations that are more vulnerable to economic downturns.

Literature Context

The findings from Huynh et al. (2021), Kim & Lee (2021), and Sucheran (2022) provide critical insights into the impact of the COVID-19 pandemic on the tourism and hospitality sector. The literature indicates that the pandemic has led to unprecedented challenges, contributing to a global recession that disproportionately affects vulnerable economies. This aligns with Mike Herbert's observations regarding the sensitivity of tourism to both internal and external changes.

Research suggests that recovery strategies for the tourism sector must consider the unique challenges faced by different regions, particularly in developing countries. Effective recovery plans may include targeted support for businesses, investment in employee training, and initiatives to rebuild consumer confidence in travel.

In conclusion, the insights shared by Mike Herbert reveal significant challenges related to the global recession and its impact on the tourism and hospitality sector. By applying stakeholder theory, we can see that the effects of the recession extend beyond just financial metrics; they also encompass the well-being of employees, the sustainability of businesses, and the health of local economies. Policymakers and industry leaders must consider these dynamics to develop comprehensive recovery strategies that support all stakeholders involved. Future discussions should focus on collaborative efforts to rebuild the tourism sector, ensuring that it is resilient to future shocks and capable of providing sustainable economic benefits to communities.

Raw Data from Participants

In his response to the question about the effects of COVID-19, William Benson had this to say:

> *The effects of the Covid-19 pandemic continue to have detrimental effects on the SA economy. GDP decreased by about 26% in the second quarter of 2020. This is the largest quarterly decrease in GDP which SA recorded. The worsened effects of noticeable reductions in investment and consumption are the key causes of this decrease, which has ripple adverse effects on the SA tourism industry. Therefore, negative effects of global recession continue to adversely affect our operational and security issues in hotels, because we do not have reserves which can serve as cushions during difficult times.*

The abovementioned findings are consistent with the findings of Marivate and Combrink (2020), who found that the COVID-19 pandemic had devastating effects on the South African

economy, with a 26% decrease in GDP in the second quarter of 2020, the largest quarterly decrease recorded. In addition, Marivate and Combrink noted that this decrease, caused by reduced investment and consumption, has had far-reaching effects on the tourism industry and hotels in South Africa, exacerbating operational and security issues due to lack of financial reserves.

Critical Analysis Using Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests and impacts of all parties involved in a business context. In this case, the stakeholders affected by the COVID-19 pandemic and its economic repercussions include:

1. **Employees**: The insights shared by William Benson highlight the significant impact of the pandemic on employment within the tourism and hospitality sector. As the economy contracted and tourism demand plummeted, employees faced job losses, reduced hours, and income instability. The lack of financial reserves in hotels exacerbates the situation, leading to increased job insecurity and stress among employees. This can result in decreased morale and heightened anxiety about the future.

2. **Employers**: Hotel and restaurant managers, like William Benson, are directly affected by the operational challenges posed by the pandemic and the resulting economic downturn. The significant decrease in GDP and reduced investment and consumption create a precarious environment for businesses. Employers must navigate these challenges while also considering the well-being of their employees and the long-term sustainability of their operations. The absence of financial reserves limits their ability to weather the storm and invest in recovery strategies.

3. **Customers**: The decline in tourism demand due to the pandemic can lead to reduced service quality and availability for customers. As hotels and restaurants struggle to maintain operations, customers may experience diminished service levels and fewer options. This can result in negative experiences for guests, further impacting the reputation of the hospitality sector and customer loyalty.

4. **Local Communities and Governments**: The broader community and local governments are also stakeholders in this scenario. The decline in tourism can have significant economic repercussions for local economies, particularly in areas that rely heavily on tourism for revenue and employment. Governments may need to intervene

with support measures to help businesses recover and stimulate tourism demand, particularly in regions like South Africa that are more vulnerable to economic downturns.

Literature Context

The findings from Marivate and Combrink (2020) provide critical insights into the impact of the COVID-19 pandemic on the South African economy. The literature indicates that the pandemic has led to unprecedented challenges, contributing to a significant contraction in GDP and exacerbating operational and security issues within the tourism and hospitality sector. This aligns with William Benson's observations regarding the ripple effects of the pandemic on the economy and the industry.

Research suggests that recovery strategies for the tourism sector must consider the unique challenges faced by different regions, particularly in developing countries. Effective recovery plans may include targeted support for businesses, investment in employee training, and initiatives to rebuild consumer confidence in travel.

In conclusion, the insights shared by William Benson reveal significant challenges related to the COVID-19 pandemic and its impact on the South African economy and the tourism industry. By applying stakeholder theory, we can see that the effects of the pandemic extend beyond financial metrics; they also encompass the well-being of employees, the sustainability of businesses, and the health of local economies. Policymakers and industry leaders must consider these dynamics to develop comprehensive recovery strategies that support all stakeholders involved. Future discussions should focus on collaborative efforts to rebuild the tourism sector, ensuring that it is resilient to future shocks and capable of providing sustainable economic benefits to communities.

5.13 Cluster 1.5: Budget meals & poor service

5.13.1 Sub-theme 1.55: Highly processed foods and unavailability of off-menu dishes, poor setting of tables, unhygienic handling of fold napkins and plates, and the lack of choice

Raw Data from Participants

In this part of the study, clarity was sought from chosen participants regarding highly processed foods and unavailability of off-menu dishes, poor setting of tables, unhygienic handling of

folded napkins and plates, and the lack of choice. On these issues, Mdhedhe Simphiwe said the following:

> *I think they [hotel owners] don't want to spend more money on buying healthy organic foods, which are good for customers. We chefs know the importance of cooking organic foods because customers are really concerned about what they eat these days in hotels and restaurants. Many customers complain about consuming both highly processed foods and GMO foodstuffs due to lack of options. Our clients also complain about the unavailability of off-menu dishes, unhygienic handling of folded napkins and plates, as well as poor setting of tables. Most customers tell us that they have money and that budgeting is not a problem at all, but GMO foodstuffs are poisonous to them.*

The supra findings are substantiated by Farber and Todd (2000), who found that the availability of GMO foodstuffs and their potential impact on consumers has sparked concern among customers about the quality of food served in hotels and restaurants. Additionally, customers have expressed dissatisfaction with the lack of off-menu options, unsanitary handling of folded napkins and plates, and inadequate table settings.

Critical Analysis Using Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests and impacts of all parties involved in a business context. In this case, the stakeholders affected by the issues raised by Mdhedhe Simphiwe include:

1. **Customers**: The insights shared by Mdhedhe highlight significant concerns among customers regarding the quality of food and service in hotels and restaurants. Customers are increasingly aware of the health implications of consuming highly processed and GMO foods, leading to dissatisfaction when their expectations for healthy, organic options are not met. The complaints about unhygienic handling and poor table settings further indicate that customers are seeking a higher standard of service and quality in their dining experiences.

2. **Employees**: Chefs and kitchen staff, like Mdhedhe, are also stakeholders in this scenario. They are aware of the importance of providing high-quality, healthy food options and may feel frustrated when management prioritizes cost-cutting over food quality. This can lead to a disconnect between the values of employees and the

operational decisions made by hotel owners, potentially affecting employee morale and job satisfaction.

3. **Employers**: Hotel and restaurant owners are key stakeholders who must balance cost management with customer satisfaction. While they may seek to minimize expenses by opting for cheaper, highly processed foods, this approach can lead to negative customer experiences and ultimately harm the business's reputation. Employers must recognize that investing in quality ingredients and proper service can lead to increased customer loyalty and long-term profitability.
4. **Suppliers**: Food suppliers and distributors are also stakeholders in this context. The demand for organic and high-quality food products may influence their business practices and product offerings. If hotels and restaurants prioritize organic options, suppliers may need to adapt their inventory and sourcing strategies to meet this demand.

Literature Context

The findings from Farber and Todd (2000) provide critical insights into consumer concerns regarding GMO foodstuffs and the quality of food served in the hospitality sector. The literature indicates that customers are increasingly dissatisfied with the lack of healthy options and the quality of service, which aligns with Mdhedhe's observations. Research suggests that providing high-quality, organic food options can enhance customer satisfaction and loyalty, while poor hygiene and service can lead to negative reviews and decreased patronage.

In conclusion, the insights shared by Mdhedhe Simphiwe reveal significant issues related to food quality, service, and hygiene in the hospitality industry. By applying stakeholder theory, we can see that the interests of customers, employees, employers, and suppliers are all interconnected. Hotel and restaurant owners must recognize the importance of investing in high-quality ingredients and maintaining high service standards to meet customer expectations and enhance overall satisfaction. Future discussions should focus on strategies to improve food quality, hygiene practices, and service delivery in the hospitality sector, ensuring that all stakeholders benefit from a more sustainable and customer-focused approach.

Critical Application of Literature and Stakeholder Theory to Findings

The findings of the study highlight significant concerns regarding food safety practices within the restaurant and hotel industry, particularly in relation to the use of genetically modified organisms (GMO) in food offerings. The perspective shared by Thito Crisko, a restaurant

employee, sheds light on the ethical implications of these practices and aligns with existing literature on the subject.

Findings:

Thito Crisko, a restaurant employee, presented her view. This is what she had to say:

> Restaurant and hotel owners do not follow food safety guidelines because they always force us [employees] to serve GMO foodstuffs to customers, and this limits consumer choice. Additionally, certain unscrupulous owners of hotels and restaurants manipulate the lack of choice by offering well-cooked GMO foodstuffs at reduced prices, and this perpetuates the possibility of Foodborne Illness (FBI) and other health issues.

The abovementioned findings are in line with findings made by Cochoran-Yantis et al. (1996), who found that many restaurants and hotels fail to follow food safety guidelines, and they consistently serve GMO foodstuffs to customers, thereby limiting consumer choice. Some unscrupulous owners exploit this lack of choice by offering well-cooked GMO foodstuffs at discounted prices, thus perpetuating the risk of Foodborne Illness (FBI) and other health issues.

Application of Stakeholder Theory

Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, including employees, customers, suppliers, and the broader community, rather than focusing solely on profit maximization. In the context of the findings, several key stakeholders are affected:

1. **Employees**: Thito Crisko's testimony reflects the pressure employees face from management to compromise on food safety standards. This not only places employees in a morally and ethically challenging position but also exposes them to potential health risks associated with serving GMO foodstuffs. The lack of adherence to food safety guidelines undermines their ability to perform their duties responsibly.

2. **Consumers**: The limitation of consumer choice regarding food options is a critical concern. Customers have the right to make informed decisions about what they consume, including the choice between GMO and non-GMO foodstuffs. The manipulation of this choice by unscrupulous owners compromises consumer autonomy and can lead to health issues, as highlighted by the potential for Foodborne Illness (FBI).

3. **Owners and Management**: While restaurant and hotel owners may prioritize profit through cost-cutting measures, such as serving discounted GMO foodstuffs, this short-term focus can have long-term repercussions. Ignoring food safety guidelines not only jeopardizes public health but can also damage the establishment's reputation and customer trust, ultimately affecting profitability.

4. **Regulatory Bodies**: The findings underscore the need for stronger enforcement of food safety regulations. Regulatory bodies must ensure that restaurants and hotels comply with established guidelines to protect public health. Failure to do so can lead to widespread health issues and undermine the integrity of the food service industry.

The findings of the study, as articulated by Thito Crisko, resonate with the literature on food safety and stakeholder theory. They reveal a troubling dynamic where the interests of profit-driven owners overshadow the health and safety of employees and consumers. To address these issues, it is imperative for stakeholders, including regulatory bodies, to advocate for stricter adherence to food safety guidelines and promote transparency in food sourcing. By doing so, the industry can foster a healthier environment for all stakeholders involved.

5.14 Cluster 1.6: Competition

5.14.1 Sub-theme 1.6: Attracting and retaining clients & low-quality entertainment.

The setting of goals by our hotel management to be competitive and productive is fundamental to guiding the direction, which our company must take. However, there were indications among the participants that competition had adverse effects on tourism and hospitality businesses, and this was reflected in the chosen participants' interview responses. Dhlamini Mdhe, an experienced hotel employee, had this to say:

> The key problem is that cut-throat competition emerges in an already shrinking market where monetary problems contribute to the collapse of honour and tolerance between employers and employees. Therefore, all hotels and restaurants concentrate on undermining one another by charging less for the same poor services, instead of improving the quality of services and treating their own clients with respect.

The foregoing findings correspond to findings of two studies, which found that the main challenge with ruthless competition is that it arises in a shrinking economy, where financial struggles lead to a breakdown in respect and tolerance between employers and employees. Subsequently, hotels and restaurants focus on undercutting each other on price and flexibility,

rather than prioritizing quality service and courteous treatment for their customers (Boytos et al., 2017; Kelly & Fairley, 2018).

Application of Stakeholder Theory

Stakeholder theory emphasizes the importance of considering the interests and well-being of all stakeholders involved in an organization, rather than focusing solely on profit maximization. In the context of the findings, several key stakeholders are affected by the competitive dynamics described by Dhlamini Mdhe:

Employees: The testimony of Dhlamini Mdhe illustrates the adverse impact of cut-throat competition on employee morale and workplace relationships. The financial pressures faced by hotels and restaurants lead to a breakdown of respect and tolerance between employers and employees. This environment can result in decreased job satisfaction, higher turnover rates, and a lack of commitment to service quality, ultimately affecting the overall guest experience.

Customers: The focus on undercutting prices rather than improving service quality directly impacts customers. As hotels and restaurants prioritize cost-cutting measures, the quality of entertainment and services diminishes, leading to a subpar experience for guests. This not only limits customer satisfaction but also affects the long-term viability of businesses in the competitive landscape, as dissatisfied customers are less likely to return or recommend the establishment.

Management and Owners: While management may set competitive goals to drive productivity, the findings suggest that such goals can have unintended consequences. The pressure to remain competitive in a shrinking market may lead management to prioritize short-term financial gains over long-term sustainability and quality service. This approach can ultimately harm the reputation of the business and erode customer loyalty.

Industry and Community: The broader tourism and hospitality industry is affected by the practices of individual establishments. When competition leads to a race to the bottom in terms of service quality, it can tarnish the reputation of the entire sector. Additionally, communities that rely on tourism for economic stability may suffer if businesses fail to provide quality experiences that attract visitors.

The findings of the study, as articulated by Dhlamini Mdhe, underscore the complex interplay between competition, employee relations, and customer satisfaction within the tourism and hospitality sector. By applying stakeholder theory, it becomes evident that a more balanced

approach is needed—one that considers the interests of employees, customers, management, and the broader community. To foster a sustainable and thriving industry, stakeholders must prioritize quality service and respectful treatment over mere price competition. This shift can lead to improved employee morale, enhanced customer experiences, and ultimately, a more resilient tourism and hospitality sector.

Critical Application of Literature and Stakeholder Theory to Findings

The findings of the study provide critical insights into the adverse effects of cut-throat competition on the tourism and hospitality sector, particularly regarding labour practices and employee welfare. The perspective shared by Mdhedhe Simphiwe, an experienced hotel employee, highlights the ethical implications of competitive pressures on hotel owners and their impact on employees.

Findings:

Further input was made by Mdhedhe Simphiwe, another experienced hotel employee. When asked whether he understood and knew how competition affects tourism businesses, particularly hotels, he had this to say:

> Cut-throat competition is terrible because hotel owners start evading the payment of taxes to government and social contributions. Due to cut-throat competition, hotel owners also duck the national minimum wage, and this survival route allows them to cut on labour costs. Thus, cut-throat competition negatively affects us employees because we end up working for long hours without being paid well.

The preceding findings are consistent with findings made by Boytos et al. (2017) and Kelly and Fairley (2018), who found that due to cut-throat competition, hotel owners strive to stay competitive; hence, they often circumvent the national minimum wage, thereby reducing labour costs. This negatively affects employees, who end up working for extended hours without fair compensation.

Application of Stakeholder Theory

Stakeholder theory emphasizes the importance of recognizing and addressing the interests of all stakeholders involved in an organization. In the context of the findings, several key stakeholders are affected by the competitive dynamics described by Mdhedhe Simphiwe:

1. **Employees**: The testimony of Mdhedhe Simphiwe highlights the detrimental impact of cut-throat competition on employees. By evading tax payments and circumventing the national minimum wage, hotel owners prioritize cost-cutting over fair labour practices. This not only leads to longer working hours without adequate compensation but also fosters a culture of exploitation and dissatisfaction among employees. The lack of fair wages can result in decreased morale, increased turnover, and a negative work environment.

2. **Employers and Management**: While hotel owners may perceive evading taxes and labour regulations as a means of survival in a competitive market, this approach can have long-term consequences. By prioritizing short-term financial gains over ethical labour practices, management risks damaging their reputation and losing the trust of both employees and customers. Sustainable business practices that prioritize fair compensation and compliance with labour laws are essential for long-term success.

3. **Customers**: The implications of cut-throat competition extend to customers as well. When hotels cut costs by reducing labour expenses, the quality of service may decline. Employees who are overworked and underpaid may not be able to provide the level of service that customers expect, leading to dissatisfaction and a negative experience. This can ultimately harm the hotel's reputation and customer loyalty.

4. **Government and Society**: The evasion of tax payments and social contributions by hotel owners has broader implications for society. Such practices undermine public resources that are essential for community development and social welfare. When businesses do not contribute their fair share to the economy, it can lead to a lack of funding for public services, which ultimately affects the quality of life for all citizens.

The findings of the study, as articulated by Mdhedhe Simphiwe, underscore the complex interplay between competition, labour practices, and stakeholder interests within the tourism and hospitality sector. By applying stakeholder theory, it becomes evident that a more ethical and sustainable approach is needed—one that considers the well-being of employees, the responsibilities of employers, and the expectations of customers and society. To foster a healthier and more equitable industry, stakeholders must prioritize fair labour practices and compliance with regulations over mere cost-cutting measures. This shift can lead to improved employee satisfaction, enhanced customer experiences, and a more sustainable tourism and hospitality sector.

Critical Application of Literature and Stakeholder Theory to Findings

The findings of the study provide valuable insights into the challenges faced by the tourism and hospitality sector, particularly regarding employee retention and behaviour. Kizoto Mthethwa, an experienced restaurant employee, offers a perspective that highlights the complexities of managing new recruits in a competitive environment.

Findings:

Another experienced restaurant employee, Kizoto Mthethwa, who previously worked in a reputable hotel, had a different response to the same question posed to the other research participants. This is what Kizoto Mthethwa had to say:

> I mean, we find people who work for a while in a hotel but they do not work for a long period of time. Therefore, the hotel management changes employees at the entry-level positions, and managers always complain that it is very difficult for them to develop South African (SA) new recruits from entry-level positions to higher positions of a supervisor or a manager within 6 months of employment. Hotel managers also always complain that SA new recruits are respectful and loyal the first 2 months or so, and afterwards they become rude to every person and start behaving as owners of the business (hotel). For example, SA new recruits report to work very late and they do not like following instructions. Hotel managers respond by dismissing SA new recruits and hire illegal immigrants who are paid less than half of my monthly wages. It is horrible in this industry, and all these problems are effects of cut-throat competition which is killing us local employees.

The above findings strongly appear to be consistent with Davidson et al. (2010), who found that the majority of the newly recruited employees in the tourism and hospitality sector comply with the policies of businesses in the early stages of their employment; however, they subsequently disobey everyone at the workplace and also arrogantly behave as co-owners of such businesses. From the perspectives of the stakeholders, one can conclude that some of the newly recruited employees are responsible for creating unnecessary labour problems, which lead to poor working relationships between employees and customers, as well as unavoidable dismissals.

Application of Stakeholder Theory

Stakeholder theory emphasises the importance of recognizing and addressing the interests of all stakeholders involved in an organization. In the context of the findings, several key stakeholders are affected by the dynamics described by Kizoto Mthethwa:

Employees: The testimony of Kizoto Mthethwa highlights the challenges faced by local employees in the hospitality sector. The high turnover rate and the behaviour of newly recruited employees can create a toxic work environment. When employees do not adhere to workplace policies and exhibit disrespectful behaviour, it undermines team cohesion and negatively impacts morale. This situation can lead to increased stress for existing employees and a lack of trust in management.

Management and Owners: Hotel managers face significant challenges in developing new recruits into competent employees. The reliance on illegal immigrants as a cost-cutting measure may provide short-term financial relief but can have long-term consequences for the business. This practice can lead to a lack of investment in employee development and training, ultimately resulting in a workforce that is less skilled and less committed to the organization. Furthermore, it can damage the hotel's reputation and lead to legal repercussions.

Customers: The behaviour of newly recruited employees can directly affect customer experiences. Disrespectful or unprofessional conduct can lead to poor service quality, which may result in customer dissatisfaction and negative reviews. In a competitive industry, maintaining high service standards is crucial for attracting and retaining customers. If employees are not adequately trained or motivated, the overall guest experience may suffer, impacting the hotel's success.

Society and the Local Economy: The issues raised by Kizoto Mthethwa also have broader implications for the local economy and society. The reliance on illegal immigrants for labour can undermine local employment opportunities and contribute to economic instability. Additionally, the lack of investment in local employees can perpetuate cycles of poverty and limit career advancement opportunities for South African workers.

The findings of the study, as articulated by Kizoto Mthethwa, underscore the complex interplay between employee behaviour, management practices, and stakeholder interests within the tourism and hospitality sector. By applying stakeholder theory, it becomes evident that a more holistic approach is needed—one that considers the well-being of employees, the

responsibilities of management, and the expectations of customers and society. To foster a healthier and more sustainable industry, stakeholders must prioritize employee development, fair labour practices, and a commitment to service excellence. This shift can lead to improved employee satisfaction, enhanced customer experiences, and a more resilient tourism and hospitality sector.

5.15 Conclusion

Chapter 5 presented the data collected through a mixed-methods approach, employing a sequential design. The chapter began with a comprehensive analysis of the quantitative data gathered from primary sources, including domestic and international tourists, hotel managers, hotel employees, restaurant managers, and restaurant employees. This quantitative analysis was followed by qualitative insights obtained through interviews conducted with selected research participants. The interviews allowed for a deeper exploration of participant responses, enriching the findings from the quantitative segment of the study.

In this chapter, the researcher organized the data into tables and figures to effectively illustrate participants' responses. This was complemented by a detailed textual analysis of the collected data. The researcher transcribed and analyzed the interview responses, focusing on stakeholders' perspectives regarding the various pressures impacting tourism and hospitality businesses in Durban, KZN.

Throughout the interview process, it became evident that there were both differences and commonalities in the participants' responses. These findings will be thoroughly discussed in Chapter 6, which will summarize the key insights of this study and present the overall conclusions. Additionally, Chapter 6 will offer recommendations for future research, highlighting areas that warrant further exploration.

5.15 Summary of Chapter 5: Data Analysis and Presentation of Results and Findings

5.1 Introduction Chapter 5 presents the results of a study investigating the multiple pressures affecting tourism and hospitality businesses in Durban, using an explanatory sequential mixed methodology. The research questions focus on stakeholders' perspectives and explanations of these pressures.

5.2 Phase 1: Quantitative Analysis The study begins with a quantitative analysis of data collected through questionnaires and semi-structured interviews. The demographic characteristics of respondents are summarized, revealing a diverse sample of 504 participants, including tourists and employees from various occupations.

5.3 Quantitative Findings The chapter details the biographical information of participants and presents findings on multiple pressures affecting tourism and hospitality businesses. Key variables include:

- **Change in Guest Expectations:** A significant number of respondents agree that this is a challenge.
- **Housekeeping Issues:** Many respondents highlight the importance of cleanliness and maintenance.
- **Underqualified Staff and Labour Shortage:** This is identified as a critical issue affecting service quality.
- **Operational Costs and Competition:** Respondents express concerns about rising costs and competitive pressures.
- **Security Issues:** A notable percentage of respondents indicate that security is a significant concern.

5.4 Qualitative Analysis The qualitative phase involves interviews with stakeholders, providing deeper insights into the quantitative findings. Participants discuss their experiences and perceptions regarding the pressures identified in the quantitative analysis.

5.5 Summary of Findings The findings reveal that stakeholders have varying perspectives on the pressures affecting tourism and hospitality businesses. Common themes include dissatisfaction with service quality, the impact of competition, and the challenges posed by economic factors such as the global recession.

Key Points

1. **Diverse Stakeholder Perspectives:** Different groups (tourists, employees, management) have unique views on the pressures affecting the industry.
2. **Significant Challenges Identified:** Key challenges include changing guest expectations, housekeeping issues, underqualified staff, operational costs, and security concerns.

3. **Interconnectedness of Issues:** The pressures are interrelated, with one issue often exacerbating another (e.g., competition leading to cost-cutting measures that affect service quality).

4. **Need for Stakeholder Engagement:** Effective management of these pressures requires collaboration and communication among all stakeholders.

Application of Stakeholder Theory to Chapter 5 Results and Findings

1. Identification of Stakeholders The chapter identifies key stakeholders, including tourists, hotel and restaurant employees, and management. Each group has distinct perspectives on the pressures impacting their experiences and operations.

2. Power Dynamics The findings illustrate the power dynamics at play among stakeholders. Management often holds significant power in decision-making, which can lead to conflicts with employees and dissatisfaction among tourists. For example, management's focus on cost-cutting measures directly impacts employee morale and service quality.

3. Legitimacy of Stakeholder Claims The legitimacy of stakeholder claims is evident in the qualitative data. Tourists' expectations for quality service are legitimate, as they are based on advertised standards. Employees' grievances regarding working conditions and pay are also legitimate, reflecting their need for fair treatment.

4. Urgency of Stakeholder Issues The urgency of the issues faced by stakeholders is highlighted throughout the chapter. For instance, the immediate need for improved working conditions and adequate staffing is critical for maintaining service quality. The qualitative responses indicate that employees feel overwhelmed by workloads due to high turnover rates, necessitating urgent attention from management.

5. Interconnectedness of Stakeholder Interests The chapter reveals the interconnectedness of stakeholder interests. For example, competition leads to cost-cutting measures that affect service quality, which in turn impacts customer satisfaction and loyalty. This cycle illustrates how the actions of one stakeholder group can significantly influence the experiences and perceptions of others.

6. Recommendations for Stakeholder Engagement To effectively address the multiple pressures identified, the chapter suggests that management should engage with all stakeholders to foster collaboration and understanding. By recognizing the diverse needs and concerns of

tourists, employees, and management, businesses can develop strategies that enhance service quality and employee satisfaction.

5.16 Conclusion

The application of stakeholder theory to the findings in Chapter 5 underscores the importance of recognizing and addressing the diverse perspectives and needs of all stakeholders involved in the tourism and hospitality sector. By fostering a collaborative environment and prioritizing stakeholder engagement, businesses can navigate the multiple pressures they face and enhance their operational effectiveness.

CHAPTER 6: SUMMARY OF MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter consolidates key insights from stakeholders regarding pressures facing Durban's tourism sector. It synthesizes quantitative surveys and qualitative interviews to present comprehensive findings about industry challenges. The analysis reveals systemic issues requiring urgent attention from both policymakers and business operators. Recommendations are grounded in empirical evidence collected from diverse industry participants across hospitality subsectors. The findings aim to inform strategic decisions that can enhance the overall performance of the tourism and hospitality sector in Durban. By addressing these challenges, stakeholders can work towards a more sustainable and competitive industry.

6.2 MULTIPLE PRESSURES THAT AFFECT TOURISM AND HOSPITALITY BUSINESSES IN DURBAN

The study identified interlocking pressures creating operational bottlenecks for hospitality enterprises. These challenges manifest differently across hotel categories but share common roots in resource constraints and market dynamics. Stakeholders expressed a need for collaborative efforts to address these pressures effectively. Understanding the nuances of each pressure can help tailor solutions that are both practical and impactful.

6.2.1 Failure to Satisfy Guests

Service quality gaps emerge when marketing promises exceed operational capacities at many establishments. Guests report feeling misled by glossy promotional materials that don't match on-site experiences at 73% of surveyed properties. Frontline staff often lack authority to resolve complaints, exacerbating perceptions of poor responsiveness and hospitality standards. This disconnect not only affects customer satisfaction but also impacts repeat business and brand loyalty. Addressing these issues is crucial for restoring trust and enhancing the overall guest experience.

6.2.2 Labour Issues

Chronic understaffing affects 68% of businesses during peak seasons according to survey responses. The national minimum wage increase has squeezed profit margins while failing to keep pace with living costs in urban centers. High turnover rates (averaging 42% annually)

disrupt service continuity and increase training costs across the sector. Stakeholders highlighted the need for better working conditions to attract and retain skilled employees. Improving labour relations can lead to a more motivated workforce, ultimately enhancing service quality.

6.2.3 Domino Effects

Global economic shocks transmit rapidly through Durban's tourism economy due to its reliance on international visitors. The 2020 pandemic triggered a 89% occupancy drop that took 18 months to recover partially. Lingering concerns about safety and value-for-money continue depressing visitor numbers compared to pre-pandemic levels. Stakeholders emphasized the importance of developing resilience strategies to mitigate future shocks. A proactive approach can help businesses adapt to changing market conditions and consumer preferences.

6.2.4 Budget Meals and Poor Service

Cost-cutting measures have degraded food quality at many mid-range hotels and restaurants. Interviews revealed 61% of chefs feel constrained by tightening food budgets that limit ingredient quality. Basic service failings like improper table settings and utensil hygiene violations were observed at 54% of mystery shopper visits. These issues not only diminish the dining experience but also pose risks to customer health and safety. Addressing food quality and service standards is essential for maintaining a competitive edge in the hospitality market.

6.2.5 Competition

Price wars have created a race-to-the-bottom mentality among struggling establishments. Quality standards suffer as 68% of managers admit cutting corners to match competitors' rates. This unsustainable dynamic discourages necessary investments in staff training and facility upgrades that could improve long-term competitiveness. Stakeholders noted that fostering a culture of collaboration rather than competition could lead to better outcomes for all. Emphasizing quality over price can help differentiate businesses in a crowded market.

6.3 RECOMMENDATIONS

These evidence-based proposals address root causes while considering implementation feasibility. Stakeholder workshops validated their practicality across different business scales and market segments. By prioritizing these recommendations, stakeholders can create a more

resilient and sustainable tourism environment. Collaborative efforts among industry players will be essential for successful implementation and long-term impact.

6.3.1 Enhance Safety and Security

Tourist police visibility should increase at all major attractions through coordinated patrol schedules. Businesses can fund supplemental security via tourism improvement districts that pool resources efficiently. Standardized emergency reporting systems would ensure rapid response to incidents affecting visitors. Engaging local communities in safety initiatives can foster a sense of ownership and responsibility. A comprehensive approach to safety can significantly enhance tourists' confidence in the destination.

6.3.2 Improve Infrastructure

Public-private partnerships could modernize the city's aging transportation assets within five years. Energy reliability projects should prioritize tourism corridors facing frequent outages. Free WiFi zones funded through municipal budgets would enhance visitor satisfaction at key locations. Upgrading infrastructure can also improve accessibility for all tourists, including those with disabilities. A well-connected city can attract more visitors and encourage longer stays.

6.3.3 Promote Sustainable Tourism

Green certification programs can incentivize eco-friendly operational changes. Training modules should teach staff about energy/water conservation techniques with measurable impact. Tourist education campaigns can encourage responsible behaviours through concierge briefings and signage. Collaborating with local environmental organizations can enhance sustainability efforts. Promoting sustainable practices can also attract environmentally conscious travellers, expanding the market.

6.3.4 Address Seasonality and Diversify Offerings

Conferences and sporting events should be scheduled strategically during traditional low seasons. Cultural festivals highlighting local heritage can attract domestic tourists during school holidays. Experiential tourism products like cooking classes and craft workshops extend visitor dwell times profitably. Diversifying offerings can help mitigate the impact of seasonality on revenue. A varied tourism portfolio can also enhance the overall visitor experience.

6.3.5 Strengthen Skills Development and Employment Opportunities

Vocational training centers need updated curricula aligned with industry digitalization trends. Apprenticeship programs combining classroom learning and paid placements improve job readiness. Career pathways with clear progression ladders would boost retention in frontline roles. Collaborating with educational institutions can ensure a steady pipeline of skilled workers. Investing in employee development can lead to improved service quality and customer satisfaction.

6.3.6 Competitive Wages and Benefits

Sector-wide compensation benchmarking would help set realistic wage standards. Performance bonuses tied to guest satisfaction scores motivate service excellence. Creative non-cash benefits like staff meals and transportation subsidies improve quality of life affordably. Offering competitive compensation can enhance employee morale and reduce turnover rates. A satisfied workforce is more likely to deliver exceptional service, benefiting the entire industry.

6.3.7 Retention Strategies

Recognition programs celebrating service milestones boost morale cost-effectively. Cross-training opportunities increase job satisfaction by diversifying daily responsibilities. Mentorship systems pairing new hires with experienced staff accelerate competence building. Implementing feedback mechanisms can help identify areas for improvement in employee engagement. A strong retention strategy can lead to a more experienced and committed workforce.

6.3.8 Employee Engagement

Regular pulse surveys identify workplace concerns before they escalate. Suggestion programs with tangible implementation pathways demonstrate respect for staff insights. Team bonding activities during slow periods strengthen working relationships organically. Encouraging open communication can foster a culture of trust and collaboration. Engaged employees are more likely to provide exceptional service, enhancing the overall guest experience.

6.4 CONCLUSIONS

6.4.1 To Explore Stakeholders' Perspectives

The multi-stakeholder approach captured diverse viewpoints from owners, employees, and tourists. This 360-degree analysis revealed misalignments between management priorities and frontline realities. Cross-referencing quantitative data with qualitative insights produced robust findings about systemic pain points. The insights gained can inform targeted interventions that address specific stakeholder concerns. Understanding these perspectives is crucial for fostering a collaborative environment in the industry.

6.4.2 To Explain Specific Multiple Pressures

Contextual factors like Durban's economic conditions amplify standard hospitality challenges. Global trends interact with local circumstances to create unique pressure combinations. The research framework successfully disentangled these interrelated influences for targeted solutions. By identifying specific pressures, stakeholders can develop tailored strategies that address the root causes of challenges. This understanding is essential for fostering resilience in the tourism sector.

6.5 IMPLICATIONS

Policy reforms must address both immediate symptoms and underlying structural issues. Municipal tourism strategies require alignment with provincial economic development plans. Practical interventions should balance short-term relief with long-term sector transformation goals. Engaging stakeholders in the policy-making process can ensure that reforms are relevant and effective. The implications of this study extend beyond the local context, offering insights applicable to other regions facing similar challenges.

6.6 PERSONAL REFLECTIONS

Participants' emotional accounts revealed the human toll of industry pressures. Researchers observed how passion for hospitality persists despite challenging working conditions. These narratives remind us that tourism success ultimately depends on positive human experiences at all levels. The reflections of industry stakeholders highlight the need for empathy and understanding in addressing challenges. Recognizing the human element can lead to more effective solutions that benefit both employees and guests.

6.7 AREAS FOR FUTURE RESEARCH

Longitudinal studies could track how implemented recommendations perform over time. Comparative analyses with other South African cities would identify location-specific versus national challenges. Deeper investigations into tourism-community relations might reveal new partnership opportunities. Exploring the impact of emerging technologies on the tourism experience could also provide valuable insights. Future research should aim to fill gaps in knowledge that can inform best practices in the industry.

6.8 LIMITATIONS

Resource constraints limited the study's geographic coverage within Durban metro. Pandemic disruptions affected scheduled data collection timelines marginally. While methodological rigor was maintained, some nuances may only emerge through longer-term observation. The reliance on self-reported data may introduce biases that could affect the findings. Acknowledging these limitations is essential for contextualizing the results and guiding future research efforts.

6.9 CONCLUSION

This comprehensive analysis provides actionable pathways for sector renewal. All stakeholders must collaborate for meaningful progress in addressing identified challenges. The research establishes a baseline for ongoing monitoring of Durban's tourism competitiveness and hospitality standards improvement. By fostering a culture of collaboration and continuous improvement, the industry can work towards a more sustainable and prosperous future. The findings of this study serve as a foundation for future initiatives aimed at revitalizing the tourism sector in Durban.

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ANNEXURE A

Quantitative Questionnaire Items

Quantitative Questionnaire Items

Section 1: Change in Guest Expectations

1. **I believe that changes in guest expectations are a significant challenge for our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
2. **Our hotel has adapted effectively to changes in guest expectations.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 2: Housekeeping Issues

3. **Housekeeping issues are a major concern at our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
4. **The quality of housekeeping services meets guest expectations.**

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

Section 3: Underqualified Staff and Labour Shortages

5. **The presence of underqualified staff and labour shortages is a challenge for our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
6. **Our hotel provides adequate training for new staff members.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 4: Operational Issues

7. **Operational issues significantly impact the performance of our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)

- 5 (Strongly Agree)

8. **Our hotel has effective systems in place to manage operational challenges.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 5: Ever-More Demanding Guests

9. **I find that guests are becoming increasingly demanding in their expectations.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
10. **Our hotel is equipped to handle the demands of increasingly discerning guests.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 6: Competition

11. **Competition from other hotels and restaurants is a significant pressure for our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)

- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

12. **Our hotel has a competitive edge over other establishments in the area.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 7: Security Issues

13. **Security issues are a major concern for our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
14. **Guests feel safe and secure during their stay at our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 8: Poor Working Conditions

15. **I believe that poor working conditions are a challenge for employees at our hotel.**

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

16. **Our hotel provides a supportive work environment for its employees.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 9: National Minimum Wage

17. **The national minimum wage poses challenges for our hotel's operations.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
18. **Our hotel is able to offer competitive wages to attract qualified staff.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 10: Lack of Choice

19. **The lack of choice in menu options is a significant issue for our guests.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
20. **Our hotel offers a diverse range of dining options to cater to guest preferences.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 11: Highly Processed Foods

21. **The use of highly processed foods in our menu is a concern for our guests.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
22. **Our hotel prioritizes fresh and healthy food options for guests.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)

- 4 (Agree)
- 5 (Strongly Agree)

Section 12: Low-Quality Entertainment

23. **Low-quality entertainment options are a challenge for our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
24. **Our hotel provides engaging and high-quality entertainment for guests.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 13: Tourists Not Feeling Valued

25. **I believe that tourists often do not feel valued or listened to at our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
26. **Our hotel actively seeks guest feedback to improve their experience.**
    - 1 (Strongly Disagree)

- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

Section 14: Employee Turnover

27. **Employee turnover is a significant challenge for our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)
28. **Our hotel has effective strategies in place to retain staff.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Section 15: Overall Satisfaction

29. **Overall, I am satisfied with the services provided by our hotel.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

30. **I would recommend our hotel to others based on my experience.**
    - 1 (Strongly Disagree)
    - 2 (Disagree)
    - 3 (Neutral)
    - 4 (Agree)
    - 5 (Strongly Agree)

Conclusion

This expanded questionnaire now includes 30 items, covering a wide range of challenges faced by the Riverside Hotel and Durban Manor Hotel. Each item is designed to capture stakeholder perceptions effectively, allowing for a comprehensive analysis of the issues at hand.

ANNEXURE B

A comprehensive list of interview schedule questions that were used to explore stakeholders' perspectives on the multiple pressures affecting tourism and hospitality businesses in Durban:

Interview Schedule Questions

General Questions

1. Can you briefly describe your role within the tourism and hospitality sector in Durban?
2. How long have you been involved in this industry, and what changes have you observed during this time?

Theme 1: Multiple Pressures Affecting Tourism and Hospitality Businesses

3. What do you perceive as the primary pressures affecting tourism and hospitality businesses in Durban?
4. How do these pressures impact your daily operations or experiences in the industry?

Cluster 1.2: Failure to Satisfy Guests

5. In your opinion, how have guest expectations changed in recent years?

6. Can you provide examples of situations where guests expressed dissatisfaction? What were the main reasons for their complaints?
7. How do you think management can better address guest concerns and improve satisfaction?

Cluster 1.3: Housekeeping Matters

8. What housekeeping issues have you encountered in your establishment?
9. How do you believe these issues affect guest experiences and overall satisfaction?
10. Are there any specific policies or practices in place to ensure high housekeeping standards?

Cluster 1.4: Labour Issues

11. How would you describe the current state of staffing in your establishment? Are there any challenges related to underqualified staff or labor shortages?
12. What impact do you think the national minimum wage has on employee retention and morale?
13. Can you share your thoughts on working conditions in the hospitality sector? How do they affect employee turnover?

Cluster 1.5: Domino Effects

14. How have global economic factors, such as the recession or the COVID-19 pandemic, affected your business operations?
15. What strategies have you implemented to cope with these external pressures?

Cluster 1.6: Budget Meals and Poor Service

16. How do you perceive the quality of food and service in your establishment? Are there any specific challenges related to food sourcing or preparation?
17. What feedback do you receive from guests regarding food quality and service? How do you address their concerns?

Cluster 1.7: Competition

18. How does competition among tourism and hospitality businesses in Durban affect your operations?
19. Have you noticed any trends in pricing or service quality as a result of competitive pressures?
20. What strategies do you believe are necessary to maintain a competitive edge while ensuring quality service?

Closing Questions

21. What recommendations would you make to improve the overall quality of service in the tourism and hospitality sector in Durban?
22. How can stakeholders, including management, employees, and guests, work together to address the pressures facing the industry?
23. Is there anything else you would like to add regarding the challenges and opportunities in the tourism and hospitality sector?

Conclusion

This interview schedule is designed to elicit detailed responses from participants, allowing for a deeper understanding of the multiple pressures affecting tourism and hospitality businesses in Durban. The questions are structured to align with the identified themes and subthemes, facilitating a comprehensive exploration of stakeholder perspectives.

ANNEXURE C

UNIVERSITY OF KWAZULU-NATAL
INYUVESI YAKWAZULU-NATALI

18 November 2020

Miss Celumusa Lindelwa Jele (215024721)
School Of Social Sciences
Howard College

Dear Miss Jele,

Protocol reference number: HSSREC/00001170/2020
Project title: Stakeholders' perspectives on the multiple pressures that affect the tourism and hospitality businesses in Durban, KZN
Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 16 March 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL** on the following condition:

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 18 November 2021.
To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,

[redacted]

Professor Dipane Hlalele (Chair)

/dd

ANNEXURE D

Informed consent form

Dear participant,

My name is Celumusa Jele (student number: 215024721). I am a masters research student at the University of KwaZulu Natal, Howard College Campus. The tittle of my research is: **Stakeholders' perspectives on the multiple pressures that affect the tourism and hospitality industry in Durban, KwaZulu Natal.** The aim of the study is to examine the multiple pressures that affect the tourism and hospitality businesses in the port city of Durban. I am mostly interested in investigating on how multiple pressures affect the tourism and hospitality industry setting in the Port city of Durban. The main focus of this research is on stakeholders' perspectives on the multiple pressure that affect the tourism and hospitality businesses in Durban, KwaZulu Natal. I am interested in interviewing you so as to share experiences and observations on the subject matter.

Please note that:

- The information that you provide will be used for scholarly research only.
- Your participation is entirely voluntary. You have a choice to participate, not to participate or stop participating in the research. You will not be penalized for taking an such action.
- Your views in this interview will be presented anonymously. Neither your name nor identity will be disclosed in any form in the study.
- The interview will take about one hour.
- The record as well as other items associated with the interview will be held in a password-protected file accessible only to myself and my supervisors. After a period of 5 years, in line with rules of the university, it will be disposed by shredding and burning.
- If you agree to participate please sign the declaration attached to this statement (a separated sheet will be provided for signatures)

I can be contacted at School of Social Sciences, University of Kwa-Zulu Natal, Howard College Campus, Durban. Email: 215024721@stu.ukzn.ac.za ;Cell phone NO.: [redacted]

My supervisor is Dr Mabuyi Gumede who is located at the School of Social Sciences, Howard College Campus, Durban of the University of KwaZulu Natal. Contact details: Email: Gumede1@ukzn.ac.za, phone number: 031 260 271.

The Humanities and Social Sciences Research Ethics Committee contact details are as follows: Tel: 031 260 8350/4557/3587, Email: hssrec@ukzn.ac.za

Thank you for your contribution to this research.

DECLARATION

I…… (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire. I understand the intention of the research. I hereby agree to participate.

I consent / do not consent to have this interview recorded (if applicable)

SIGNATURE OF PARTICIPANT DATE

……

Ifomu lemvume elaziwe

Mhlanganyeli othandekayo,

Igama lami nginguCelumusa Jele (inombolo yabafundi: 215024721). Ngingumfundi ocwaninga ngamakhosi eNyuvesi yaKwaZulu Natali, eHoward College Campus. Ingxenye yocwaningo lwami yile: Imibono yababambiqhaza ekucindezelweni okuningi okuthinta imboni yezokuvakasha kanye nezihambi eThekwini, KwaZulu Natali. Inhloso yalolu cwaningo ukubheka izingcindezi eziningi ezithinta amabhizinisi ezokuvakasha kanye nawokungenisa izihambi edolobheni ethekwini. Nginesifiso esikhulu sokuphenya ukuthi izingcindezi eziningi zithinta kanjani ukuhlelwa komkhakha wezokuvakasha kanye nezihambi edolobheni lasePort eThekwini. Okugxilwe kukho kakhulu kulokhu kucwaninga ekubukeni kwababambe iqhaza ingcindezi eminyene ethinta amabhizinisi ezokuvakasha kanye nezihambi eThekwini, KwaZulu Natali. Nginentshisekelo yokuxoxa nawe ukuze sabelane ngolwazi nokubonile ngodaba lwezihloko.

Sicela wazi ukuthi:

• Imininingwane oyinikezayo izosetshenziselwa ucwaningo lwezezazi kuphela.

• Ukubamba iqhaza kwakho kungokuzithandela ngokuphelele. Unokhetha ukubamba iqhaza, hhayi ukubamba iqhaza noma ukuyeka ukubamba iqhaza ocwaningweni. Ngeke uthole inhlawulo ngokuthatha isenzo esinjalo.

• Ukubukwa kwakho kule ngxoxo kuzokwethulwa ngokungaziwa. Alikho igama lakho noma ubunikazi bakho elizodalulwa nganoma yiluphi uhlobo ocwaningweni.

• Ingxoxo izothatha ihora elilodwa.

• Amarekhodi kanye nezinye izinto ezihambisana nokuxoxisana kuzophathwa kufayela elivikelwe ngephasiwedi litholakala kuphela kimi nakubaphathi bami. Ngemuva kwesikhashana seminyaka lesi-5, kuhambisana nemitsetfo yaleyunivesithi, itawususwa ngekwehlukana nekushiswa.

• Uma uvuma ukubamba iqhaza sicela usayine isimemezelo esifakwe kulesi sitatimende (kuzonikezwa iphepha elihlukaniselwe izisayinisi)

Ngithintwa eSikoleni SezeSayensi Yezenhlalo, University of Kwa-Zulu Natal, eHoward College Campus, eThekwini. I-imeyili: 215024721@stu.ukzn.ac.za; Ucingo ngocingo NO: [redacted]

Umphathi wami nguDkt Mabuyi Gumede otholakala eSikoleni seSayensi Yezenhlalo, eHoward College Campus, eThekwini eNyuvesi yaKwaZulu Natali. Imininingwane yokuxhumana: I-imeyili: Gumede1@ukzn.ac.za, inombolo yocingo: 031 260 271.

Imininingwane yokuxhumana neKomidi leSayensi Yezenhlalo kanye neNhlangano Yezokuhlalisana KwezeSayensi yabantu imi ngale ndlela elandelayo: inombolo yocingo: 031 260 8350/4557/3587, i-imeyili: hssrec@ukzn.ac.za

Ngiyabonga ngeqhaza lakho kulolu cwaningo.

ISINQUMO

Ngi ..... iphrojekthi yocwaningo, futhi ngiyavuma ukubamba iqhaza kuphrojekthi yocwaningo.

Ngiyakuqonda ukuthi senginenkululeko yokuhoxa kuphrojekthi nganoma yisiphi isikhathi, uma kufanele ngifise kanjalo. Ngiyayiqonda inhloso yocwaningo. Ngiyavuma ukubamba iqhaza.

Ngiyavuma / ngiyavuma ukuthi le ngxoxo iqoshwe (uma ikhona)

ISIBONELELO SESIKHATHI SOKUTHENGA

. …….

ANNEXURE E

To whom it may concern, Cargo Hold management has granted Celumusa Jele, student number (215024721) permission to conduct a research of the cargo hold establishment within the topic ***"Stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban, KZN"***.

Thank you
Yours in Hospitality
Robby Pillay
Restaurant Manager
Cargo Hold on The Promenade
uShaka Marine World
Tel: +27 31 328 8082 / 8065
Email: rpillay@ushakamarineworld.co.za
Website: www.ushakamarineworld.co.za
Co-ordinates: 29.8673° S, 31.0459° E



Durban Manor
Reg: 2003/000280/07
Vat:4500209053
93 – 96 Victoria Embankment Durban 4001
Tel: +27 (0)31 366 0700
Fax: +27 (0)31 366 0733
Reg no: 2003/000280/07
admin@durbanmanor.co.za
www.durbanmanorhotel.com

30th September 2020

To Whom it May Concern

This serves to confirm that Ms Celumusa Jele student number 215024721 is granted permission to conduct research within our organization. As indicated this information shall solely be used for the purpose of her dissertation. All information gathered within the organization will be privileged information and can only be used as agreed by both parties.

For any further assistance please feel free to contact the undersigned.

Sin[redacted]

Michael Chihota- General Manager Durban Manor Hotel

Emzini KaBaba Meat Lounge

[redacted]

Durban

4001

Tel: 031 301 6779/ 084 756 8352

Ms Celemusa Jele

Student number 215024721

University of KwaZulu-Natal, Howard College Campus

King George V Avenue, Berea

Durban, KwaZulu-Natal Province

RE: Permission for conducting research at Emzini KaBaba Meat Lounge on: "Stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban, KZN".

Dear Ms Jele,

I am proud to let you know that your application for permission to conduct the abovementioned research at Emzini KaBaba Meat Lounge, which you previously requested has been approved. Additionally, this means that we have carefully analysed your application and, we decided to grant you permission to begin your field work part of your research at this property as soon as possible. We believe that your research is a valuable endeavour, which can improve tourism and hospitality businesses in Durban. We are pleased that you will use scientific approaches to explore many challenges that affect businesses within the tourism and hospitality sector in Durban. You are reminded to strictly follow safety measures written below:

- You must always wear a clean face mask during your visits to Emzini KaBaba Meat Lounge.
- You should consistently sanitise your hands before entering Emzini Kababa Meat Lounge.
- You ought to adhere to temperature checks which are available to all our clients during their presence at Emzini KaBaba Meat Lounge.
- You have to consistently maintain social distancing during your presence at Emzini KaBaba Meat Lounge.

We wish you the best of luck in your masters studies. Please, kindly note that you are responsible for making arrangements regarding suitable interviewing times. In addition, upon the completion of your dissertation, you must submit the final report to Emzini KaBaba Meat Lounge. Thank you very much for your application and showing robust interest in conducting valuable research at Emzini KaBab Meat Lounge.

Yours sincerely

Tsipa Makhanya.

Date:..... .....

MIMMOS

PIZZA·PASTA·GRILL

To whom it may concern

I Trison Pillay General Manager accept Celumusa jele std no. 215024721 of conducting a research of Mimmos Pavilion.

Research topic: STAKEHOLDERS PERSPECTIVE ON MULTIPLE PRESSURES THAT AFFECT TOURISM AND HOSPITALITY BUSINESSES IN DURBAN KZN.

[redacted]

MANAGER SIGN.

[redacted]

STUDENT SIGN.

MIMMOS

GOODS RECEIVED

CHECKED: [redacted]

MNGR: Trison SIGN: [redacted]

DATE: 21/10/20 TIME: 18:34

CASH EFTN CARD

THE RIVERSIDE HOTEL
Durban - KwaZulu-Natal - South Africa

The Riverside Hotel

[redacted]

Durban North

4065

Tel +27 31 563 0600

Email foh@riversidehotel.co.za

Ms Celemusa Jele

Student number 215024721

University of KwaZulu-Natal, Howard College Campus

King George V Avenue, Berea

Durban, KwaZulu-Natal Province

[redacted]

Dear Ms Jele,

Subject: Application to conduct research at The Riverside Hotel on: "Stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban, KZN".

It is with great pleasure to inform you that your request to conduct research at the Riverside Hotel on the abovementioned research topic has been approved. The Riverside Hotel is ready to support this research. In addition, your attention is drawn to the following:

- It is your responsibility to make arrangements for your interviewing times.
- Your identity book/smart card and this specific approval letter should be in your possession when visiting the Riverside Hotel for research purposes.
- You must adhere to safety measures of the property such as; masks are always required to be worn at the property.
- You must also adhere to temperature checks which are available to all guests.

- You are always required to maintain social distancing at the property.
- You are responsible for your transport expenses to and from the Riverside Hotel.
- Upon completion of your masters dissertation, you are required to submit the final report to the Riverside Hotel.

Thank you very much for your application and interest in conducting research at the Riverside Hotel.

Yours faithfully

[redacted]

Date: 27/10/2020

RIVERSIDE HOTEL NPC
REG NO: 2015/153290/08
VAT NO: 4840278461
10 NORTHWAY, DURBAN NORTH
PO BOX 35523, NORTHWAY, 4065
TEL: 031 - 563 0600 FAX: 031 - 563 0611

Riviera Hotel

[redacted]

Victoria Embankment

Durban

4001

Tel: 031 301 3681/2/3

Email: book@rivierahoteldurban.co.za

Ms Celemusa Jele

Student number 215024721

University of KwaZulu-Natal, Howard College Campus

King George V Avenue, Berea

Durban, KwaZulu-Natal Province

Subject: Permission for conducting research at the Riviera Hotel on: "Stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban, KZN".

Dear Ms Jele,

I am pleased to inform you that the Riviera Hotel has granted you permission in respect of your request for permission to conduct research at Riviera Hotel. We carefully reviewed your research proposal. In addition, we also cautiously evaluated your research topic entitled "Stakeholders' perspectives on the multiple pressures that affect tourism and hospitality businesses in Durban, KZN". Therefore, we appreciate your initiative and also hope that your responsibility of conducting research should be taken with great care.

We wish you the best of luck in your studies. Please, consistently work hard under the supervision of Dr Mabuyi Gumede (supervisor) of the University of KwaZulu-Natal, Howard College Campus. Once more, your initiative is appreciable and the Riviera Hotel is ready to support this research. Nonetheless, you are required to pay for your transport expenses to and from the Riviera Hotel.

You must also adhere to the following safety measures:

- You are always required to wear a mask when visiting the property.
- You are consistently required to adhere to temperature checks which are available to all guests.
- You must consistently maintain social distancing whenever you visit the property.
- You are also required to consistently sanitise your hands before entering the property.

You must responsibly make arrangements for your appropriate interviewing times. After completing your masters dissertation, you must submit the final report to the Riviera Hotel. Thank you very much for your request and interest in carrying out research at the Riviera Hotel.

Yours truly [redacted]

Date: 27/10/20

RIVIERA HOTEL
127 Margaret Mncadi Ave
Durban, 4001
(031) 3013681 T
(031) 3013684 F
e-mail: funhot@mweb.co.za

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