MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE
DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT

EMPLOYEES' PERCEPTIONS OF SEXUAL HARASSMENT AT CRESTA JAMESON HOTEL IN HARARE

BY

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DEDICATION

This dissertation is dedicated to my parents Mr and Mrs Masikuni, my sisters Jennifer, Fungai, Patience, Isabella and my brothers, Phillip and Pardon.

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ABSTRACT

The research sought to analyse employees' perceptions of sexual harassment at Cresta Jameson Hotel. No study has been done so far in Zimbabwe on employees' perceptions of sexual harassment. The study aimed at determining the effectiveness of strategies implemented at Cresta Jameson Hotel to deal with sexual harassment. The other objective was to establish the impacts of sexual harassment among employees at Jameson Hotel. The research was a case study and used purposive and convenient sampling. The study population were the managers and non-managerial employees. The study obtained its findings from face to face interviews, company records, journals and text books. The targeted population was 35 employees. The researcher interviewed three managers and 26 non-managerial employees at Cresta Jameson Hotel. The response rate was 84%. It was found that sexual harassment was common at Cresta Jameson Hotel. Males were identified as the main perpetrators of sexual harassment. Employees were afraid of reporting sexual harassment cases as they were ridiculed due to limited confidentiality. The hotel lackedtrainingand adequate policies on sexual harassment. The researcher suggested that hotels should formulate strong sexual harassment policies. There is need to train and retrain employees continuously on sexual harassment. Hotels should encourage employees to report cases of sexual harassment and ensure them of confidentiality. Further research can be undertaken in other hotels in Zimbabwe.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter introduces the research problem. The background of the study is given which identifies the research gap. After the background of the study, the statement of the problem is provided. The objectives of the study and research questions are then explained. The significance of the study is given. Thereafter, the delimitations of the study, methodology and limitations of the study are discussed. The definitions of terms used in the study are then highlighted and lastly, a summary ends the chapter.

1.2 Background of the study

The Equal Employment Opportunity Commission (EEOC) (2005: 1), a federal agency in the United States of America provides a "threefold guideline of sexual harassment as unwelcome sexual advance, request for sexual favours and verbal or physical conduct of a sexual nature" (Alagappar, 2011: 2). The Malaysian Code of Practice on Sexual Harassment in the workplace has defined sexual harassment as "any unwanted conduct of a sexual nature having the effect of verbal, non-verbal, visual, psychological or physical harassment that might, on reasonable grounds, be perceived by the recipient as placing a condition of a sexual nature on her or his employment or that might, on reasonable grounds, be perceived by the recipient as an offence humiliation, or a threat to her or his well-being, but has no direct link to her or his employment" (EEOC, 2005: 1).

Bowes-Sperry and O'Leary–Kelly (2005) observed that sexual harassment continues to be unreported and underreported given that less than an estimated 5 % of workers who experience sexual harassment actually file formal complaints. Willness *et al* (2007) used nearly 70 000 respondents revealed that 52, 8% of respondents were harassed sexually and afraid of disclosing the issue. 20% the respondents were physically harassed, 25% were verbally harassed and 7, 8 % were for other sexual favours .It was concluded that the majority of sexual harassment occurred

to women. As such, sexual harassment is viewed as a very sensitiveissue that need management attention so as to improve the work environment of the employees.

Rosenthal *et al* (2005) studied sexual harassment in UK and observed that 96 % of workers appealed of sexual harassment incidents. Unwanted sexual attention 51, 6%, gender harassment 40, 6 %; multiple types 6, 3%; sexual coercion 1, 5%.The research concluded that the vast majority 96 % of workers bringing appeals of sexual harassment were females. According to Rosenthal *et al* (2005) the large majority of individuals named as respondents in sexual harassment cases were managers or professional employees. However, 53% above of female employees in the hospitality industry have experienced sexual harassment one way or the other.

Zhang (2006) studied sexual harassment in China. The research was conducted in a Chinese state-owned hotel.The research indicated that 31% of people were sexually harassed verbally, 58% of people encountered physical harassment and 11% was for other forms of sexual harassment. According to Zhang (2006) women care much about sexual harassment. However, according to findings, female workers can do little to protect themselves from being harassed (Zhang, 2006). The research concluded that future research should be done to achieve a better understanding of the pleasures, the danger of sexuality in the hospitality industry.

Oliveira and Ambrosio (2013) studied sexual harassment in five hotels in Portugal. The researchers interviewed 60 housekeepers. More than 50% of the respondents had experienced some kind of sexual harassment. In 4 star hotels 28, 3% of harassment was physical, 20% was of unwelcome sexual advance, 30% was verbally; 18, 3 % was request for sexual favours and 3, 3 % were other reasons. In 5 star hotels 30% was physically, 50% verbally, and 20 % were other reasons. The research concluded that employers should monitor sexual harassment in the workplace and employees should know what consists sexual harassment. It was also concluded that 58, 3 % of employees in the hospitality industry experience sexual harassment in Portugal.

Poulston (2009) studied sexual harassment in New Zealand. 970 questionnaires were distributed amongst hospitality staff, supervisors and managers in 28 Auckland hospitality workplaces and hospitality students. More than 50% of hospitality students are sexually harassed during work related learning. The research indicated that more than 55% of the employees were sexually

harassed. Respondents considered their own ethical problems, as well as those of colleagues, superiors, staff, and competitors, to mitigate any sensitivity about reporting their own unethical behaviour. However, the research concluded that sexual harassment in New Zealand occurred to people between the ages of 18 to 34 years in most cases.

Alagappar *et al* (2011) studied sexual harassment among hotel employees in Malaysia. The respondents of the study were employees working in Pulau Pinang and Negeri Sembilan hotels in Malaysia. The researcher used interviews and questionnaires and the response rate was 61%. Findings revealed that 50% of the hotel employees were subjected to sexual harassment verbally, 17% were psychologically harassed, 22% were physically harassed, 8% was non –verbal or gestural harassment and visual harassment was 3% (Alagappar *et al*, 2011). The research recommended that there was need for future research to investigate how female employees in the hotel industry interpreted sexual harassment and what constitutes or comprises verbal sexual harassment and how to deal with the harassment effectively (Alagappar *et al*, 2011).

Theocharous and Philaretou (2009) studied sexual harassment in the hospitality industry in Cyprus. The study identified that nature of the optimal interpersonal conditions under which sexual harassment in hospitality is likely to occur. The researcher used 650 employees and interviewed 20 sexually harassed female employees. The findings show that 23% of the respondents knew about sexual harassment and 77% had an indirect knowledge of sexual harassment. The results revealed that 27, 8% of sexual harassment were males, the rest women and that 1 in every 3 sexually harassed people was a man. The research concluded that given the nature of sexual harassment, the right person will be a woman, as it is generally easier for female victims to report harassment to a female enforcement officer (Theocharous and Philaretou, 2009). However, the company should have both a male and female person available who ought to frequently consult with each other to minimize gender prejudice. Further research was encouraged on how people in the hospitality industry perceive as sexual harassment so as to have a clearer understanding of the topic.

Mkono (2010) studied sexual harassment in Zimbabwe's hospitality students. According to Mkono (2010), Zimbabwe's legislation prohibits sexual harassment in the work environment. Incidences of harassment were common and very rarely led to prosecution. There was lack of awareness, especially among women in Zimbabwe about the legal protection from sexual harassment. About 78% of students said they had been victims of sexual harassment while 28% said they had witnessed sexual harassment. Verbal harassment was the most common 71%, while physical forms of sexual harassment were the least common 15%. In the Zimbabwe context, no research has been carried out on employees' perceptions of sexual harassment in the hospitality industry hence this research. A detailed literature review is given in Chapter two.

1.3 Statement of the problem

The purpose of this study is to examine the employees' perceptions of sexual harassment at Cresta Jameson Hotel in Harare. The industry need to know what employees think, know and feel about sexual harassment. Sexual harassment has affected Zimbabwe and other countries as far as hospitality is concerned and its impacts are not clearly known. Previous researchers have focused on sexual harassment in developed countries, very few researches have be done in in developing countries. Therefore, the researcher seeks to unearth the employees' perceptions of sexual harassment issues to the hospitality industry and also its impacts.

1.4 Study objectives

This study had the following objectives:

1. To determine the effectiveness of strategies implemented at Cresta Jameson Hotel to deal with sexual harassment

2. To determine Cresta Jameson Hotel's employees perception of sexual harassment

3. To establish the impacts of sexual harassment among employees at Cresta Jameson Hotel.

4. To provide recommendations that may be used to deal with sexual harassment issues at Cresta Jameson Hotel in Harare.

1.5 Research questions

This study posed the following questions:

1. What are the Cresta Jameson employees' perceptions of sexual harassment?

2. What are the impacts of sexual harassment among Cresta Jameson employees?

3. How can the noted impacts be encountered or minimised at Cresta Jameson Hotel?

4. What other strategies and policies should be implemented to ensure that sexual harassment at Cresta Jameson Hotel is reduced or preferably eliminated?

1.6 Significance of the study.

The study provides employees' perceptions of sexual harassment in the hospitality industry. This may help Cresta Jameson to provide solutions. The study may serve as a basis for future policies to Zimbabwe's hospitality sector. The researcher realised that there is little research that had been done either in Zimbabwe or Africa about employees' perceptions of sexual harassment issues in the hospitality industry hence, the research. The issue has affected the industry in countries such as Australia, Britain, Malaysia, Cyprus, Portugal among others as a result the sector may need to be enlightened. The research therefore, builds upon the existing literature on sexual harassment.

1.7 Methodology

This study was exploratory and qualitative. The study population were the managers and non-managerial employees of Cresta Jameson Hotel. The researcher interviewed 5 managers and 30 non-managerial employees. Purposive sampling was used to select managers. Convenience sampling was used to select 30 employees. The researcher also used secondary data sources. The research made use of journals, company records and text books as secondary data sources. A detailed description of methodology is provided in chapter 3.

1.8 Delimitations

The research was done in Zimbabwe's capital city Harare with particular emphasis on hospitality industry. The researcher chose Cresta Jameson Hotel because it offered a variety of services and facilities in which the people's interaction is very high hence the researcher used the hotel to carryout data collection. The research respondents were the Cresta Jameson managers, non-managerial employees and customers. The managers were included as they are part of Cresta Jameson employees. The time-frame for the research was 3 months hence study only focused on the above mentioned population.

1.9 Limitations

The researcher faced time a constraint due to the cooperation of the company the data was collected. The hotel had a lot of protocols that the researcher had to follow which were very long. As a result the researcher used face to face interviews instead of questionnaires as there was very limited time due to the sensitivity of the topic. The other limitation was getting data from the hotel. Sourcing out data from the hotel was very difficult due to fear and uncertainty of losing jobs and bad working environment. To overcome the constraint, the researcher grouped the people into three groups which were the managers, non-managerial employees and the customers. They were interviewed according to the groupings and the researcher assured all the interviewees confidentiality in all the data that was collected.

1.10 Definition of terms

Expectations - "is an outcome or event that a person anticipates or looks forward to" (Perreault and McCarthy, 2006: 98)

Perceptions - "is an overall mind-picture of the world, shaped by information that people filter and then retrieve" (Hudson, 2008: 44).

Sexual harassment - "Any unwanted conduct of a sexual nature having the effect of verbal, non-verbal, visual, psychological or physical harassment that might, on reasonable grounds, be perceived by the recipient as placing a condition" (Alagappar *et al*, 2011: 2).

1.11 Summary

Sexual harassment is not a new phenomenon in the world of hospitality industry. It has happened globally, continentally, regionally and so on. Sexual harassment occurs among co-workers, with customers as service is provided for the hospitality product and service quality. The main objectives of the study were to determine the effectiveness of strategies implement to deal with sexual harassment. Another objective was to determine the employees' perception of sexual harassment and establish the impacts of sexual harassment among employees. The methodology also explained how the data was collected and in this case the researcher choose to use qualitative research methods

.Delimitations of the study has also shown that the study only focused on employees perceptions of sexual harassment which involved managers, non-managerial employees. Definitions of terms have been cited. The next chapter focuses on the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to review literature on the employees' perceptions of sexual harassment in the hospitality industry. The chapter starts with scholars' perspectives on sexual harassment, types and forms of sexual harassment. Secondly, it examines the sexual harassment issues in the general work place. After that, the studies done in developed and developing countries, effects of sexual harassment follow and the implications of the literature review are discussed. Lastly, the chapter ends with a summary.

2.2 Definitions of Sexual Harassment

According to Kenny *et al* (2011), sexual harassment is known as a global social phenomenon that affects all working class, regardless of age, colour, ethnicity, social status or work category. It can also occur in different setting such as academic, in the public and in workplace. In fact, to date, many researches carried out in many countries and in many contexts, have derived different definitions for this issue. Current research suggests that sexual harassment as traditionally defined for women as consisting of sexual and sexiest comments, unwanted sexual attention and sexual coercion(Oliveira and Ambrosio 2013; Berdahl, 2007; Ismail and Lee ,2005 and Ismail *et al* 2007). It is primarily targeted at women who "step out of place" (Berdahl, 2007: 434).Most countries or organizations have laws or regulations against sexual harassment. However, different definitions all address three important elements as whether the result of the behaviour is unwelcome or unwanted, it is of a sexual nature or is gender directed and the impact of the behaviour affects the ability for someone to do a job, receive an education, or to do a ministry (Anon, 2006).

According to Oliveira and Ambrosio (2013), sexual harassment can be perceived differently depending on contextual and legal perspectives. Sexual harassment can be defined as "unwanted conduct of a sexual nature, or other conduct based on sex affecting the dignity of women and men at work which include physical verbal and non-verbal conduct" (Equal Opportunities Commission (EOC), 2005). Malaysian Code of Practice on Sexual

Harassment in the workplace has defined sexual harassment as: "Any unwanted conduct of a sexual nature having the effect of verbal, non-verbal, visual, psychological or physical harassment that might, on reasonable grounds, be perceived by the recipient as placing a condition of a sexual nature on her or his employment. That might, on reasonable grounds, be perceived by the recipient as an offence humiliation, or a threat to her or his well-being, but has no direct link to her or his employment. "Based on the above definition sexual harassment may be viewed as comprising two parts that is sexual coercion and sexual annoyance. In Portugal, Article 29 of the Labour Code defines sexual and moral harassment as unwanted behaviour based on discrimination, practiced upon those who desire access to employment, self-employment, work or training, with the purpose or effect of disrupting or embarrassing the person, affecting the dignity of the person, or to create an intimidating, hostile, humiliating or offensive environment (Portuguese Labour Code, 2012).

2.3 Types of sexual harassment

According to Alagappar *et al* (2011) it is important to understand what constitutes sexual harassment. Sexual harassment is harmful by definition. The term sexual harassment is generally accepted as representing two types of behaviour. These are "quid pro quo" and "hostile environment."

Quid pro quo
This relates to where an individual will explicitly or implicitly makes sexual requests and or advances as an exchange for some desired result, for example a promotion (Alagappar *et al* , 2011). Schaefer (2006) added that quid pro quo is when work benefits are made contingent on sexual favours.

 Hostile environment
According to Alagappar *et al* (2011), hostile environment refers to sex-related behaviours which make the victim feel uncomfortable, and thus producing a hostile work environment. Sexual harassment is a behaviour that occurs when touching, lewd comments, or the exhibition of pornographic material creates a "hostile environment" in the workplace

(Schaefer, 2006). It relates to the sexual harassment among co-workers or customers and employees. In the same organization, telling pornographic stories, naked women posters, handing round magazines and unnecessary physical contact are all usual forms of harassment among employees (Zhang, 2006). The restaurant industry has been called the "single largest" field by EEOC for sexual harassment complaint (Much Shelist, 2006). Not like men, female co-workers often use "sexually suggestive" job-related terms, but they seldom use these terms in a sexual manner (Anon, 2006).

Malaysia Code of Practice outlines five possible forms of sexual harassment and provides examples of such behaviour (Alagappar, 2011). These are:

1. Verbal harassment for example, offensive or suggestive remarks, comments, jokes, jesting, kidding, sounds, questioning

2. Non-verbal or gestural harassment for instance, leering or ogling with suggestive overtones, licking lips or eating food provocatively, hand signals or sign language denoting sexual activity, persistent flirting.

3. Visual harassment for example, showing pornographic materials, drawing sex-based sketches or writing sex based letters, sexual exposure.

4. Psychological harassment for example, repeated, relentless and unwanted social invitations,

5. Physical harassment for example, inappropriate touching, patting, pinching, stroking, brushing up against the body, hugging, kissing, fondling, sexual assaults(Alagappar, 2011).

2.4 Sexual harassment at the work place

According to Zhang (2006), some employees think that sexual behaviour at work is not bad or even positive, but there is a difference between sexual approaches that are welcome and harassment that is unwelcome. Both males and females can be sexually harassed and harassers, but females encounter more often than males (Zhang, 2006). Sex sometimes can affect the employment. Women are inevitably vulnerable to sexual harassment (Soriano, 2006), because their sex sometimes is considered as an essential aspect of the job. Women working in many service jobs often finish late and have to travel home alone at night and often have to face the danger of attack not only from a stranger but also from a customer, or even a co-worker who is aware of the time a woman leaves work. Statistical evidence shows that the majority of sexual

attacks on women are by male friends and acquaintances. According to the report from the European Commission, women working in male-dominated jobs have more experience of sexual harassment than women working in female-dominated jobs (European Commission, 2008). In 1997, only 5.7% of all working women were employed in non-traditional jobs (Anon, 2006).

In addition, using meta-analytic techniques, Willness *et al* (2007) find that sexual harassment results in the victim's decreased job satisfaction, withdrawal from work, less organizational commitment, ill health and some symptoms of post-traumatic stress disorder for individuals, as well as lower productivity, increased absenteeism and increased sick leave costs for organizations. Nelson and Quick (2009: 29)report "sexual harassment costs the typical *Fortune* 500 company $6.7 million per year in absenteeism, turnover, and lost productivity" Given these and other deleterious effects, it is important for educators and employers to better understand the perspectives, held by business school undergraduates who are preparing to enter the workforce and to act to correct misperceptions that could result in these negative consequences. Ideally, of course, employers could and should rid the workplace of all discriminatory biases and harassment so that this point would be moot, but that goal is simply not realistic is today's society(Willness *et al*, 2007)Further studies were recommended to find the reasons why women are victims of sexual harassment in most cases.

2.5Sexual harassment in hospitality industry

Sexual harassment has been an issue of concern in many hospitality companies. Many people are vulnerable to sexual harassment especially in the workplace. Sexual harassment is common in workplaces. According to Mkono (2010), research on sexual harassment in African is scanty hence the study is revealing more literature on sexual harassment. Manson (2005), a British researcher had a caterer and housekeeping research on sexual harassment in the hospitality industry. According to Manson (2005), sexual discrimination isrife in the hospitality industry, with nearly half of workers questioned in an exclusive caterersurvey admitting they had been subjected to prejudice or sexual harassment. Hotel employees suffer the most, with more than half (54%) of respondents saying they were working in the sector

when the offences occurred (Manson, 2005).Of the 111 respondents, 42% said they had been the victims of sexual harassment , while the same number felt their sex had hindered their career. Sexual harassment included being made redundant "due to being a female of child-bearing age", being passed over for promotion and being touched inappropriately by male colleagues.

According to Manson (2005), two-thirds (63%) of the 1.6 million-strong hospitality workforce are women, but the vast majority are low-paid workers such as waitresses, barmaids and housekeepers. However, the research only looked at the nature of sexual harassment and left a gap on employees' perceptions, hence need for further research. Women in the hospitality industry suffer more than men in terms of sexual harassment. This is because women are viewed to be inferior hence prone to sexual harassment. Men turn to take advantage of the inferiority aspect of women and harass them. the 'hotel industry has historically perpetuated gender, racial and ethnic stereotyping by placing women in gendered jobs with little power, such as hotel desk agents' (Price, 2008) Some female employees are harassed by men who have a higher position than them in an organization which is inevitable. It is so because men take advantage of the power and authority one holds in an organization and harasses the subordinate.

In many hotels, there are no legally binding policies of sexual harassment. Oliveira and Ambrosio (2013) conducted a research on sexual harassment in the hotel housekeepingdepartment. The research analysed sexual harassment in five hotels in Portugal. According to Oliveira and Ambrosio (2013), these hotels include the one being an International hotel chain and the other four being local hotel chains in Portugal. The researchers interviewed sixty housekeepers, withthe participants being identified only by age. The housekeeping profession is a historically devalued, invisible kind of work, where people face various forms of abuse and exploitation, with sexualharassment being one of these forms. These women work in isolated halls, without security or meansfor calling for help. At the same time, women in this profession are often from poor backgrounds, andare less likely to file complaints that may jeopardize their jobs (Oliveira and Ambrosio, 2013).

 According to Oliveira and Ambrosio (2013), the results show that more than 50% of the respondents have experienced some kind of sexualharassment, and that the fundamental

issues housekeepers are related to isolation, lack of security,abusive guests and fear of confrontation. Based on the findings, the researchers recommended futureresearch on sexual harassment (Oliveira and Ambrosio, 2013). The study by Ismail and Lee (2005), Ismail *et al* (2007), Oliveira and Ambrosio,(2013) shows that female employees experience at least one form of sexual harassment. Studies have demonstrated that sexual harassment at work poses significant problems for women and can negatively affectrecipients' physical, psychological and organizational well-being (Berdahl and Moore, 2006). Recent qualitative studies have also highlighted how organizational culture contributes to employees'willingness and ability to label sexual behaviours as sexual harassment.

 The hospitality industry isparticularly vulnerable to sexual harassment problems (Lin, 2006). The problem of defining sexualharassment, as in for example, a pat on the shoulder or back could be construed as friendly in someindustries for instance the hospitality industry. As such an act is said to be sexual harassment when one part in not interested. The meaning of sexual harassment reveals that it is an unwelcome conduct of sexual nature (EOC,2005).

According to Wijesinghe (2013), in another study receptionists are the service providers situated at the forefront of tourism and hospitality establishments, and they are responsible for welcoming, receiving and providing care to guests. The "hotel industry has historically perpetuated gender, racial and ethnic stereotyping by placing women in gendered jobs with little power, such as hotel desk agents" (Price, 2008). The few studies that have examined the work from the perspective of receptionists highlight that the work can be emotionally charged and stressful, and can have long-term effects on the well-being and job continuance for the workers (Price, 2008; Riley, 2007; Sherman, 2005).

The restaurant industry has been called the "single largest" field for sexual harassment complaint (Shelist, 2006). For the reception, worker daily duties to meet the consumer need goes beyond operating the reservation system or appeasing guest requests. Workers are at risk of an encounter with an irate guest each time they step behind the front-desk counter (Price, 2008). Not like men, female co-workers often use "sexually suggestive" job-related terms, but they seldom use these terms in a sexual manner (Anon, 2006). Some cases show a prevalence of inappropriate workplace conduct among younger, less experienced workers

(Larson, 2006). Another case suggests that when an employee complains that a co-worker physically touched her, simply warning the offending co-worker may be not enough if other employees also involve in similar conduct (Shelist, 2006). Stronger penalties on sexual harassment cases reduce the problem as people will be afraid of the consequences.

According to Zhang (2006), workers also may be more likely to tolerate objectionable sexual behaviours if they consider them a requirement for their jobs. Service workers are subjected to sexual harassment due to the nature of their job. According to Hunt *et al* (2010), a major contributing factor to there being such a variance in sexual harassment incidence figures is that it is often difficult for organizations to monitor harassment, particularly when complaints are dealt with informally. Sexual harassment can occur between employees and customers. There is an inherent sexual implication to the concept of hospitality service, wherein a hotel's management is eager to please wealthy clients even if that means turning a blind eye to the complaints of one of their staffers (Harris *et al*, 2011). As services are not like goods that can be created, they are produced and consumed at the same time. This simultaneousness of production and consumption demonstrates the challenges of quality control, because service providers can hardly find out the flaws of their "product" before it is consumed (Zhang, 2006).

According to Mkono (2010) it appears that most of the responsibility of managing sexual harassment is largely placed on the employee, rather than the customer. Most hotels value customers more than employees yet the quality service customers get are from those employees. In most cases employee welfare is not considered important. Companies feel that actively discouraging customers from harassing their behaviour towards employees to the extent that they fail to enjoy the service (Mkono, 2010).Hotel employees are sexually harassed by customers but do not take the issue seriously as the organisations turn to take it lightly. As such, sexual harassment continues to affect the hospitality industry.

Price (2008) supported the view of Mkono that the service industry perpetuated the notion that the customer is always right. Many employees view negotiating with difficult guests as emotional labour. The few studies that have examined the work from the perspective of receptionists highlight that the work can be emotionally charged and stressful, and can have long-term effects on the well-being and job continuance for the workers (Price, 2008; Riley, 2007; Sherman, 2005). According to Wijesinghe (2013) it comes as no surprise that ethical and moral issues and dilemmas that these service providers experience on the job are not well understood.

According to Zhang (2006), in the customer-staff relationship, there are basic problems that have to be noticed by those who are right for the work and by those who are not. A very common case in tourism is a difference of status and economic means between tourists and tourism workers. This usually occurred with cultural and ethnic differences. Cultural difference between customers and staff is one of the aspects which make an impact on the characters of social interaction between customers and service staff. In a sense, this is a special case of situational influence, where the opportunities for misunderstanding are increased by the differences in cultural background (Zhang, 2006).

As stated by Li and Lee-Wong (2005:702) "what is agreed upon is that coarse language, flirting and staring are generally not considered harassment." Telling dirty jokes, making sexually discriminating remarks and commenting on an individual's figure or sexual features might becommon practice among the working environment in the hospitality industry (Lin, 2006). As a result some employees would put dirty jokes and other forms of sexual harassment as if it is part of hospitality culture. Many people end up having very little respect for each other no matter what circumstances.

It isalso said that sexual jokes are used as means of killing time in the hospitality industry (Alagappar *et al*, 2011).In contrary to that idea, some hospitality workers reported being encouraged by management to "flirt" with the guests (Price, 2008).Hence flirting with guest becomes part of their job descriptions. This may also be explained by the fact that sexual harassment is widely accepted in the hospitality industry (Poulston, 2008:239) who

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states that "amongst mature hospitality academics, there is a strong ethos of "get over it" and "it's just part of the industry", echoing comments from hospitality employees. There is always the strong influence of a more modern and western "culture" and the demands of modern life in the hotel industry. Thus, there is a need to educate female employees in the hotel industry of the difference between sexual harassment and appropriate social behaviour and interaction that is what constitutes or comprises verbal sexual harassment and how to deal with the harassment effectively (Alagappar *et al*, 2011).

The tipping factor in the hospitality industry brings more harm than good. Many hotel employees are sexually harassed to get a better or bigger tip. According to Mkono (2010) the tipping culture in the hotel industry creates additional challenge as regards protecting employees from sexual harassment. Mkono (2010: 5) added that, "it is a fact that one of the chief attractions of working in the hotel industry is the economic gain from tips, in which in most cases forms the larger percentage of hotel service employees' income. As such, some employees do not mind sexual harassment as they gain from it especially with the customers.

Hotel employees are sexually harassed as the hoteliers perceive that customers are always right. According to Price (2008) the service industry perpetuates the notion that the customer is always right. Many employees view that negotiating with difficult customers is emotional labour but the situation is beyond their control. Price (2008) stated that the pressure perpetually smile and be friendly towards guests which may lead to sexual harassment .Female employees struggle with how to handle customer sexual harassment ,demonstrating a constrained response to the customer. However, employees are found on the cross roads as they want to perform their duties well and at the same time avoid sexual harassment.

In some instances, hotels encourage their employees to flirt with customers as a way of advertising their products and services. According to Price (2008) some hospitality workers

reported being encouraged by management to "flirt" with the guests. As a result employees end up sexually harassed by guests as there will be no professionalism. According to Wijesinghe (2013) the perspectives of workers' are provided with the view to increase business productivity, and not necessarily the well-being of workers. Henceforth, hotels value sales and profits at the expense of their employees' welfare.

However, managers expect high turnover rates because of the nature of the job and the low pay structure (Di Pietro and Conley, 2007). As a result waiters, receptionists, front desk agents and bartenders are forced to go an extra mile to satisfy customer needs. Adherence to the philosophy that the "customer is always right," leaves front-desk agent insulted by both the customer and the organization for whom they work. Service workers, in a culture where the customer is always right, often endure demoralizing behaviour from guests. The hotel patrons are often in a "party" frame of mind, they may have fewer inhibitions than normal because they are away from home; this often lends to inappropriate behaviour. On the hand the issue of sexual harassment is not clear in hospitality industry. Sexual harassment may be overt, asking the worker out for a date; or covert, what is casually called "harmless" flirting (Price, 2008).However, sexual harassment is still a debatable issue that need to be balanced between management expectations and employees' perceptions hence significance of the research.

2.6 The effects of sexual harassment

According to Theocharous and Philaretou (2009), the victims are the ones who suffer the mostsevere negative repercussions of such incidents. More specifically, in the current investigation ofsexual harassment in the hospitality industry workplace, it was found that victims suffered a number of short- and long-term negative consequences, such as: loss of employment through layoffs or resignations, decrease in their self-esteem, self-confidence, self-image, and self-efficacy, deterioration of their physical, emotional, and psychological health, and negative effects on their professional careers. Negative manifestations tend to also take place in the interpersonal domain primarily in the form of promiscuous sexual behaviour and initiation of sexually harassing episodes (Philaretou and Allen, 2005).

Feminine writers support the view of Philaretou and Allen on the effects of sexual harassment. According to Oliveira and Ambrosio (2013), the effects of sexual harassment on women are the following: discomfort from violation of physical privacy; reduce self-confidence; loss of motivation; lower productivity; less job satisfaction; reduced commitment to work; fear of retaliation; interrupted careers; high stress levels; loss of friendship, mentorship and other work alliances with male workers; coercion out of non-traditional jobs; physical and emotional illness; disruption of marriage or other relationships with men. Feminist writers also concentrate on exposing sexual harassment as an expression of hostility and an abuse of power having little to do with sexuality (Oliveira and Ambrosio, 2013). Sexual harassment can affect the work environment, and women are susceptible to sexual harassment because they are often seen as sex items (Soriano, 2006).

According to Alagappar (2011), due to the informal environment of the hotel industry and close contact with co-workers and customers offering an opportunity for increased socialization and interaction with their male colleagues; this would probably explain why female employees experienced mostly verbal harassment. This is supported by Lin (2006) that the informal nature of these industries' workplaces often causes the line between work and social interaction to be easily blurred. This would explain why the female employees are subject to the verbal harassment. As stated by Li and Lee-Wong (2005:702), "what is agreed upon is that coarse language, flirting and staring are generally not considered harassment". Telling dirty jokes, making sexually discriminating remarks and commenting on an individual's figure or sexual features might be common practice among the working environment in the hospitality industry (Lin, 2006). This may also be explained by the fact that sexual harassment is widely accepted in the hospitality industry (Poulston, 2008: 239) who states that "amongst mature hospitality academics, there is a strong ethos of "get over it" and "it's just part of the industry", echoing comments from hospitality employees. There is always the strong influence of a more modern and western "culture" and the demands of modern life in the hotel industry. However when sexual harassment occurs, the victim in this case lose concentration and confidence in his or her

work. This will reduce the quality of service an employee offers in an organization as there will be a lot of mistakes.

Other studies show an occurrence of inappropriate workplace conduct among younger and less experienced workers (Larson, 2006). A recent case proposes that when a staff complains that a worker physically touched her that simple warning may not be enough if the other employees also involved in similar conduct (Shelist, 2006).Sexual harassment may create tensions between employees in an organization as the victim and the perpetrator will not have good working relations.

Van Dijk and Kirk (2007) researched emotional labour and emotional dissonance within the hospitality and tourism industry. The researchers found that workers experienced emotional dissonance when their desired emotions were not congruent with their internal feelings. Interestingly, they also found that emotional labour "did not necessarily generate negative outcomes." Negative outcomes that were identified included various coping strategies used by the employee and were strongly linked to emotional dissonance (Price, 2008).The demand of most jobs in the hospitality industry requires emotional labour. Emotional labour may result in negative outcomes for the worker. Sometimes, however, emotional labour may not always result in negative outcomes. In addition to performing emotional labour as a hotel front-desk agent, women may also be subjected to sexual harassment (Chu and Murmann, 2006).

In another study, Lo and Lamm (2005) concluded that although occupational stress caused staff turnover, high turnover could not be solely attributed to stress. One crucial factor in successfully sustaining a competitive advantage is to maintain a stable workforce in the organizations. Service organizations such as   the hotel industry face a high rate of high labour costs, labour turnover and a decreasing supply of labour. Other studies suggest causes such as   inadequate human resources support, sexual harassment and the social stigma of working in hospitality s due to the nature of the job itself (Wildes, 2005).

Sexual harassment also presents economic, social and competitive issues for a company. A successful company requires the existence of good relations among its employees and the people

with whom the company does business. Sexual harassment creates poor working relationships which can harm the company, the individuals directly involved, and indirectly, other employees within the company. This indicates that companies which tolerate sexual harassment tend to have personnel problems in general (Zhang, 2006).

According to Zhang (2006), one of the most disturbing consequences of sexual harassment is the human impact, with devastating short- and long-term physical and psychological consequences. Zhang (2006) found that 10 per cent of our hospitality industry sample had been involved in legal proceedings following an incidence of sexual harassment by a customer or member of staff. Many victims suffer physical, psychologically, mentally. The victim's relationship with others can be affected and a victims' general attitude towards work in terms of lowered motivation, decreased job satisfaction, lowered confidence to do the job and lowered organizational commitment (Zhang, 2006).

Sexual harassment may lead to constructive dismissal. According to Poulston (2008), constructive dismissals (changing employees' working conditions to force a resignation) are unfair, and in many countries, illegal. In 2005, inappropriate dismissals for misconduct, poor performance, and redundancy resulted in 436 personal grievance claims in New Zealand, with the majority being won by employees (Lowe, 2006). Constructive dismissals are endemic in the hospitality industry, often perpetrated by supervisors inadequately prepared for their responsibilities (Poulston, 2005).

According to Hunt *et al* (2007), the presence of sexual harassment within an organization may damage business performance due to low morale, lost productivity, damage to reputation and public image, and the cost of any compensation awards to sufferers of harassment who have taken a claim to employment tribunal. It may also have an impact on employee turnover, particularly that of female employees. Given its potential impact on the health of those who have been harassed and its contribution to work-related stress for those involved both directly and indirectly, sexual harassment is also a health and safety issue and has been recognized by the Health and Safety Executive as a potential health risk or hazard in organizations (Hunt *et al*, 2007).

2.7 Implications of theliterature review

The literature reviewed in-depth information on sexual harassment and its nature and characteristics particularly in the hospitality industry. According to the review sexual harassment is in many forms such as verbal, on-verbal, physical, psychological. The literature also tried to narrow the knowledge gap as far as sexual harassment issues are concerned. It has been made clear that sexual harassment is common in most hospitality around the world. The literature also revealed that   most if not all the departments in a hotel set up, are vulnerable to sexual harassment. This is supported by the fact that researches has been done for the kitchen department, restaurant department, bars department, housekeeping department and the front office department.

However, the literature lacks evidence of the actual causes of sexual harassment in the hospitality industry. Most researches have looked at the nature of sexual harassment, effects, critical success of policy implementations and strategies on sexual harassment issues. The literature reviewed that there is still need for further studies into employees' perceptions of sexual harassment in the hospitality industries of developing countries. A few studies have been carried out in Africa and no study had been carried out in Zimbabwe so far pertaining to the employees' perceptions of sexual harassment. Therefore, this research has covered information gap in literature. The case of Cresta Jameson Hotel in Harare which falls under the Cresta Hospitality Group helps to give a framework to the tourism and hospitality sector on employees' perceptions of sexual harassment in the hospitality industry.

2.8Summary

The chapter looked at the scholars' perspective of sexual harassment and definitions. It also looked at the types of sexual harassment and nature of sexual harassment. It looked at sexual harassment in different institutions and work places .The chapter unveiled sexual harassment practices in the hospitality industry and its effects on both the organization and individuals. Relevant literature was reviewed in this chapter pertaining to the employees' perceptions of sexual harassment issues. Most of the studies revealed that women were the victims of sexual harassment while men were the perpetrators except for a few. The literature reviewed gaps among causes, effects and policy implementations of sexual harassment. The implications of

literature review follows and lastly, the chapter summary. The next chapter looks at the methodology used to collect data for this research.

CHAPTER THREE
METHODOLOGY

3.1 Introduction

This chapter explains the methodology adopted by the researcher. This chapter explains the research methodology adopted by the researcher. The chapter explains the research design adopted. The case study technique used is explained. Thereafter, the chapter gives an explanation of the sampling techniques applied. Next, a discussion of the data collection methods and instruments employed follows. This is followed by an explanation of how the data was analysed. Lastly, a summary is given

3.2 Research design

A research design is a procedural plan that is adopted by the researcher to answer questions validly, accurately and economically (Ranjit, 2005: 87).The research design works as a master plan for collecting and analysing data. An exploratory research is "when a study is undertaken with the objective either to explore an area where little is known or to investigate the possibilities of undertaking a particular research study" (Ranjit, 2005: 10). An exploratory research was used and the study was qualitative. According to Gall *et al* (2005: 35), qualitative research is "any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification". A qualitative research, "enables the researcher to be highly involved in actual experiences of the participants" (Creswell, 2005: 15).

3.3 Case study and study setting

The researcher adopted the case study technique. The case study technique "is an approach to studying a social phenomenon through a thorough analysis of an individual case" (Ranjit, 2005: 113). According to Creswell (2005: 14) "a case study is one in which the researcher explores in depth, a program, an event, an activity, a process, or one or more individuals." The researcher had the opportunity to ask 'how', 'what' and 'why' questions. The disadvantage of the case study is that the results lack external validity.

Cresta Jameson Hotel, Harare is one of the finest hotels in Harare (Fig 3.1). It is located close to the city center, bus terminus, the railway station, airport and cinemas. The hotel also lies in the vicinity of a golf course and the National Museum. Cresta Jameson Hotel is located 15km from Harare International Airport. Cresta Jameson Hotel in Harare offers facilities like very good accommodation, food and beverage. The facilities that the hotel provides perfectly suite both the business and pleasure travellers. This is so as the hotel it offers the business centre, conference facilities and Wi-Fi connectivity that are luxurious and ensures a successful trip.

Fig 3.1 Cresta Jameson Hotel

Source: Cresta Jameson.com

3.4 Sampling strategy

A study population is defined as "the class, families living the city on electors from which you select a few students, families, electors to question in order to find answers to the research questions" (Ranjit, 2005: 165). The study population were the managers and veet of employees. The researcher interviewed 5 managers and 30 non managerial employees. According to Ranjit

(2005: 179) using judgmental or purposive sampling, the researcher focuses mainly on the sample which in his or her views are considered to have required data.

Purposive sampling was used to choose managers and 5 managers were selected. The method does not give each sample element an equal chance of being selected for data collection but it enabled the researcher to use judgments to select cases that enable best answers for research questions and meet objectives. According to Saunders (2009) purposive sampling enables the researcher to use his or her wisdom and intellect to identify and pick sample elements suitable for the collection of data.

The researcher used stratified random sampling to choose respondents from different departments. Blumberg *et al* (2008) defined stratified sampling as when a population is segregated into several mutually exclusive sub-populations or stratus. It is sampling that involves splitting the population into distinguishable layers or stratus that are quite different from each other and which together cover the population. In this research, employees' respondents were subdivided into restaurant, bars, kitchen, housekeeping and front office. Out of a total number of 83 employees, 30 employees were randomly selected from each stratum of the departments at Cresta Jameson. The researcher chose this method to choose respondents because it enables every member for each different level to be included such that dominance of one group is reduced or avoided and adequate data is obtained from the various homogenous departments.

3.5 Data collection instruments

Both primary and secondary sources of data were used in the research. According to Bush *et al* (2006: 45),secondary data is data that was collected and interpreted at least once for some specific situation other than the one understudy. The research made use of journals, company records and text books. The advantages of secondary data were that it was highly accessible and saved time. The researcher gathered secondary data relevant to the research undertaken and other hotels globally pertaining to the sexual harassment issues. The researcher used interviews as a primary method of collecting data. According to Ranjit (2005: 65) "an interview is any person to person interaction between two or more individuals with a specific purpose in mind." The use of interviews allowed the researcher to access what employees felt about sexual harassment at Cresta Jameson.

3.6 Pilot Study

A pilot study is defined as, "the process whereby the research design for the prospective survey is tested," (Xiao and Smith, 2006).A pilot study was conducted to investigate the reliability and validity of the data collection instruments used. The researcher used Fairmile Hotel in Gweru to do a pilot study. The researcher's academic supervisor helped in rephrasing verge questions to come up with specific and understandable questions. The pilot study helped on coming up with specific and understandable questions that were straight forward and would ensure reliable and valid responses. This however saved time in data collection.

3.7 Data analysis

According to Brotherton (2008) a data analysis is the process of bringing order, structure and meaning to the mass of collected data. The data was analysed on descriptive and interpretive manner so that the data could be interpreted easily. Most of the data was collected through interviews. Various responses formed the basis of the findings and conclusions of the study. The qualitative data was analysed using thematic analysis and descriptive statistics so that the data could be interpreted easily. Responses were categorized according to their similarities together so as to identify patterns among the responses.

3.8 Summary

The chapter discussed the research methodology that was adopted. Firstly, the research design was identified as exploratory and explained in brief. Secondly, the case study technique was used. The research favoured the qualitative research method. The sampling methods used were purposive and stratified random sampling. Thereafter, the chapter went on to explain the main data collection methods that were in the study such as the interview guide and the measures taken to ensure validity and reliability. Lastly, the pilot study, data analysis plan and summary were also given. The next chapter focuses on the presentation, analysis and interpretation of the data collected in the research.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the study findings. Firstly, the chapter gives the response rate. Secondly, the researcher presents the research findings from the managers and non-managerial employees. Lastly, a summary ends the chapter.

4.2 The response rate

The researcher targeted 35 respondents (five managers and thirty non-managerial employees).The researcher managed to interview three managers and 26 non-managerial employees. Overall, the response rate was 84%.However, the response rate was high although other employees were not interviewed as they were busy.

4.3 Findings from interviews with the Human resources manager

According to the human resources manager, sexual harassment was an issue of concern to the organisation. The human resources department received sexual harassment complaints every month. 80% of the complaints the department got came from the female employees. The human resources manager said that sexual harassment at the hotel was caused by the nature of the job, dress code, long working hours and conditions of the job. The hospitality industry involves shift work in departments such as front office, bars, restaurant, kitchen and housekeeping. As such, shifts may be extended due to the amount of work available at a particular time. As a result, sexual harassment cases tend to increase as employees do it to release the pressure of work they will be having at a particular period.

The manager said that the forms of sexual harassment that occurred frequently were verbal harassment, unwelcome advances, physical harassment and request for sexual favours. Verbal harassment and unwelcome sexual advances are the most prominent forms of sexual harassment in the organisation with the occurrence rate of 30%.Physical harassment follows in the trend with

25%, while request for sexual favours is fourth with a rate of 15%. Other reasons as a form of sexual harassment were considered to be minor with a rate of 5%. According to the human resource manager, the department calculated the sexual harassment percentages using the number of sexual harassment cases of one form divided by the total number of sexual harassment cases multiplied by 100.

The human resources manager said that Cresta Jameson hotel had a sexual harassment policy which is functional. The policy is meant to protect everyone in the organisation in terms of sexual harassment. The policy implies that every victim should report   the case of sexual harassment that occurs at any particular moment. Thereafter, the perpetrator and the victim are called for hearing. The perpetrator of sexual harassment is given two warnings after that he or she is dismissed without any excuses. In some cases where the case is very serious, the perpetrator is suspended and waits for disciplinary procedures while at home.

The hotel provided a policy that was user friendly so as to be understandable by everyone. New members of staff were inducted on sexual harassment awareness as a necessity programme to every employee in the organization. When new staff start working in the hotel, it was important to provide the policy and other relevant information on sexual harassment to new staff so everyone at Cresta Jameson Hotel could understand.

According to the human resources manager, the hotel had a sexual harassment policy that was included in the hotel's code of conduct. It defined sexual harassment as any unwelcome body conduct or actions and statements. Any unwelcome statements uttered or bodily conduct administered to fellow employee, a superior employee or superior to subordinate was considered sexual harassment. According to the policy any case brought before the disciplinary committee warrant automatic dismissal from employment. Supporting evidence was needed to substantiate facts raised on sexual harassment report. Some cases of sexual harassment led to criminal charges pressed against the suspect.

The manager said that the sexual harassment policy adopted by Cresta Jameson Hotel was not very effective. This was so because it was applied if the employees involved were on the same level. When a manager harasses a lower level employee, the case was not being treated fairly due to undue influence. Sexual harassment lead to emotional blackmail hence reduces production due to threats put on the victims. Many employees were afraid of reporting such cases. Working conditions in departments may be disrupted due to such issues. Many employees were afraid of having a working environment that is not conducive hence some sexual harassment cases were not reported.

The hotel had put in place very strict measures on dress code which does not expose body parts. CrestaJameson Hotel conducted sexual harassment awareness programmes. The programmes were meant to enlighten the employees when he or she becomes a victim. During induction sexual harassment awareness programmes were conducted.

4.4 Findings from interviews with other managers

The other managers interviewed were the food and beverage manager, rooms' division manager and marketing manager. These managers had been working at Cresta Jameson hotel for more than five years. These managers felt that sexual harassment was a problem in the organisation. This was so because they received sexual harassment complaints from their subordinates. The food and beverage manager and rooms' division manager received sexual harassment complaints more often compared to the marketing manager though the problem affected everyone.

Sexual harassment occurred among co-workers, between superiors and subordinates, between customers and employees. The causes of sexual harassment that the managers mentioned were misuse of power and authority one hold in the organisation, dress code, nature of the job, working conditions and so on. The managers said the nature of the jobs in the hospitality industry led to sexual harassment. This was so because the employees went an extra mile to try to please the customers. However, some customers took advantage of the situation and tended to harass the hotel employees sexually.

The managers said the kind of language that the employees used such as vulgar led to sexual harassment. Employees in bars, kitchen and restaurant where most of the work is done in groups tend to use a lot of vulgar language. The managers also felt that sexual harassment was as a

result of the dress code especially on the female side. The majority of the ladies in the hotel wore tight, short if not miniskirts. Employees commented on co-worker's appearance and leered repeatedly.

The managers said misinterpretation of gestures may also lead to sexual harassment. Many guests that visit the hotel misinterpret gestures as   a smile. The smiles that hotel employees put on their faces to customers are meant to welcome them, and make them feel home away from home. Customers tend to flirt a lot with hotel employees. On contrary, the customers take it the other way round as they feel that there are seduced indirectly hence sexually harass employees. This kind of situation seriously affects the sales and marketing team, the house keeping personnel and waiters as they interact with different people more oftenly. The managers said sexual harassment had adversely affected the employees at Cresta Jameson Hotel. Sexual harassment on the victim's side reduces self-efficacy, self-esteem, confidence. It also demotivates employees. This increases absentism as victims would no longer enjoy their working environment.

The managers said the level of sexual harassment in the food and beverage department was higher. In the kitchen and restaurant departments 3 in every 5 people were sexually harassed one way or the other. In the marketing department, the level of sexual harassment was slightly lower. In that department, 2 in every 5 people were sexually harassed by co-workers or by customers. The rooms' division department which comprises of the front office and the house keeping department. The sexual harassment levels in these departments were said to be high. This was so because the departments' interaction with people and exposure differed hence the sexual harassment levels were not the same.

The managers felt that strict measures should be taken on sexual harassment so as to eliminate it completely. They also said that the hotel had zero tolerance on sexual harassment and sexual harassment case led to dismissal on the perpetrator's side.

4.5 Findings from interviews with the non-managerial employees

Cresta Jameson Hotel's non-managerial employees interviewed   included front office personnel, waiters, chefs, housekeepers, bartenders, security guards and gardeners .80% of the employees said that sexual harassment was a problem in the organisation. 70% of the employees said that

sexual harassment occurred in almost every department. Employees said that there the issue of sexual harassment happened anywhere in the organisation except in places where guests were. However, due to its frequency in the organisation they viewed it as a normal thing.

26 employees were asked if they have ever been victims of sexual harassment. 60% of employees had been victims of sexual harassment while 40% had witnessed sexual harassment. The victims of sexual harassment reported their cases to their supervisors. The supervisor was the one who took action or refer the person to the superior. Sometimes the supervisor would give the perpetrator warning when it is the first time to do such an issue.

Some employees commented that sexual harassment was natural during interaction as human beings. Due to the long hours they spend with their workmates compared to their families, they tend to be attracted to the opposite sex. They mentioned that sexual harassment was inevitable as it was all nature to some of the hotel employees.

30% of the employees said that they were sexually harassed by customers to get bigger tips. Due to the low incomes that they get, some employees such as waiters said to have been harassed by male customers especially so as to get bigger tips which would complement their salaries. In some cases waiters and housekeepers were sexually harassed when doing room service. They went on to explain that it was not done on a voluntarily basis but had no options so as to survive with their families.

75% of the employees said that many superiors take advantage of the authority they have over certain people. Males were also complaining that some female managers were harassing them and most of the female managers were single. Such cases were said to be sensitive as they were afraid of job in security when reported.

55% of the employees said that the sexual harassment policy adopted by Cresta Jameson Hotel was not very effective. It is because not everyone in the organisation is aware of where and when the policy applies. The policy was written in English such that other statements are complicated to most of the employees. When a manager harasses a lower level employee, the case might not be treated fairly. Many employees are afraid of reporting such cases due to the consequences of problem.

Cresta Jameson hotel employees that there was little confidentiality when a sexual harassment case was reported and that even if they complain they were victimized or ridiculed. Employees were afraid of reporting sexual harassment cases due to the humiliation they would get thereafter. As a result, many sexual harassment cases were not reported.

4.6 Discussion of the findings

The results of the study confirmed past studies done byOliveira and Ambrosio (2013); Berdahl (2007); Ismail and Lee (2005) and Ismail *et al* (2007) which stated that sexual harassment constituted of sexual and sexiest comments, unwanted sexual attention and sexual coercion .This in line with the results of this study which showed that sexual harassment exists at Cresta Jameson hotel in terms of verbal harassment, unwelcome sexual advances, physical harassment and requests for sexual favours. The study found out that males were the main perpetrators of sexual harassment and females being the victims. It was also found that the nature of job at Cresta Jameson causes sexual harassment.

The findings of the study indicated that sexual harassment policy at Cresta Jameson Hotel was not fully implemented. This was explained by the fact that some of the sexual harassment cases were not dealt with fairly. Sexual harassment was supposed to be communicated to all the employees. The cases were supposed to be very confidential. This would encourage employees to report sexual harassment cases and be dealt with immediately.

The hotel protected its customers at the expense of its employees. Superiors turned to have blind eyes when sexual harassment occurred between employees and customers. As such they were found to be on the crossroads between customers and employees. An organisation would want to protect customers and at the same time protected employees' welfare. As a result, in most cases the customers were put first at the expense of employees.

Some employees revealed that they were sexually harassed voluntarily so as to get bigger tips which would add to their income .The tipping aspect of the hotel industry and voluntary sexual harassment of employees andcustomers being the perpetrators were an issue of concern. Due to the low incomes hotel employees have, they are sexually harassed by customers to get bigger tips which would help them sustain their families.

The study found out that sexual harassment affect the victims negatively in the workplace. The study revealed that superiors are sometimes perpetrators of sexual harassment. Regardless of gender, superiors misuse the authorities vested in them and sexually harass their subordinates. In most case subordinates lose cases, jobs, demoted or constructively dismissed. As a result some sexual harassment cases are not reported so as to protect an employee's job and welfare at the hotel. The study showed that sexual harassment was a very common problem that affected employees working at Cresta Jameson Hotel.

4.7 Summary

The chapter presented the findings of the study. Firstly, the response rate shown was 84%. 3managers and 26non-managerial employees were interviewed because these are the ones who interact with people most of the times. Secondly, the findings from the human resources administrator were presented followed by the findings from the other managers. The managers gave different causes of sexual harassment namely nature of the job, working conditions, dress code, type of language used, misinterpretation of gestures. Of these causes nature of the job and type of language used such as vulgar were the most common ones. Lastly, the chapter presented the findings from the non-managerial employees showing their perceptions of sexual harassment. The employees felt that the sexual harassment policy must be revised because they cannot interpret everything that is applies and that some of their complains were not treated fairly again in future. The following chapter provides conclusions and recommendations.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

 Firstly, the summary of the study will be given. Secondly, the chapter will present the achievement of research objectives. Thirdly, the conclusions and the recommendations follow. Lastly, the chapter will give directions for further research.

5.2 Summary of the study

The first aim of the study was to determine the effectiveness of strategies implemented at Cresta Jameson Hotel to deal with sexual harassment. Secondly, it also sought to determine Cresta Jameson Hotel's employees' perception of sexual harassment. Finally, the study sought to produce recommendations directed on sexual harassment issues at Cresta Jameson Hotel in Harare. The study was qualitative. The sample comprised of five managers and 30 non-managerial employees. The researcher used purposive sampling to select the managers and convenience sampling to select the non-managerial employees.

5.3 Achievement of study objectives

The first objective was to determine the effectiveness of the strategies implemented at Cresta Jameson Hotel. This objective was fulfilled as the effectiveness of the strategies were revealed. Cresta Jameson had a sexual harassment policy that was user friendly and protected all the employees. The policy was meant as a guideline in disciplinary action of sexual harassment cases.

The second objective was to determine Cresta Jameson Hotel's employees' perception of sexual harassment. The objective was fulfilled as employees revealed what they thought about the issue of sexual harassment. Some employees felt that sexual harassment was inevitable in the hotel especially the food and beverage and rooms division departments. Many employees mentioned that the main perpetrators of sexual harassment were males.

The third objective was to establish the impacts of sexual harassment among employees at Jameson Hotel. This objective was achieved. Sexual harassment led to loss of confidence, tension between employees, reduced self-esteem, constructive dismissal, low morale and increased labour turnover. The fourth objective was to come up with recommendations. This objective was fulfilled in section 5.5.

5.4 Conclusions

The research has highlighted the effectiveness of sexual harassment strategies adopted by Cresta Jameson and provide literature on sexual harassment in Zimbabwe. Despite the existence of sexual harassment policy at Cresta Jameson Hotel some employees are not benefiting from it.The researcher also concluded that sexual harassment affects everyone at Cresta Jameson Hotel. The employees mentioned that sexual harassment affected them physically, psychologically and mentally.The challenges employees faced due to sexual harassment need to be countered for so as to have a successful Cresta Jameson Hotel.

Sexual harassment issues affect not only employees but the organisation as a whole. The findings of this study are in line with Oliveira and Ambrosio (2013), Alagappar *et al* (2011), Theocharous and Philaretou (2009), Rosenthal *et al* (2005), Mkono (2010).This is so because all of the studies were done in the hospitality industry, focused on sexual harassment and the gaps identified were the same since the issue is still of concern in many organisations. The study looked at the impacts of sexual harassment which were demotivation, reduced morales and so on. Poulston (2008) cited monetary damages, legal costs, increased worker sick daysand absenteeism, staff losses, the cost of hiring and trainingnew staff, negative publicity, reduced staff productivity and lowstaff morale as the costs to employers.

5.5 Recommendations

In the study by Oliveira and Ambrosio (2013) the employer has the responsibility of reducing or avoiding or preventing sexual harassment or discrimination as well as taking reasonable steps to prevent the case of sexual harassment. For it to be possible to prevent sexual harassment from occurring, it is crucial for an employer to have a sexual harassment policy and try to implement it as fully as possible and monitor its effectiveness(Oliveira and Ambrosio, 2013). This study provides the same recommendation to Cresta Jameson hotel because the hotel's sexual

harassment policy is not very effective as mentioned by some employees. The sexual harassment policy should be fully implemented by everyone. After a certain period, it has to be evaluated and see if there is need for appropriate action.

Cresta Jameson hotel can also put defined terms to prevent sexual harassment such as installation of surveillance cameras around the hotel to monitor all the movements that take place.Oliveira and Ambrosio (2013) suggested that the hospitality industry may use some of the following steps in order to prevent sexual harassment:

1) Cleaning should be done with the doors opened,

2) An employer should have accurate procedures for swiftly dealing with complaints once they are made.

Cresta Jameson hotel can involve its customers in sexual harassment awareness programmes as a bid to reduce the problem. According to Mkono (2010) there is also a clear need to apportion some responsibility to customers for reducing the incidence of sexual harassment because they have often been identified as offenders. This would require a culture change that challenges the "customer is always right" slogan, the sexualisation of hospitality jobs, and the high levels of tolerance levels for this in the hotel industry (Mkono, 2010). A positive corporate culture in which management sets a positive example and the rights and dignity of all staff are respected ,will do much to create a healthy environment in which sexual harassment cannot flourish.

The hotel should have regular training programmes on sexual harassment. Since sexual harassment is such a sensitive topic it is important to conduct training and should be behavioral based which means it should augment knowledge and understanding of specific behaviors and attitudes that may amount to sexual harassment under the sex discrimination act (Oliveira and Ambrosio, 2013). According to Oliveira and Ambrosio (2013) regular training is recommended which encompass the following:

1) train all line managers to ensure that the workplace is free from sexual harassment; demonstrate anti-sexual harassment posters on notice boards in common work areas and hand out relevant brochures;

2) encourage appropriate conduct by managers. For instance, check that managers are fulfilling their responsibilities through performance appraisal system;

3) when selecting management positions they should assure that one of the requirements for this position is an understanding of and ability to deal with sexual harassment issues as part of their overall responsibility for human resources.

Cresta Jameson hotel should assure its employees confidentiality and that even if they complain they will not be victimized or ridiculed. According to Mkono (2010) organizations can create a victim-friendly environment by conducting awareness workshops and focus groups that specifically educate employees on issues of sexual harassment. This allows employees to share their problems and be open to the organization.

5.6 Directions for further research
This study focused on analysing the employees' perceptions of sexual harassment at Cresta Jameson hotel. The researcher suggests that further studies be done at other hotels.

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APPENDIX I
LETTER OF INTRODUCTION

Midlands State University

Faculty of Commerce

Department of Tourism and Hospitality Management

Date_____

Dear Sir / Madam

RE: LETTER OF INTRODUCTION

This letter serves to introduce **Masikuni Charity** a final year student at the above institution. She is doing a Bachelor of Commerce Honours Degree in Tourism and Hospitality Management and her registration number is R103401C. She is undertaking a research entitled: **"Employees' perceptions of sexual harassment at Cresta Jameson Hotel in Harare** as part of her degree program. Thedepartment therefore kindly asks for your assistance in this regard. Please note that theinformation you shall provide will be used for academic purposes only and will be treated with utmost confidentiality.

Your cooperation will be greatly appreciated.

For any inquiries please contact the undersigned

Yours faithfully

Chikuta O.

Chairperson Department of Tourism and Hospitality Management

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APPENDIX 2

INTERVIEW GUIDE FOR NON MANAGERIAL EMPLOYEES

1. How long have you been working for Cresta Jameson Hotel?

2. Is sexual harassment a problem at Cresta Jameson Hotel?

3. Explain if any sexual harassment incidents that have occurred in your organization?

4. Explain if you have ever been a victim of sexual harassment?

5. What action was taken about the issue?

6. How often do sexual harassment issues occur at Cresta Jameson Hotel?

7. In what forms have these occurred?

8. What actions have you undertake as employees of Cresta Jameson Hotel to prevent or reduce sexual harassment?

9. In your opinion who are the main perpetrators of sexual harassment?

10. What has Cresta Jameson Hotel done to deal with sexual harassment?

11. Is this effectively?

12. What else in your view, should be done?

13. Which age group do fall you in, 18 to 35, 35 to 45 or 45 and above?

14. Which marital status do you fall in: single, married, divorced or widowed?

APPENDIX 3

INTERVIEW GUIDE FOR OTHER DEPARTMENTAL MANAGERS:

1. For how long have working for Cresta Jameson Hotel?

2. Is sexual harassment a problem at Cresta Jameson Hotel?

3. What do you think are the main causes of sexual harassment in your department?

4. What actions have you taken to protect employees from sexual harassment?

5. How has sexual harassment affected employees at Cresta Jameson Hotel?

6. What else is done at Cresta Jameson Hotel to prevent sexual harassment?

7. What is the level of sexual harassment in your department?

8. How effective are Cresta Jameson Hotel's sexual harassment strategies?

9. What future plans does the hotel have in relation to sexual harassment issues?

10. Which age group do fall you in: 18 to 35, 35 to 45 or 45 and above?

11. Which marital status do you fall in: single, married, divorced or widowed?

APPENDIX 4

INTERVIEW GUIDE FOR THE HUMAN RESOURCES MANAGER

1. How often do you receive sexual harassment complaints?

2. Who have been the most complainants?

3. Who are the main perpetrators of sexual harassment at Cresta Jameson Hotel?

4. What do you think are the main causes of sexual harassment at Cresta Jameson?

5. What if any are the effects of sexual harassment at Cresta Jameson Hotel?

6. What measures do you take when a sexual harassment case is reported?

7. Explain if the measures have any difference when the perpetrator is a customer?

8. What in your opinion can be done to reduce levels of sexual harassment at Cresta Jameson?

9. What strategies has Cresta Jameson implemented to reduce of sexual harassment?

10. Do you have any other comments you would like to make that have not been raised by the preceding questions that may give the researcher a better understanding of sexual harassment in the hotel?

11. Which age group do fall you in, 18 to 35, 35 to 45 or 45 and above?

12. Which marital status do you fall in: single, married, divorced or widowed?