AN EXPLORATION OF MANAGEMENT STYLES AND COMMUNICATION PRACTICES OF HOTELS IN GAUTENG PROVINCE

By

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November 2015
DECLARATION
I declare that “An exploration of management styles and communication practices of hotels in Gauteng” is my own work and that all sources that I have used or quoted have been indicated and acknowledged by means of complete references.

________________________________________
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Student Number: 49061712

Date: 10 November 2015
DEDICATION
This dissertation is dedicated to Prof. HK Akotoye and Auntie Margaret Atidamah for their priceless effort in given me basics of education that has brought me far.

I also dedicate this work to and give special thanks to my supervisor Dr Frederick Tabit for his advice and guidance during this process. I will always appreciate his valuable contribution and dedication.

I also dedicate this work to my younger siblings, be inspire to soar to new heights and God will surely put you up there, only have hope and believe.
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The following individuals are acknowledged for their support and contribution during the course of the study:

- My first and foremost thanks go to the Almighty God for giving me grace to go through this study successfully;
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- I will also like to thank The University of South Africa especially the Library Department technical team for their help and the NRF for their financial support throughout the years of the study; and
- To all those whose name have not been mentioned, I render my sincerest apology as is not intentional but probably an oversight; so; thanks.
ABSTRACT
The management style and the communication practice of a hotel management often determine to an extent the behaviour of employees and eventually, the quality of service as well as the performance of the hotel. The objective of this study is to explore the management styles and the communication practices of hotel managers by investigating how it is perceived by hotel employees in Johannesburg and Pretoria, in South Africa. A cross-sectional survey design was used in which a five point Likert scale self-administered questionnaire was used to collect data from 250 respondents who were randomly selected from 60 hotels. The results show that there is a racial imbalance in the distribution of managerial positions within the hotels. The democratic management (32.8%), paternalistic management (25.2%) and the walk around management (23.2%) styles were perceived by respondents to be the most utilised management styles in hotels. Majority of the respondents (72 %) either agree or strongly agree that the main purpose of communication in their company is to get employees to behave in the way top management wants them to do so. In addition, the majority of respondents (60%) also indicated that the communication style of their superiors either never or rarely lead to employee empowerment. The one-way communication from management to other employees (top-up) is the most predominant form of communication among Pretoria and Johannesburg hotels.

Key words: Management styles, hotels, employees, leadership, communication
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<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>ISHC</td>
<td>International society of hospitality consultants</td>
</tr>
<tr>
<td>TQM</td>
<td>Quality Management</td>
</tr>
<tr>
<td>TQEM</td>
<td>Total Quality Environmental Management</td>
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<tr>
<td>QoS</td>
<td>Quality of Service</td>
</tr>
<tr>
<td>FtF</td>
<td>Face-to-Face communication</td>
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<tr>
<td>LMX</td>
<td>Leader-Member Exchange</td>
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<tr>
<td>QWL</td>
<td>Quality of Work Life</td>
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<tr>
<td>OTA</td>
<td>Online Travel Intermediaries</td>
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<td>CSI</td>
<td>Customer Satisfaction Index</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
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<td>SPSS</td>
<td>Statistic Package for Social Sciences</td>
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CHAPTER 1: INTRODUCTION

1.1 Background to the study

In most countries, the hospitality industry contributes significantly to the national revenue annually without failure. This makes it difficult if not impossible for any country to financially ignore the sector, with some countries reaping more than 50% of the GDP from tourism (Ball, 2007). The sector is constantly being recognised by countries as a leader in job creation. Employees such as chefs, concierges, hotel management staff and waitresses are always needed to ensure that every guest or client feels at home in the country they are visiting (Ababneh, 2013).

Hospitality has to do with how to satisfy customers, how the customers are welcomed and making them feel important in your establishment (Chang & Ma, 2015). Due to the diverse nature of the hospitality industry, coupled with its complexities, it is constantly changing. The hospitality industry is represented in every country in the world; it is diverse and complex (Garg & Ramjee, 2013). In addition, the hotel industry is a solid indicator of a country’s economic growth; if there is growth in the hotel sector, this implies economic growth (Kara et al., 2013). The hospitality industry has been and will continue to be a key economic sector in South Africa because the country relies mainly on tourists from Europe who provides employment for many people (Naidoo, 2011; Harrison, 2006).

Management in the hospitality industry consists of planning, staffing, organising, leading or directing, and controlling an organisation and management styles identified in the hotel industry can be categorized into directive or authoritarian, participatory and empowering (Nicolaides, 2006). The ability to identify another person’s communication style, and to know how and when to adapt your own chosen style to it, can give you an important advantage in dealing with people (Dawson et al., 2014). Communication is very important because customers are paying not only for the product, food, room or the facilities they are also paying for the services being rendered (Bamporiki, 2010).
For the hotel industry to be loyal to its customers, there is a need for good communication between management and staff. This will pass down the line in the form of good communication between staff and guests. Communication in the hospitality industry covers two main areas: customer service, and 'behind the scenes' staff and management relations. Good communication in both areas is vital for the high standards of operation everyone expects in the industry (James, 2010). The use of poor or inappropriate management styles and communication practices in a hotel can lead to poor service which will result in low customer satisfaction that can lead to low performance of the hotel and financial loss (Kara et al., 2013).

The increased globalisation of the hotel businesses has created a great challenge for corporations to employ precisely capable and culturally flexible managers for managing the operations (Adegboye, 2013). A cultural perceptive and flexibility have been identified as causative to superior management practices (South African hospitality outlook, 2012). There is need to understand the effects of management styles and communication practices on the hotel services in Gauteng in order to understand the merits and demerits of different practices in an environment of variable socio-demographics of different role players.

This research will focus on management styles and communication practices in the South African hotel environment. Results from this research will provide valuable information regarding current management styles and communication practices utilised and how they can be improved to suite the South African hotel environment.

Effective management and communication between the different levels of management, between management and staff as well as between staff themselves has been found to be important in ensuring better quality of work life of hotel employees in South Africa (Naude et al., 2013). Currently, there is lack of sufficient information on the management styles practiced in South Africa in general and Gauteng in particular. Most studies done on hotel management in South Africa are often limited to the Western Cape Province or Cape Town in particular. Therefore, the
current research is motivated by this lack of relevant literature in this area. It is envisaged that an understanding of the management styles of hotel managers will contribute to the body of knowledge and also serve as a source of information to guide hotels in the recruitment of managers with particular skill to ensure more sustainability in the economic growth of the country. This study aims to identify the predominant management styles and the communication practices being employed in the hotels in the Gauteng Province. The findings of this study will provide relevant information to the stakeholders in the industry to be able to make appropriate appointment considering the diverse nature of demography of the Gauteng Province to ensure increased performance within the hotels.

1.2 Problem statement

Theories of management explain the changes that take place within organisations over a time space (Abbas, 2010). To plan, control and direct the activities of an organisation requires specific style of leadership that best suits the time frame or generation and environment within which it (the organisation) operates (Kruger, 2002). A wave of management practices has evolved over the years with regard to time and generation of managers within a given environment (Ababneh, 2013; Kruger, 2002) and the hotel environment is no exception. In a cosmopolitan society in which different cultures exist such as the one found in South Africa and Gauteng in particular, requires specific management style and communication practices that take into consideration the diverse nature of the workforce to achieve the best results possible in the organisation (Naidoo, 2011). The ability to know the background of the employees within the organisation is paramount in determining the appropriate management style or communication practice that will improve the performance of the organisation (Bamporiki, 2010).

However, due to the multinational nature, South African hotels have a diverse cultural background of employees (Naidoo, 2011; Bamporiki, 2010). Currently, there are no available information on the predominant management styles as well as communication practices employed in the hotels in South Africa and Gauteng Province in particular (Naidoo, 2011; Bamporiki, 2010). Therefore, there
is a need to identify the predominant management styles and communication practices in the hotel environment in order to understand the best practices that will suit diverse demographics so as to enhance the hotels’ service performance (Boonyachai, 2011). In an instance where the inappropriate management style or communication practice is employed, the service quality and the general performance of the hotel will be on the downward trend owing to no or low patronage by guests (Chang & Ma, 2015).

Finally, the hotels service and rating will go down and this may eventually lead to loss of employment, revenue and the hotel can also go bankrupt leading to economic depression in the affected area.

1.3 **Purpose of the study**

The aim of this study was to explore the management styles and communication practices employed in hotels in Gauteng Province of South Africa. In order to achieve this, the following set of objectives was to be followed:

- to identify the management styles of the selected hotels in Gauteng.

- to identify the communication practices of selected hotels in Gauteng.

1.4 **Research questions**

The following research questions were identified for this research:

- What are the management styles currently practised in hotels in Gauteng?

- What are the communication practices of hotels in Gauteng?

- What are the differences between the management style and communication practices of different hotels in Gauteng?
1.5 Limitations of the study

A considered limitation is the potential for social desirability response bias that is an inherent risk associated with self-report measurement instruments. Another potential limitation is the fact that it was very difficult to measure management styles from the employees’ perspective due to shift nature of the frontline workers. Certainly, the measurement of both managers’ and employees’ perceptions of management style would have been valuable in terms of cross-validation. It is also envisaged that it was difficult for management to allow direct contact with employees because of their busy schedules. This eventually limits the data collection reliance on managers to distribute the questionnaire randomly per our plain instructions. This procedure has the possibility of creating a potential for bias if the managers did not, in fact, randomly distribute the questionnaire. Beside all this limitation, 250 completed questionnaires were collected for data analysis.

1.6 Conceptual framework

The conceptual frameworks show how managers’ variables, employees’ variable as well as hotels’ variables can influence subordinates job performance, morale, employee-customer relations, employee empowerment and interpersonal communication. All of these can play a role in service delivery and productivity (Figure 1-1).
1.7 Layout of the dissertation

This dissertation has been arranged into seven (7) chapters.
Chapter 2: Literature review brief

The chapter provides review of existing literature on management theories, management styles, and communication practices with respect to the hotel environment focusing particularly on the South African market.

Chapter 3: Research Methodology Overview

Chapter 3 gives detailed information on the research area, data collection and the outline of the research instrument employed in the study. The shortcomings of the study encountered during the study are also outlined in this chapter.

Chapter 4: Paper 1 and general discussion

Chapter 4 presents the main findings of the management aspect of the study which are well analysed, considering all the research aims and objectives which have been written in a journal paper for publication in a peer reviewed journal.

Chapter 5: Paper 2 and general discussion

Chapter 5 presents the main findings of the communication component of the study which are well analysed, considering all the research aims and objectives which have been written in a journal paper for publication in a peer reviewed journal.

Chapter 6: Results

This chapter presents the general results analysed from the study
Chapter 7: General discussion

The discussion of the key findings of the study with respect to literature is contained in this chapter.

Chapter 8: Conclusions and recommendations

The chapter presents the conclusions drawn from the results of the study and possible recommendations to the industry players on how to see improvement in the sector. The dissertation finally ends with a list of references of cited articles in the work and appendices.
CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

There is no hesitation that business development characterizes the most important single activity of any hospitality organisation in terms of satisfying its target markets. At any one time almost every hospitality business has recently been developed, is under development or needs to be developed (Hensens et al., 2012). That is because business development is the prime reason for the organisation’s survival in the market. In theory, hospitality business development might be seen as a quite obvious, clear and straightforward process. Without doubt the process depends on identifying smart goals and objectives, allocating the required resources for its implementation and then getting it done (Jaykumar et al., 2014). In reality, business development is not always an easy task for hospitality organisations; because it involves several interacting controllable and uncontrollable factors such as the organisation, its stakeholders and the dynamic changing nature of its micro and macro environments (Hensens, et al., 2012).

2.2. Management styles in the hospitality business

The hospitality industry have specific management style that enables its business operations to be easy and successful. The management style entails how one develops work relationships, motivate staff, make decisions and solve problems confronting the organization (Singh & Chowdhry, 2011). When the natural management style matches the organization’s culture it tends to be successful and when it is radically different, life can be a constant struggle (Singh & Chowdhry, 2011). South African businesses including hospitality industries have a tendency towards the accumulation of power and decision-making in the hands of a few senior managers (Singh & Chowdhry, 2011). Management styles in literature which are found in the South African organizations include the autocratic, democratic and the paternalistic styles (Du Plessis & Barkhuizen, 2012; Sirgy et al., 2001). In comparison, autocratic style is where senior managers take all the important decisions
with no participation from workers. With participatory style, managers make decisions in best interests of workers after consultation. While empowering style allowed workers to make their own decisions (Riley, 2012).

**Wave management theory:** Wave management theory explains how organisations and institutions have undergone changes in management styles over time and which keeps on changing (Ehiobuche & Tu 2012; Carneiro, 2007). Wave management comprises of a range of disciplines and one vital area is leadership and management. The different phases of wave management are:

**The first phase of wave management:** This is the fundamental level of wave management (agricultural age). This phase is looked at as the initial step of the theory which followed earlier theories like contingency theory. It is defined as the agricultural age whereby the societies’ existence was made possible through the production of food stuffs, animal husbandry as well as hunting. Furthermore, management was simple and limited to the production of agriculture products for domestic consumption and usually found to involve only a few number of people (Abbas, 2010; Kruger, 2002). The level is followed by the second wave.

**The second phase of wave management:** The second phase of wave management (industrial age) is characterised by growth industries which led to creation of employment, urbanisation increased knowledge; advancement of technology set the second wave management into motion (Peters, 1996). It can be described as the era of industrialisation. It culminated in high unemployment rate causing labour unions to move into the protection of rights of employees by exerting pressure on employers. The age is identified with autocratic, bureaucratic, hierarchical structures based on standards with moderated policy, search for orderliness and security backed by efficient management and is the beginning of the widening of the management processes found in organizations (Jaykumar *et al*., 2014; Carneiro, 2007). The phase called for efficient management practices and efficient management is a process which tries to construct precise measures and processes into operations in order to coordinate staff effort to increase productivity (Chang & Ma,
2015; Bateman & Snell, 2002). Efficient management focuses on economizing operations, ample staffing, safeguarding inventories to meet consumer demands and institutional control (Bhatti et al., 2012; Carneiro, 2007). To achieve the set goals and objectives, roles and everyday jobs are well defined. It also provides standardisation for carrying out daily activities whereby specific ways as to how to gather, handle, transmit and analyse data are given. Cost accounting, wage and creation control systems are vital in assisting internal management synchronization as well as communications (Bederson & Quinn, 2012). The management style of this era places importance on internal operations in that managers are anxious principally with meeting the unpredictable growth in demand owing to industrialization (Berezan et al., 2013).

**The third phase of wave management:** The third phase of wave management (information age) is typically identified by the role the external environment plays in big establishments by recognising that organisations do not function in isolation but as part of a generously proportioned system (Chang & Ma, 2015; Carneiro, 2007). The external environment offers excellent opportunities for companies that organisations cannot afford to ignore as well as threats that organisations cannot fail to recognise. Organisations are learning to possess the aptitude to restructure without being dependant on the external pressures (Bhatti et al., 2012). In this case the organisations learn to exert level control on their environment in order not to become slaves of their environment. There is a shift in the mind-set between employees and managers owing to differences in interests which companies began to realise during this phase. It therefore depends on managers to adapt management styles to fit the circumstances to accommodate the environment. For organisations to meet future challenges a paradigm shift is necessary. Managements operating at this phase need to appreciate and adapt to change. Inability of management to realise the change causes them to become stuck to the second phase of wave management and there is the need for organisations to be more flexible and responsive owing to the need for change that is brought about by the conditions determining the management circumstances (Kara et al., 2013; Coulson-Thomas, 1997).
More intricate stakeholders have held the view that an organisation’s efficacy is simply a factor of its firmness in maximising wealth and promotion of shareholder interest (Ogunola et al., 2013; Peters, 1996). Organisations simply need to accept responsibility for the pressures of the external environment, which requires a complete change in mind-set, culture and management style. An unambiguous visionary leader is needed to synchronise efforts in streamlining organisations to bring about needed revolution in an establishment (Dawson, et al., 2014; Binney & Williams 1995).

**Differences between 2nd and 3rd wave management:** The era of the 2nd wave is characterised by movement towards standardisation and industrialisation (Paradeise & Thoenig, 2015; Carneiro, 2007). Machines are the foremost focal point in the 2nd phase while in the 3rd wave, the hub is the function of the manager to coach, facilitate, motivate and support teams and groups. The 2nd wave organisations are very technical and bureaucratic positions run by policy and systems embedded in a firm order of power (Dawson, et al., 2014). However, the configuration of the 2nd phase does not provide room for creativity. It ensures a system that is very hierarchical and autocratic as against the 3rd wave where management plays a very central role, in that; it creates a climate of creativity, novelty and flexibility. It develops a spirit of entrepreneurship and the capability to envisage (Bateman & Snell 2002). One thing that is common to both phases is the need to adapt to survive in order to bring about transformation in the institution.

**The fourth phase of wave management:** The 4th wave stems from the 3rd wave but with a prime focus on creation of organisational values for the organisation and the community. Community building lend much intensive changes to the corporate culture known as organisational transformation (Peck, 1995). The innermost spotlight in this phase is comprehensive as stewardship corporate businesses have emerged as the leading institutions in the global culture (Bederson & Quinn, 2012; Kruger, 2002). Fourth (4th ) wave managers in the business world will become more well-known as global and transformative leaders in the near future. In this phase, there is a shift from managing an organisation solely for proceeds, but rather towards focusing on the wider range
of stewardship. This phase calls for organisations to examine business ethics. Thus, 4th wave organisations think of expanding the purposes of executing a management function. In this phase, organisations examine critically, leaving behind a legacy, gaining personal fulfilment and delivering service in a more acceptable and satisfactory manner.

**Differences between 3rd and 4th wave management:** Management plays a very important role in the 3rd phase in that it creates an environment for ingenuity, novelty and flexibility, thus empowered management style is employed (Du Plessis & Barkhurst, 2012; Bateman & Snell, 2002). Meanwhile in the 4th wave, the organisation enables employees to grow and mature as individuals, and employees are able to be leaders as well as followers, thus the participatory style or approach is employed (Padovani & Young 2012). The focus in the 4th phase is more on the stakeholders of an organisation and encouraging them to act as social citizens while in the 3rd wave, as argued by Coulson-Thomas (1997), role of the managers to coach, facilitate, motivate and support teams and groups. In the 3rd phase, managers deal with the on-going daily difficulties of the organisation and leadership includes successfully orchestrating imperative. The 4th wave aims to bring a holistic change that involves the entire community while the 3rd wave focuses on change within the organisation itself. What is common to both concepts is the placing of transformation as the central focal point for business.

### 2.3. Types of hotels in South Africa

Owing to the vast nature of the hotel industry, classification is usually based on many criteria. Hotels may be classified based on different factors such as: Location, ownership and affiliation; Levels of service facility; Length of stay; Type of clientele; Target market; Based on theme etc. It can also be graded from one star to five stars. Out of several classifications only a few will be discussed.

**Inns:** These are facilities where travellers can access accommodation and food during a time of travelling. They are located inside or outside the city and they are smaller in size and just have
lodging facility. In addition, it has reasonably very low tariff and it is generally for budgeted clientele. The length of stay is from one to two days (Rogerson, 2014). Examples of these inns are: Holiday Inn Johannesburg – Rosebank and Holiday Inn Express in Sunnyside, et cetera.

**Resort:** Resorts are places that provide relaxation, recreation to tourists or visitors for the purposes of vacation and holidays which usually happen next to water bodies. These leisure hotels are located at the beaches or in the hills. They are also termed as health resort or beach hill resort and so depending on their position and location. They are for vacationers and generally cater for a person who wants to relax and enjoy with their families. They include adventurous trips. Most resorts have high occupancy rates during peak season. Sales and revenue fluctuate from season to season (South Africa outlook, 2013) for example, Sun City Resort.

**Airport hotels:** As the name says, these are situated near the airport. They have transit guests who stay over between flights for few hours. Guests generally prefer these types as hotel as they have to cut down the travelling hours and have very minimum time just for their work. Tariffs are reasonable here (Shezi, 2010) for example, International Hotel OR Tambo Airport in Johannesburg.

### 2.4. Classification of hotels based on their level of service

The level of service is the most important criteria for classifying hotels. Hotels can be classified into economy, mid-market or semi-economic hotel and luxury hotels. This is done on the basis of the level of service they offer (Mehta, 2013). Economy hotels which are also known as Budget hotels provide guests with minimum required amenities. They incorporate simple economical and efficiently maintained designs. They provide services and facilities such as limited food and beverage services, playground areas et cetera. Mid-market hotels appeal to the largest sector of the travelling public and are also called suite hotels (Vine, 1981). Various types of hotels based on their level of service are:

**Luxury hotels:** These types of hotels provide world class service to the guest and rooms are well equipped with antique furniture and special artwork. These hotels have variety of restaurant and
lounges; it even has concierge service and business centre, shopping arcade, sports facility et cetera. The clients normally target in these hotels are primarily business man, corporate head, celebrities, and high ranking political figures. Examples of these hotels include African Pride Crystal Towers Hotel and Spa in Cape Town South Africa, Safari lodges, et cetera (South Africa outlook, 2012).

**Duration of stay:** Hotels are also classified by duration or the length of stay of a guest. It is categorised into transient, residential and semi residential hotels (Shezi, 2010).

**Transient Hotel:** Airport hotels can be termed as transient hotels. In this type of hotel, the guest stays for a day or even less. The occupancy rate is usually very high. In residential hotels, guests stay in for a month or up to one year. Guests are normally signed in smallest amount which can be paid monthly or on quarterly basis. They provide bed room and kitchenette. The tariff is reasonably low in these types of hotels as they are semi residential hotels. These are hotels which include features of both transient and residential hotels (Vine, 1981).

### 2.5. Classification of hotels based on ownership and affiliation

Ownership and affiliation provide another means by which to classify hotel property. There are two types, namely; the individual and the chain hotels.

**Independent Hotels:** They do not have identifiable ownership or management affiliation with other properties. That means these properties do not have any relationship to another hotel regarding policies, procedures, marketing or financial obligations. Example of the same would be family-owned and operated hotel that is not following any corporate policies or procedures. The advantage of an individual property is its autonomy. However, an independent hotel does not get the advantage of board advertising exposure or management insight and consultancy of an affiliated property (Hensens, *et al.*, 2012).

**Chain hotels:** This kind of ownership usually imposes certain minimum standards, rules, policies and procedures to restrict affiliate activities. In general, the more centralised the organisation the stronger the control over the individual property. Some chains have strong control over the
architecture, management and standards of affiliate properties. Others concentrate only on marketing, advertising and central purchasing (Chen, 2011). Hotels are independently assessed in traditional systems and rest heavily on the facilities provided. Some consider this disadvantageous to smaller hotels whose quality of accommodation could fall into one class but the lack of an item such as an elevator would prevent it from reaching a higher categorisation (Kim, et al., 2015).

2.6. **Classification based on the standard of hotel services**

Food services, entertainment, view, room variations such as size and additional amenities, spas and fitness centres and location may be considered in establishing a standard. The more common classification systems include 'star' rating, letter grading, from 'A' to 'F', diamond or simply a 'satisfactory' or 'unsatisfactory' footnote to accommodation such as hostels and motels. Systems using terms such as Deluxe/ Luxury, First Class/ Superior, Tourist Class/ Standard, and Budget Class/ Economy are more widely accepted as hotel types, rather than hotel standards (Naude, et al., 2013; Levy-Bonvin, 2009).
Hotels may also be classified based on star grading system in South Africa. This includes (TGCSA, 2009):

- 1 star - Clean, comfortable and functional;
- 2 star - Good: Quality furnishings, service and guest care;
- 3 star - Very good: Better furnishings, service and guest care;
- 4 star - Superior: Excellent comfort and very high standard furnishings, service and guest care; and
- 5 star - Exceptional: Top of the line quality and luxurious accommodation to match the best international standards. Flawless service and guest care.

2.7. Communication practices in hotels

Communication, which is a means of transmitting and disseminating information in an organisation, is an important prerequisite for success in business (Răducan & Răducan, 2014). Communications in hotel establishments consist of two major areas: the customer service communication (external communication) and the “behind the scenes” staff and management communications. The behind scenes communications are often referred to as the internal communication. Internal communication is important because it can enhance smooth running and standard of business in a hotel establishment (James, 2010; Yoo, et al., 2014). External communications focus on the audiences outside the organisation whereas internal communication is communication between employees and employer, and employees and employees (Saunders, 1999, Hopkins, 2006).

Effective communication in a hotel establishment does occur only if the receiver of information understands the exact information or idea that the sender intended to transmit (Mistry, et al., 2008). Excellent communication between staff and between employees and clients is a fundamental to the success of hotel establishment considering that customers do not only pay for the brand but also for the food, facilities and services. It is important for any hotel establishment to build a true loyal
customer base and to ensure that high value customers form relationships with multiple service workers at the establishment (Bove & Johnson, 2000).

Effective internal communication with internal stakeholders, employees and management can develop a cohesive culture, in which where everyone is focused on the same goal and has the same objectives of a hotel establishment (Sucher & Cheung 2015). Considering effective internal communication can contribute to positive internal relationships in a hotel establishment, while ineffective internal communication on the other hand is counterproductive and poses a threat to organisational interpersonal relationships (Tang & Tang, 2012; Dhar, 2015; Russo, et al., 2012). Every business activity involves communication in which information and ideas are being exchanged, and decisions, negotiations and motivations are being made. Managers are often required to possess the ability to lead employees from diverse demographic background and achieve effective communication within the business establishment. The establishment of effective communication in an establishment with cultural and linguistic diverse employees is often a challenge to managers worldwide and South Africa in particular (Fidelis & James, 2013). The South African working environment is highly segmented particularly dynamic and challenging, consisting of components of both the developed and developing Country (Verwey & Du Plooy-Cilliers, 2003). Current constitutional, legal and societal requirement has motivated many firms to implement unbiased, democratic and representative policies and structures in the workplace. With this new democratic dispensation, business leaders are focusing on how to improve and implement diversity in the workplace in a manner that will strengthen, rather than weaken the operation of businesses (Fidelis & James 2013). The socio-demographic nature of the South African workplace means communication challenges will be faced by many hotel establishments and overcoming these challenges will require certain managerial skills and awareness and skills (Samovar et al., 2013).

In the past, many hotel establishments have focused too much on external communication, serving the customers and neglecting the importance and quality of internal communication (Clarke et al.,
This situation has partly been attributed to the fact that, in many businesses in South Africa and the world in general, most young hospitality graduates nowadays have been found to be deficient in interpersonal communication skills when entering the business world (Lolli, 2013). Given that, hotel employees in South Africa are from diverse socio-cultural, linguistic and economic and ethnic background (Bornment, 2006) and the fact that there is very little information regarding the internal communication practices in hotels are available in literature indicates that there is the need to explore the internal communication practices of hotels. The aim of this study is to explore the internal communication practices in selected hotels in the Pretoria and Johannesburg, South Africa. Findings from this study will provide new insight in the current internal communication practices in hotels which will be of use to stakeholders.

2.8. Internal communication practices in hotels

Internal communication can be defined as the transmission and reception of idea and information between individuals and groups at various levels and in different areas of specialisation within an establishment with the aim of coordinating the day to day activities of the establishment (Altunas et al., 2013). Communication can be seen as the heart of a hotel establishment as it serves as an important medium that connects employees in the hotel establishment (Raducan & Raducan, 2014; Amir, 2009). Effective international communication has positive impact on the proper functioning of hotel operations and should be properly managed in order to achieve success and to survive fierce competition in the hotel industries (Sadovaya & Thai, 2015).

According to Taylor and Elsey (2005), people communicate at work by means of a spoken word, written word, non-verbal internal communication, numbers, drawings and graphics, and by using a range of media including the telephone, face-to-face meetings, video-conferencing, e-mail, letters and memos. In addition, Gross (2009) asserts that the use of face-to-face interaction is necessary to create real interpersonal relationships and also encourage the development of personal and people
skills, but also emphasise the importance of other medium of internal communication such as audio, print and email.

Significant differences between the traditional deliverables such as memos and newsletters as against the electronic versions such as emails, video-conferences often lies in the availability of resources to the hotels, organisation size and the management priorities (Abdullah & Antony, 2012). These differences have been identified between the perception of supervisors and employees regarding communication patterns in a business organisation (David & Singh, 2013). The rationale for the choice of communication practice in hotel often lies in the vision and mission of the hotel (Erkutlu & Chafra, 2006).

2.9. Effects of internal communication practices in hotels

Kazmi (2011) indicated that effective internal communication deals with the exchange of information within an organisation thereby creating a shared understanding of information which is received and acknowledged by all and at the same time driving behaviours and actions needed to move the business forward. Effective international communication practices in a hotel establishment develops a cohesive culture where everyone is focused on the same goals, has the same objectives and understanding leading to a successful establishment (Hume, 2010). The ability to identify important information, respond accordingly and share the information with relevant individuals within the hotel establishment is a skill that hotel employees should possess.

Considering that employees in the hotel industry are at the front line of business operation, it is important to keep them up-to-date with relevant information to response to certain challenges so as to avoid crisis. Therefore, emphasis should be placed on instructing employees how to consistently interact with customers in a way that reflects the brand of an establishment (Dawson, et al., 2014; Clampitt & Downs, 2009). In addition, Haywood (2003) also indicates that poor internal communications can undermine all efforts to manage crisis as well as creating lack of trust and low morale, high employee turnover and poor customer relations that can complicate the issues that are
faced by the business. Furthermore, the lack of proper communication at the higher levels of management can spread within the whole establishment causing misunderstanding among the employees (Ince & Güll, 2011). Proper communication in an establishment is mandatory for increasing work efficiency and mobilising resources (Altinöz, 2008). It is worth mentioning that employees who are satisfied with internal communication in an organisation tend to be satisfied with their work and their relationship with other employees (Ballard & Seibold, 2006). Good corporate communication has been found to enhance business performance (Meintjes, et al., 2012) and employee relations considering that employees who fully informed of events and news in their establishment have been found to be satisfied with their job (Abdullah & Antony, 2012).

2.10. Barriers to communication practices

Communication barriers in a hotel establishment can occur as a result of physical separation as well as gender, social, cultural, linguistic and ethnic difference among employees. Barriers to communication between employees, managers and their subordinates can contribute to ineffective management of employees with diverse demographic factors (Herlin, 2012). Poor organisational ideas and poor listening have been identified as the most serious barriers to internal communication. Others include a breakdown in understanding or variation of meaning; improper communication channels; as well as, distractions such as noise punch, inadequate illumination and ventilation (Lunenburg, 2010). In order to enhance communication in a hotel establishment, hotel employees need to develop “hospitality language” skills whether in English or another language (Blue & Harun, 2003). Eisenberg (2010) also identified four types of barriers to communication, namely; process barriers, physical barriers, semantic barriers, and psychosocial barriers.

2.10.1. Process barriers to communication

These include the bureaucratic steps that information must pass through from the sender to the receiver. Process barriers of communication entail a circle of how information get to the employees
or the organization which is describe to be a complex form of disbursing information in the organisation (Abdullah & Antony, 2012).

Examples of process communications include a situation where information intended for the employees must pass through their line managers and supervisors. This is to do more with the chain of command of information dissemination in an organisation (Shaw, 2011). For effective and good communication, it is very important to follow the communication processes. This is because communication is complex, give-and-take process, and breakdowns in anywhere in the phase can prevent the transfer of understanding (Lunenburg, 2010). When communication breaks down in an organisation, employers in an organisation cannot deliver messages or instructions and if the intended message does not reach the actual receiver, then the communication becomes ineffective (Shaw, 2011).

2.10.2. Physical barriers to communication

Any physical distractions that interfere with the effectiveness of communication such as internet loss, telephone call, drop-in visitors, distances between people, walls, and static on the radio, communication by fax, and other forms of electronic equipment’s are said to be physical barriers to communication (Lunenburg, 2010). In hotel establishments, physical barriers to communication can be triggered by the accents of an offshore-outsourced call centre agent which can in turn reduce customer satisfaction and loyalty (Thelen et al., 2011; Wang, et al., 2013).

2.10.3. Semantic barriers to communication

Semantic barriers caused by a word used in a communication setting. Certain words may mean different things to different people. Words and phrases such as efficiency, increased productivity, and the choices of management may mean one thing to a particular organization, and something entirely different to a staff member from another organisation (Lunenburg, 2010). To curb semantic
barrier to communication, it is important for employers to know the socio-demographic dynamics within their establishments (Antos, 2011).

2.10.4. **Psychological barriers to communication**

Psychosocial barriers are experienced where there is a psychological distance between people; this situation is similar to actual physical distance. Examples of psychosocial barriers to communication is a case whereby the hotel manager talks harshly to his or her employees, who dislikes this attitude, and this bitterness separates them, thereby hindering opportunity for effective internal communication between them (Antos, 2011).

2.11. **Interpersonal communication skills**

Interpersonal communication skills are defined as verbal and non-verbal means of communicating with other people. Such skills may be used in face-to-face situations or at a distance, using technology (Medsker & Fry, 1997; Lolli, 2013). Examples of interpersonal communication skills include negotiating, giving feedback, conducting an interview, facilitating a meeting, giving a presentation, handling a customer complaint, eliciting knowledge from an expert, giving or receiving a task and soliciting customer requirements. Compared with face-to-face communication, communication via telecommunications media such as telephone, computer conferencing, and e-mail also requires strong, though sometimes different, interpersonal communication skills. Interpersonal communications skills are particularly important for development of today’s business organisations like hotels because they have been shaped the most by technology and thus have diverse generational differences in communication (Lolli, 2013; Koprowska, 2010, Thompson, 2011).

2.12. **Service quality in the hotel establishment**

Service quality is a measure of how well the value of service delivered matches the expectation of customers (Joewono & Kubota, 2007; Chen, 2011). Lewis and Mitchell (1990), Dotchin and Oakland (1994), and Asubonteng et al (1996) define service quality as the extent to which a service
meets customers need and expectation. If the expectation is greater than the service performance, perceived quality is less than satisfactory and hence, customer dissatisfaction occurs. Although service quality has been identified as a key factor for firms’ success, delivering quality service is still one of the major challenges facing managers in the 21st century (Lazer & Layton, 1999). The importance of service quality to a hotel is critical considering that the creation of satisfied customers ensure business success (Bienstock et al., 2003).

2.13. Conceptualization of service quality

Quality of service is what the customers are always after. Customers are likely to view services as a variety of attributes that may, in different ways, contribute to their purchase intentions and perceptions of service quality (Gronroos, 1983). The SERVQUAL model is based on five service quality dimensions, namely; reliability, assurance, tangibles, empathy and access.

**Reliability:** This is the ability to perform promised services consistently and accurately; it includes doing it right the first time, which is one of the most important service components for customers (Zeithaml et al., 1990). The following examples present the reliability factor:

Example 1: The staff performs tasks that have been promised to guests and resolve problems encountered by guests.

Example 2: The customers are sensitive to issue such as the telephone being picked up within five rings and their reservations being correct.

**Assurance:** Assurance is about the knowledge and courtesy of employees and their ability to convey trust and confidence including competence, courtesy, credibility and security (Parasuraman et al., 1988). A simple matter, usually taken for granted, such as compliance with Charterer’s system of reporting, both in terms of the frequency and the format without reminders, is important. Experienced and knowledgeable operations personnel – “to know what one is talking about” can give the required assurance implicitly. Every message and response to the customer is important. Once the words are spoken or conveyed in writing, they are not retractable and leave an impression,
favourable or adverse. In a subconscious mind, a trail starts to form. Hence, day-to-day communications must be relevant, clear and concise (Zeithamel, et al., 1990).

**Tangibles:** The physical evidence of front office staff is including a personality and appearance of personnel, tools, and equipment used to provide the service. For example, some hotel chains (for example, Hilton, Mandarin, Sheraton, and Hyatt) consciously ensure that their properties are conformed to global standards of facilities wherever they are located (Dewi, 2012). However, the researcher, in this study, is focusing on how the front office staffs were dressed.

**Empathy:** Empathy refers to the provision of caring and individualised attention to customers including access, communication and understanding the customers.

**Access:** This involves approach, ability and ease of contact. It means the service is easily accessible by telephone, waiting time to receive service is not extensive, hours of operation are convenient and location of service facility is convenient (Zeithamel, et al., 1990).

### 2.14. Hotel service and customer satisfaction

Hospitality industry is the fastest-growing business service sector all over the world and it is therefore, an essential part of the service business enterprise (Kandampully, 2007). In the hospitality industry, different people have different perceptions of what is known as service (Mola, 2011). Within the hospitality industry, where revenues are driven by guest satisfaction, service is a key to success (Bamporiki, 2010).

The hospitality industry focused primarily on the customer satisfaction through the services that are rendered. For the most part, it is built on leisure or is luxury-based, as opposed to meeting basic needs. Hotels and resorts, cruise lines, airlines and other various forms of travel, tourism, special event planning, and restaurants generally fall under the realm of the hospitality service industry (Kim, et al., 2015).

Exceptional service is usually very important for all businesses and customer satisfaction usually leads to consumer loyalty, which helps to ensure the success of a company in the hospitality
industry. For example, if an individual chooses a particular hotel and has a positive experience, he or she is likely to use it again in the future. Alternatively, if the hotel is unpleasant, the workers are rude, or the customer is otherwise displeased with the service, he or she is less likely to return to that hotel the next time the opportunity arises (Derya et al., 2013).

2.15. Clients expectation of services

Davidow and Uttal (1989) proposed that customers’ expectation is formed by many uncontrollable factors which include previous experience with other companies, and their advertising, customers, psychological condition at the time of service delivery, customer background and values and the images of the purchased product. In addition, Zeithamel, et al., (1990) stated that customer service expectation is built on complex considerations, including their own pre-purchase beliefs and other people’s opinions. Similarly, Maxwell, et al., (2000) also stated that customers’ expectation is related to different levels of satisfaction and it may be based on previous product experiences, learning from advertisements and word-of-mouth communication. Stein, (2009), added that expectation can be seen as a pre-consumption attitude before the next purchase, it may involve experience. The diversity of customers’ expectation to services can lead to a conclusion that expectations of customers are uncontrollable issues such as past experience, advertising, customers, perception at the time of purchase, background, attitude and products image.

2.16. Trends in the hotel service

The hospitality industry is a major service sector in the world economy and the industry encompasses an extensive variety of service industries that include food service, tourism and hotels. Hospitality industry suffers from fluctuations within an economy every year (Timimi, 2010). If a hotel fails to recover from the service failure, the hotel has essentially failed twice, magnifying negative customer perception and triggering the possibility of negative word-of-mouth. It is then very necessary for hotels to undertake immediate action to deliver services to meet customer needs and corrective action to recover from the failure (Lungiswa, 2009).
The hospitality industry uses elements from traditional management theory as well as best practices based on industry-specific experience. Current trends focus on practices that simultaneously benefit multiple aspects of a business, such as those promoting employee productivity and improved quality and branding (Kara et al., 2013). Many best practices in hospitality reflect broader social and economic trends and seek to reduce the way in which hotels are considered interchangeable by consumers (Kara et al., 2013).

Although the global recession has created numerous challenges for the sector, new opportunities are available. To really stay ahead of the competition, businesses need to stay on top of all the little details that make their assets run efficiently and ensure a positive guest experience. This involves being able to go to one system for all their data needs where hospitality businesses can view and take action from anywhere, and at any time. That also means counting on accurate, consistent and real-time data (Ashley, 2013).

2.17. The contribution of hospitality industry to the economy of South Africa

The growth of hospitality industry globally has been on the increase owing to an increase in demand by both the leisure and the business segment (Rogerson, 2014; Petzer, Steyn, & Mostert, 2009). Globally, the hospitality industry has been considered to be the fastest growing economic sector over the past decade and prior to 2012. Moreover, the hospitality industry in South Africa produced over 45000 jobs through direct employment representing (Taal, 2012). The growth of hotel businesses informs how economic growth is doing (Kara et al., 2013). Most importantly, the hospitality industry has been and will continue to be a key economic sector in South Africa because the industry relies mainly on tourists from Europe and provides employment for many people (Harrison, 2006)
CHAPTER 3: METHODOLOGY

3.1. Introduction

This study was conducted in Gauteng Province in South Africa, specifically in the Pretoria and Johannesburg metropolis. Johannesburg is the capital of Gauteng Province while Pretoria, also in Gauteng, is the capital of the country. Also known as Joburg or Jozi, Johannesburg is the biggest city in South Africa, and is often compared to Los Angeles, with a similar urban sprawl linked by huge highway interchanges. With only 1.4% of South Africa's land area, the tiny province of Gauteng punches way above its weight, contributing more than 33% to the national economy and a phenomenal 10% to the GDP of the entire African continent. Figure 3-1 below is a map of Gauteng Province depicting the location of Johannesburg and Pretoria.

![Map of Gauteng Province](image)

Figure 3-1: Map of Gauteng Province (South Africa travel, 2015)
3.2. Research methodology

A semi quantitative approach was employed in this study because of its fact-finding nature. This consisted of analysis and interpretation of the collected data. The choice of this approach was also to answer questions of who, what where and how (Burns et al, 2009). This helped in exploring the management styles and the communication practices in the studied hotels. The method chosen was suitable owing to the fact that the study was more of exploration and development research rather than research testing statements of theories (Blumberg, 2010).

Five and four point Likert scales were chosen in order to allow some degree of freedom for the respondents. The choice of the Likert scale was also to avoid “yes” or “no” answers which do offer much needed information from the respondents. It was also considered that the use of likert scale will lead to collection of quantitative data which is easier to analyse. The likert scales were also considered to provide anonymity to the respondents and so doing prevented socially undue pressure and social desirability on the respondents, (Mcleod, 2008)

3.3. Research design

A cross-sectional survey design was used in which both quantitative and descriptive approach was employed in this study. A structured self-administered questionnaire was used to collect data. Cross-sectional surveys have been described as snapshots of the populations about which they gather data. The study gathered large amount of data from a wide range of hotel employees and managers in the Pretoria and the Johannesburg metropolis through the use of structured questionnaire

3.4. Study Population

The study population in this research was considered to be the management and employees of hospitality industry (hotels) in Gauteng Province in South Africa.
3.5. Sampling Strategy

Several franchised and non-franchised hotels within Pretoria and Johannesburg were randomly selected for the study. The management of each hotel was contacted to obtain permission to administer the questionnaire to the targeted hotel managers and employees. Every manager in a unit or department within the hotel automatically becomes a participant once the permission is approved by management. The employees are however selected randomly by the researcher on access to the hotel facility owing to the availability of the employee.

3.6. Sampling Population

A total number of 60 hotels were selected for the study and from each hotel up to four (4) managers which include front office, general managers, housekeeping and food and beverage as well as seven general workers from the four divisions (front office, food and beverage, housekeeping and general workers) were given questionnaires. In all a sample population of six hundred and sixty (660) was targeted to be used from these hotels.

3.7. Data Collection

3.7.1. Construction of data collection instrument

Figure 3-2: shows a schematic representation of the position of the selected employees. A total of 480 self-administered questionnaires representing 72.7% of the 660 sample population targeted for the study were issued to 60 hotels. Out of 480 questionnaires issued, 250 were returned with a returned percentage of 52.1%.
3.7.2. Data collection instrument

A structured self-administered questionnaire consisting of 17 questions was developed for this study. The questionnaire consisted of three sections: Section 1 consisted of eight (8) questions relating to socio-biographic data of respondents; section 2 has three (3) questions relating to the hotel information data and section 3 comprised six (6) questions with sub-questions relating to the management styles of managers. The Likert scale was used to elicit responses about the management style. The scale ranges from 1 to 5 with 1 being strongly agree and 5 strongly disagree.

The reliability of the research instrument was determined by analysing pilot study data after repeated trials to ensure instrument yields correlated results. A pilot study was conducted to test the validity and reliability of the data collecting instruments designed for this study. The validity of the instrument was determined by the pilot study. The pre-testing of the self-administered questionnaires was conducted in two hotels randomly selected within Gauteng. A questionnaire was administered to two managers from each hotel. The pilot study was conducted to establish if there are weaknesses and ambiguities in any of the items in the questionnaires. The questionnaires also elicit the type of data desired and anticipated. This was followed by corrections before the final data was collected. Regarding reliability, the internal consistency of constructs was established by
estimating the Cronbach's Alpha and a value of 0.7 was considered as the minimum acceptable standard.

3.8. Data analysis

Responses were captured using the point scales. The SPSS software was used to analyses data such as mean, standard deviation and significance testing was employed using the SPSS software. Descriptive statistic as well as ANOVA was conducted on variables. The statistical analysis technique employed was to enable understanding of the management and communication styles of the managers of the hotels studied easily.

3.9. Ethical consideration

Permission of ethical clearance for this research was approved by the College of Agriculture and Environmental Sciences (CAES) Ethical Committee, UNISA. Approval was also sought from the management of the various hotels before contacting the respondents. The respondents were advised on the nature of the study being conducted and given a choice of either participation or non-participation. The participants signed a consent form describing the nature of the research. In addition, the participants were given the right to withdraw from the study at any time. The participants’ privacy was also protected during the study and confidentiality was ensured. The findings of this research were reported on a complete and honest manner, without misrepresentation or compromising the outcome of the study.
CHAPTER 4: RESEARCH PAPER ONE (1)

4.1. An exploration into the management styles of hotel managers

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4.1.1. Abstract

The management style of a hotel manager often influences the behaviour of employees and eventually the quality of service of hotels. The objective of this research is to explore the management style of hotel managers by investigating how it is perceived by hotel employees in the Johannesburg and Pretoria metropolis in South Africa. A cross-sectional survey design was used in which a self-administered five-point Likert scale questionnaire was used to collect data from 250 respondents, who were randomly selected from 60 hotels. The results indicate that 70% of the respondents were black, 24% were white and the rest were either coloured or Indian/Asian (6%). Democratic management (32.8%), paternalistic management (25.2%) and walk-around management (23.2%) were perceived by respondents to be the most utilised management styles in hotels. The perception of respondents across different age groups regarding the effect of their managers’ management style on lack of trust among employees differed significantly. In addition to racial imbalance in the distribution of managerial positions within the hotels, the race factor is only significant influence regarding how respondents perceived the suitable of management styles to the cultural diversity in the South African workplace. Race, salary levels and work experience have shown to have significant effect on the internal communication practices in the hotels studied. Internal communication among employees, between departments and management and the workforce was found to exist in the hotels studied.

Keyword(s): Management styles, hotels, managers, employees
4.1.2. Introduction

The management style of an organisation plays an important role in enhancing or slowing down the interest and commitment of the individuals working in it (Ogunola, et al., 2013). Managers perform different roles in the hospitality industry, and how they deal with different situations is based on their management styles and abilities (Riley, 2012). Different management styles, such as the autocratic, laissez-faire, democratic, paternalistic and walk-around styles, may be more suitable for a particular type of business or group of employees at one point or another (Giri & Santra, 2008). Management styles are characterised by fundamental values embedded in each manager’s character, attitude, habits and especially ability to influence workers’ behavior in different ways (Clark, et al., 2008). Management styles are important because, if used correctly, they can increase positive relationships among employees as well as between employees and management, culminating in better service performance (Knight & Deas, 2006).

Managers should be able to provide guidance that encourages employees to take ownership of their tasks and to think outside the box to solve work-related problems. They should be able to make decisions that can enhance team spirit and improve business performance (Barrett, 2006). Studies conducted in Europe and some Asian countries have indicated that the management styles of hotel managers can influence the performance of frontline workers, including their ability to adopt the hotel’s vision and mission relating to customer service (Ashley & Brandon, 2008). Due to the reliance of the hotel industry on a largely unskilled workforce, any adopted management styles should bring the best out of all employees, especially the frontline office employees (Xiao, 2010).

Hotels in South Africa are situated mostly in urban centres like Johannesburg, Pretoria, Cape Town and Durban, and these hotels are currently facing high employee turnover, socio-cultural diversity issues and regular changes in the competitive landscape (Rogerson & Rogerson, 2011). Managers are expected to use efficient management styles to manage language barriers and cultural differences among employees in hotels and the hospitality industry in general (Cobanoglu et al., 2008).
Therefore, the objective of this study is to explore the management styles of hotel managers in the Pretoria and Johannesburg metropolis. Information from this study will assist the management teams of hotels to understand how different employees are affected by different management styles.

4.1.3. Literature review

4.1.3.1. Management theories

Management theories address how managers should accomplish their tasks, using available resources such as human, financial and material resources to produce quality service and generate profit for the organisation (Stoner et al., 2009). Managers in hotel establishments should possess the ability to implement various management styles so as to lead employees towards the achievement of predetermined goals (Pheng & Leong, 2001).

Since the middle of the 20th century, various management theories have been developed by many scholars with different viewpoints. Researchers have identified two classes of management theories; those that are focused on the people and not the organisation, and those that are focused on the organisation and not the people (Bhatti, et al., 2012). Different management theories which have evolved over the years are the contingency theory, path-goal theory, behavioral management theory, situational leadership theory and systems theory.

Contingency theory: The contingency theory concept, which was developed by Fiedler in 1967, states that managers should adopt a suitable management style depending on the readiness of their subordinates. The contingency management theory emphasises that managers make decisions based on the situation at hand instead of a “one size fits all” process. The contingency management theory has two extremes, namely; one requires that the managers make all the decisions and expect all subordinates to carry out all orders; and the other requires that managers share their decision-making power with subordinates and allow them to participate in the decision-making process.
According to the theory of management, there is no standard best way to manage a business, as optimal management is dependent on its internal or external environment (Adegboye, 2013).

Path-goal theory: The path-goal theory, which was developed by Robert House in 1971, stipulated that managers should support their subordinates in implementing the goals of their organizations. This theory describes managers as being responsible for helping subordinates to achieve their work goals by clarifying the paths to the goals. The core perception of the managers of this theory is that pathways should be provided to accomplish the goals or tasks of the organisation (Robbins, et al., 1997). Contingency variables which moderate the relationship between a manager’s behaviour and the productivity of subordinates are the personal characteristics of the subordinates, environmental pressures, and task demands (Hogg & Rast, 2012).

Behavioral management theory: The behavioural management theory, which was developed by Halpin and Winer in 1975, states that managers understand the human aspect of workers very well and treat employees as important assets to achieve goals. By taking a special interest in workers, managers make them feel like part of a special group. Employees are regarded as individuals with tangible human needs, as parts of work groups, and members of a bigger society. This theory examines the elements of the value systems and behaviours of managers from several hospitality companies and develops insights into constructs of management styles shaped by individual value systems and behaviours in the workplace. Individual behaviour directed towards the achievement of motivational goals relating to either the person or the organisation fundamentally depends on values (Rokeach, 1970).

The behavioural management theory seeks to relate effective managers to their behavioral styles in the hotels. Several management styles relevant to this theory are the democratic autocratic style, frontline employee orientation style, production orientation style, and “concern for people” as against “concern for production” styles (Chang & Ma, 2015).
Situational leadership theory: The situational leadership theory, which was developed by Hersey and Blanchard in 1993, states that a leader’s effectiveness is contingent on their ability to modify their management behaviour to the level of their subordinates’ maturity or sophistication. Leaders should understand the employees’ tasks and physiological maturity.

In this theory, Hersey and Blanchard (1993) combined two management dimensions, namely; task and relationship behaviours, to produce four specific management behaviors which include telling, selling, participating, and delegating. The telling management style is suitable for subordinates who are unable and unwilling, while the selling management style is effective for subordinates who are unable and willing. In contrast, the participating management style is useful for able and unwilling subordinates, while the delegating management style is adequate for able and willing subordinates (Wu, et al., 2006). A successful situational leadership model relies on employees’ trust and the ability of situational leaders to develop trust between employees and management (Cubero, 2007).

Systems theory: The systems management theory holds that an organisation consists of various parts that must perform tasks essential for the suitable implementation of the system and the survival of the establishment as a whole. Managers who understand systems theory can tell how diverse systems affect frontline employees in the hospitality industry and also how the frontline employees can be affected by the systems around them (Hogg & Rast, 2012).

4.1.3.2. Management styles

A management style refers to the way in which managers go about performing their tasks and responsibilities to ensure that an organisation achieves its objectives. Factors such as personal characteristics and attitudes, decision-making approach and ability, timing, scope of vision, prior commitments and creativity can affect the management style of a manager (Cloete, 2011). Different managers have distinctive styles of handling employees, and each manager must decide on the future course of action based on the existing culture and conditions at the workplace, irrespective of the nature of employees and their mindsets (Paradeise & Thoenig, 2015). Researchers such as Yukl
(2009), Schilbach (1983) and Stogdill (1974) were of the opinion that management practice is a significant factor that determines whether set goals in an establishment are accomplished or not (Bass, 1997). Three key management styles found in the literature are the democratic, autocratic and laissez-faire styles, each of which describes different dimensions of management and their effects on the relationship between managers and their subordinates.

Democratic management style: This is a management style in which leaders share their decision-making authority with employees through delegation of power. The manager gives confidence to members to determine goals and measures, and motivates members’ self-direction and self-actualization (Bartol et al., 2003). A democratic style of management is suitable for hotel establishments considering that frontline hotel employees are often more mindful of customer needs than their managers, due to direct contact with guests. Therefore, management stands to benefit by allowing employees to participate in the decision-making process (Ababneh, 2013).

Autocratic management style: This is a management style in which managers set guidelines and determine the guiding principle, assigns tasks and makes decisions for their subordinates without involving them (Evans & Evans, 2002; DuBrin, Dalglish, & Miller, 2006; Ogunola, et al., 2013). In this management style, the managers are responsible for the progress of the group and may sometimes accept few or no suggestions from the members. Group members can communicate with their leaders but hardly do so among themselves (Evans & Evans, 2002).

One of the most evident constraints associated with the autocratic management is simply that people do not like to be given orders and bossed around. People need some degree of independence in their jobs (Hersey, et al., 2001; Bartol, et al., 2003). The application of the autocratic management style in the hotel industry would mean that employees would do only what was required of them. The consequence of this could be less productivity due to employee reliance on the manager for decisions (Kavanaugh & Ninemeier, 2001). Alternatively, the autocratic management approach can be an effective management style in cases where new untrained employees or students on internship
join the organization. In such situations, direction is provided by the manager regarding what needs
to be done and how it will be done. Furthermore, this management style can also be suitable in
situations where high production volumes are required on a daily basis and in areas where more
coordination is required with different interacting teams (Ehiobuche & Tu, 2012). In a study
conducted in five-star medium-sized hotels in Australia, managers were perceived by employees to
be autocratic (Deery & Jago, 2001).

Laissez-faire management style (“free-rein style”): This is a management style in which managers
give little direction or no direction to their frontline employees to follow. They rather give
employees freedom to develop their own decisions (Ogunola, et al., 2013). The managers have no
authentic authority over their subordinates. Rather, they answer questions, provide information or
give reinforcement to the group (Bartol, et al., 2003). The laissez faire management style alone can
be unproductive in a complex work environment like hotels (Skogstad & Einarsen, 1999). In
addition, Kocherlakota and Phelan (2009) have indicated that the use of diverse management styles
is suitable for the complex work environment in hotels. The laissez-faire management style can lead
to high job stress, low satisfaction and commitment in subordinates, sabotage, and a high turnover
rate (Erkutlu & Chafra, 2006).

4.1.3.3. The hotel industry in South Africa

In South Africa, hotels are classified by the Tourism Grading Council of South Africa (TGCSA),
which is a government-certified quality assurance authority that is responsible for the application of
strict quality criteria to grade services and amenities in the hospitality industry. In addition, the
TGCSA evaluates and grades hotels, lodges, bed and breakfast accommodation, self-catering
accommodation, caravan parks, camping and backpackers’ accommodation based on the type and
quality of the facility and service provided (TGCSA, 2009).

During the apartheid era, hotels in South Africa were owned by only a few local individuals and
groups and created an atmosphere of limited competition (Van der Merwe & Wöcke, 2007). By
2010, the South African hotel industry had undergone a transformation, and this resulted in the introduction of new hotels that are customer-driven and service-oriented, leading to competition and improved service quality (Rogerson, 2012). Prior to 2009, over 3.9 million tourists from all over the world visited South Africa, creating a boom in the hotel business (Petzer, et al., 2009). Political stability in South Africa has also contributed to the boom of hospitality business as the country has attracted many investors and tourists (Gray, 2009). The boom’s hotel businesses have inspired new development, such as the upgrading and renovating of facilities as well as the construction of new hotels (Rogerson, 2012).

In South Africa, the management style of hotel managers has been found to play important roles in determining levels of affective commitment, continuance commitment and normative commitment of employees in hotel establishments (Chipunza et al., 2011; Garg & Ramjee, 2013). Affective commitment is the amount of emotional connection between the employee and the employer’s brand, thereby creating the desire for the employee to remain in the organisation (To et al., 2015; Allen & Meyer, 1996).

Continuance commitment can be defined as an attachment deriving from recognition of the costs associated with leaving and the perception of a lack of employment alternatives in an organisation (Allen & Meyer, 1996). It is reported that shop employees who are high in continuance commitment are committed to staying with a given shop, regardless of their emotional bias, because they have significant organisation-specific investments and too few options for alternative employment (Meyer et al., 2012; Garg & Ramjee, 2013). Normative commitment, also known as calculative commitment, refers to a sense of loyalty driven by a feeling of obligation towards the organisation (Vandenberghe & Panaccio, 2012).

4.1.3.4. The contribution of the hospitality industry to the South African Economy

The growth of the hospitality industry globally has been on the increase owing to an increase in demand...
by both the leisure and the business segments (Rogerson, 2014; Petzer, et al., 2009). Globally, the hospitality industry has been considered to be the fastest-growing economic sector over the past decade, and prior to 2012 the hospitality industry in South Africa produced over 45 000 jobs through direct employment (Taal, 2012). The growth of hotel businesses informs how economic growth is doing (Kara, et al., Liu, 2013). The hospitality industry has been and will continue to be a key economic sector in South Africa because South African hospitality, which relies mainly on tourists from Europe, provides employment for many people (Harrison, 2006).

4.1.4. Research motivations

Effective management and communication between the different levels of management, between management and staff as well as between staff themselves has been found to be important in ensuring a better quality of working life for hotel employees in South Africa (Naude, et al., 2013). Currently, there is a lack of sufficient information on the management styles practiced in South Africa in general and in Gauteng in particular. Most studies done on hotel management in South Africa are often limited to the Western Cape Province or Cape Town in particular. A review of the relevant literature also shows that there is a dearth of empirical literature on management styles in the hotel industry in the Gauteng Province. Therefore, the current research is motivated by the lack of relevant literature in this area. Understanding the management styles of managers in hotels will contribute to the literature and serve as a source of information to guide hotels in the recruitment of managers with particular skills to ensure more sustainability in the economic growth of the country. Therefore, the aim of this study is to explore the management styles of managers of selected hotels in the Pretoria and Johannesburg metropolis as perceived by their subordinates
4.1.5. Research methodology

4.1.5.1. Study area

This study was conducted in the province of Gauteng in South Africa, specifically in the Pretoria and Johannesburg metropolis. With only 1.4% of South Africa's land area, the tiny province of Gauteng punches way above its weight, contributing more than 33% to the national economy and a phenomenal 10% to the GDP of the entire African continent. Johannesburg is the capital of Gauteng Province (Pretoria, also in Gauteng, is the capital of the country). Also known as Joburg or Jozi, Johannesburg is the biggest city in South Africa and is often compared to Los Angeles, with a similar urban sprawl linked by huge highway interchanges (South African Travel Desk, 2012).

4.1.5.2. Questionnaire instruments

A structured self-administered questionnaire consisting of 17 questions was developed for this study. The questionnaire consisted of three sections: Section 1 consisted of eight questions relating to socio-biographic data of respondents; section 2 had three questions relating to the hotel information data; and section 3 comprised six questions with sub-questions relating to the management styles of managers. A Likert scale was used to elicit responses about the management styles. The Likert scale ranged from 1 to 5, with 1 being “strongly agree” and 5 “strongly disagree”.

4.1.5.3. Sampling and data collection

Several franchised and non-franchised hotels in Pretoria and Johannesburg were randomly selected for the study. The management of each hotel was contacted to obtain permission to distribute the questionnaire to the targeted hotel employees. A total number of 60 hotels were selected for the study, and from each hotel up to four managers were given questionnaires, including general managers and seven employees from the four divisions (front office, food and beverage, housekeeping, and general workers). A total of 480 self-administered questionnaires (representing
72.7% of the sample population of 660 targeted for the study) were issued to 60 hotels. Of the 480 questionnaires issued, 250 were returned, with a returned percentage of 52.1%.

4.1.5.4. Data analysis

Responses were analysed using SPSS software, covering standard deviation, correlation, regression and significance testing. Descriptive statistics as well as ANOVA testing were conducted on the variables.

4.1.5.5. Establishment of validity and reliability

A pilot study was conducted to test the validity and reliability of the data collecting instruments designed for this study and to establish if there were weaknesses or ambiguities in any of the questionnaire items. The pre-testing of the self-administered questionnaires was conducted in two hotels randomly selected within Gauteng Province. Two managers from each hotel were administered with the questionnaires. The questionnaires elicited the type of data desired and anticipated. This was followed by corrections before the final data was collected. Regarding reliability, the internal consistency of constructs was established by estimating the Cronbach’s Alpha, and a value of 0.7 was considered as the minimum acceptable standard.

4.1.5.6. Ethics clearance and permission

Permission and ethical clearance for this research was provided by the Ethics Committee of the University of South Africa’s College of Agriculture and Environmental Sciences (CAES). Approval was also sought from the management of the various hotels before contacting respondents. Respondents were advised on the nature of the study being conducted and given a choice of either participation or non-participation. Participants signed a consent form describing the nature of the research. Respondents were given the right to withdraw from the study at any time. Their privacy was also protected during the study and confidentiality was ensured. The findings of this research
were reported in a complete and honest manner, without misrepresentation or compromising the outcome of the study.

4.1.6. Results

4.1.6.1. Social demographic and employee employment details

Of the 250 respondents, half were female and half male. Their ages ranged as follows: 25–40 years (65.6%); 18–24 years (17.2%); 41–54 years (14.8%); and 55–65 years (0.8%). The majority of the respondents were black (70%), followed by white (24%), coloured (5.2%) and lastly, Indian/Asian (0.8%). In terms of qualifications, most of the respondents (42.8%) had obtained a national diploma, followed by grade 12 certificates (40.8%). Only few respondents had a master’s degree (1.6%) and a bachelor’s degree (5.2%). Furthermore, up to 58.4% of the respondents held a formal hospitality-related qualification, while the rest (41.6%) did not have any qualification. The remuneration of respondents ranged as follows: R5 001 to R15 000 per month (40.8%); R3 001 to R5 000 per month (25.6%); R1 to R3 000 (19.2%); and R15 001+ (8.8%) (Table 4-1).

The years of work experience of respondents was broadly spread, with most of them having 1 to 2 years (34.8%) and 3 to 4 years (34.8%) of experience. Most of the hotels in which respondents were employed had a 4-star rating (48.8%), followed by those with 3-star (29.6%), 5-star (10.8%), 2-star (7.6%) and lastly 1-star (1.6%) rating (Table 4-2).

Close to 39% of the respondents were managers, while the rest were not managers (61%). Furthermore, up to 62% of the white respondents were managers, followed by 54% of the coloured, 50% of the Indian/Asian, and 29% of the black respondents. Most of the respondents who were managers were front office managers (14.6%), followed by housekeeping managers (8.5%), food and beverage managers (8.1%), general managers (6.1%) and lastly financial managers (0.8%) (Table 4-3).
4.1.6.2. Type of management styles and their cultural suitability

Based on the perception of respondents, the management style practiced by most of their managers was the democratic management style (32.8%). This was closely followed by paternalistic management (25.2%), walking around management (23.2%), and lastly, autocratic management (10.8%), while 4.4% of respondents were uncertain about the management style used by their line managers. The majority of the respondents (64%) either agreed or strongly agreed that the management style of their line managers was suited to the cultural diversity of South Africa. Furthermore, 18.8% were neutral while only 12.8% strongly disagreed or simply disagreed (Table 4-4).
Table 4-1: Demographic information of respondents

<table>
<thead>
<tr>
<th>Variables (n)</th>
<th>Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>124 (49.6)</td>
</tr>
<tr>
<td>Male</td>
<td>125 (50)</td>
</tr>
<tr>
<td>Missing system</td>
<td>1 (0.4)</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
</tr>
<tr>
<td>18–24</td>
<td>43 (17.2)</td>
</tr>
<tr>
<td>25–40</td>
<td>164 (65.6)</td>
</tr>
<tr>
<td>41–54</td>
<td>37 (14.8)</td>
</tr>
<tr>
<td>55–65+</td>
<td>2 (0.8)</td>
</tr>
<tr>
<td>Missing system</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>175 (70)</td>
</tr>
<tr>
<td>Colored</td>
<td>13 (5.2)</td>
</tr>
<tr>
<td>White</td>
<td>60 (24)</td>
</tr>
<tr>
<td>Indian/Asian</td>
<td>2 (0.8)</td>
</tr>
<tr>
<td><strong>Highest qualification</strong></td>
<td></td>
</tr>
<tr>
<td>Grade 12</td>
<td>102 (40.8)</td>
</tr>
<tr>
<td>National diploma</td>
<td>107 (42.8)</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>13 (5.2)</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td>Others</td>
<td>24 (9.6)</td>
</tr>
<tr>
<td><strong>Possession of hospitality qualification</strong></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>146 (58.4)</td>
</tr>
<tr>
<td>No</td>
<td>100 (40)</td>
</tr>
<tr>
<td>Missing system</td>
<td>4 (1.6)</td>
</tr>
</tbody>
</table>

4.1.6.3. ANOVA of respondents’ perception of managers’ styles of management and their suitability for the cultural diversity of South Africa

One-way ANOVA results showed that respondents of different demographic groups did not differ significantly (p≤0.05) in their definition of the management style of their line managers. Similarly, with the exception of race, respondents within the other demographic groups did not differ significantly in stating whether their line manager’s management style was suited to the cultural
diversity of South Africa. A cross-tabulation analysis of the descriptions provided by different race groups indicated the following: hospitality qualification, current position and hotel rating do not have an effect on the suitability of management style for the cultural diversity of South Africa (Table 4-5). It can be seen that 12.6% of the black, 25% of the colored, 13% of the white, and 0% of the Indian/Asian respondents disagreed or strongly disagreed that their line manager’s management style suited the cultural diversity of South Africa, while 67% of the black, 50% of the coloured, 70% of the white and 100% of the Indian/Asian respondents agreed or strongly agreed (Table 4-6).
<table>
<thead>
<tr>
<th>Variables (n)</th>
<th>Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current position in hotel</strong></td>
<td></td>
</tr>
<tr>
<td>General manager</td>
<td>15 (6)</td>
</tr>
<tr>
<td>Front office manager</td>
<td>36 (14.4)</td>
</tr>
<tr>
<td>Food and beverage manager</td>
<td>20 (8)</td>
</tr>
<tr>
<td>Housekeeping manager</td>
<td>21 (8.4)</td>
</tr>
<tr>
<td>Financial manager</td>
<td>2 (0.8)</td>
</tr>
<tr>
<td>Other positions</td>
<td>152 (60.8)</td>
</tr>
<tr>
<td>Missing system</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td><strong>Current salary</strong></td>
<td></td>
</tr>
<tr>
<td>R0.1–3 000</td>
<td>48 (19.2)</td>
</tr>
<tr>
<td>R3 001–5 000</td>
<td>64 (25.6)</td>
</tr>
<tr>
<td>R5 001–15 000</td>
<td>102 (40.8)</td>
</tr>
<tr>
<td>R15 001+</td>
<td>22 (8.8)</td>
</tr>
<tr>
<td>Missing system</td>
<td>10 (4)</td>
</tr>
<tr>
<td><strong>Work experience</strong></td>
<td></td>
</tr>
<tr>
<td>1–2 years</td>
<td>87 (34.8)</td>
</tr>
<tr>
<td>3–4 years</td>
<td>87 (34.8)</td>
</tr>
<tr>
<td>5+ years</td>
<td>69 (27.6)</td>
</tr>
<tr>
<td>Missing system</td>
<td>7 (2.8)</td>
</tr>
<tr>
<td><strong>Hotel rating of respondents</strong></td>
<td></td>
</tr>
<tr>
<td>5-star</td>
<td>27 (10.8)</td>
</tr>
<tr>
<td>4-star</td>
<td>122 (48.8)</td>
</tr>
<tr>
<td>3-star</td>
<td>74 (29.6)</td>
</tr>
<tr>
<td>2-star</td>
<td>19 (7.6)</td>
</tr>
<tr>
<td>1-star</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td>Missing system</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td><strong>Location of hotels</strong></td>
<td></td>
</tr>
<tr>
<td>Pretoria</td>
<td>159 (63.6)</td>
</tr>
<tr>
<td>Johannesburg</td>
<td>90 (36.4)</td>
</tr>
<tr>
<td>Current employment position</td>
<td>Count (%) within race</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td></td>
<td>Black</td>
</tr>
<tr>
<td>General Manager</td>
<td>4(2.3%)</td>
</tr>
<tr>
<td>Front Office Manager</td>
<td>24(14.0%)</td>
</tr>
<tr>
<td>Food and Beverage Manager</td>
<td>10(5.8%)</td>
</tr>
<tr>
<td>Housekeeping Manager</td>
<td>10(5.8%)</td>
</tr>
<tr>
<td>Financial Manager</td>
<td>1(0.6%)</td>
</tr>
<tr>
<td>Others</td>
<td>122(71.3%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>171(100.0%)</td>
</tr>
</tbody>
</table>

4.1.6.4. Hotel employees’ perception of the effect of managers’ styles of management on decision making, lack of trust and job satisfaction

With regard to the effects of the management styles of line managers, close to half of the respondents (51.6%) stated that decision making was often or always in the hands of a few senior managers, with most of them (30.4%) saying it was often, while 30% of them indicated rarely, and only 12.8% indicated never. Up to 57% of the respondents indicated that their line manager’s style of management rarely (33.6%) or never (23.6%) created a lack of trust in employees. Up to 52% of the respondents indicated that their line manager’s style of management often (34.8) or always (18%) led to job satisfaction in their workplace (Table 4-7).

4.1.6.5. ANOVA of the perception of the effect of managers’ styles of management on decision making, lack of trust and job satisfaction

Respondents within different demographic groups of race, possession of a hospitality qualification, current position, work experience, and hotel employment rating did not differ significantly (p≤0.05) in their perception of the effects of their line manager’s management style regarding decision
making and the job satisfaction of employees. Conversely, respondents of different age groups differed significantly (p≤0.05) in their view of the effects of their line manager’s style of management in creating trust among employees, unlike respondents in the other socio-biographic groups (Table 4-8).

Table 4-4: Hotel employee’s perception of managers’ style of management and their cultural suitability

<table>
<thead>
<tr>
<th>A) Research question: Which of the following best describes the management style of your line manager?</th>
<th>Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management style</td>
<td></td>
</tr>
<tr>
<td>Autocratic management</td>
<td>27 (10.8)</td>
</tr>
<tr>
<td>Paternalistic management</td>
<td>63 (25.2)</td>
</tr>
<tr>
<td>Democratic management</td>
<td>82 (32.8)</td>
</tr>
<tr>
<td>Laissez-faire management</td>
<td>9 (3.6)</td>
</tr>
<tr>
<td>Walking around management</td>
<td>58 (23.2)</td>
</tr>
<tr>
<td>Uncertain</td>
<td>11 (4.4)</td>
</tr>
<tr>
<td>Total</td>
<td>250 (100)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B) Research question: To what extent do you agree with this statement? The management style of this hotel is suited to the cultural diversity of South Africa.</th>
<th>Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perception</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>11 (4.4)</td>
</tr>
<tr>
<td>Disagree</td>
<td>21 (8.4)</td>
</tr>
<tr>
<td>Neutral</td>
<td>47 (18.8)</td>
</tr>
<tr>
<td>Agree</td>
<td>117 (46.8)</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>43 (17.2)</td>
</tr>
<tr>
<td>Uncertain</td>
<td>11 (4.4)</td>
</tr>
<tr>
<td>Total</td>
<td>250 (100)</td>
</tr>
</tbody>
</table>

The cross-tabulation analysis of how different age groups differed in their description of the effect of their manager’s style of management on the creation of lack of trust showed the following: up to
61% of respondents aged 18–24 years, 64.6% of those aged 25–40, 35% of those aged 41–54, and 50% of those aged 55–65+ indicated that their line manager’s style of management never or rarely created a lack of trust among employees (Table 4-9).

**Table 4-5: ANOVA of respondents’ perception of managers’ styles of management and their cultural suitability (N=250)**

<table>
<thead>
<tr>
<th>Management style of line managers</th>
<th>ANOVA between groups (p-value)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gender</td>
</tr>
<tr>
<td>Description of the management style of line managers</td>
<td>0.917</td>
</tr>
<tr>
<td>Suitability of management style for the cultural diversity of South Africa</td>
<td>0.351</td>
</tr>
</tbody>
</table>

α = Significance is considered at p≤0.05
Table 4-6: Cross-tabulation analysis showing how respondents of different races significantly differ in their perception of managers’ styles of management and their cultural suitability

<table>
<thead>
<tr>
<th>Perception levels</th>
<th>Count (%) within race</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Black</td>
<td>Coloured</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>8 (4.8%)</td>
<td>2 (16.7%)</td>
</tr>
<tr>
<td>Disagree</td>
<td>13 (7.8%)</td>
<td>1 (8.3%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>35 (21.0%)</td>
<td>3 (25.0%)</td>
</tr>
<tr>
<td>Agree</td>
<td>72 (43.1%)</td>
<td>5 (41.7%)</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>39 (23.4%)</td>
<td>1 (8.3%)</td>
</tr>
<tr>
<td>Total</td>
<td>167 (100.0%)</td>
<td>12 (100.0%)</td>
</tr>
</tbody>
</table>

NB: Significance is considered at p≤0.05
Table 4-7: Hotel employees’ perception of the effect of managers’ styles of management on subordinates’ decision making, lack of trust and job satisfaction

<table>
<thead>
<tr>
<th>Effect of line manager’s managing style</th>
<th>Frequency severity descriptors (%)</th>
<th>(Mean±SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Never (1)</td>
<td>Rarely (2)</td>
</tr>
<tr>
<td>Decision making is in the hands of a few senior managers</td>
<td>32 (12.8)</td>
<td>75 (30)</td>
</tr>
<tr>
<td>Causes a lack of trust</td>
<td>59 (23.6)</td>
<td>84 (33.6)</td>
</tr>
<tr>
<td>Leads to job satisfaction</td>
<td>36 (14.4)</td>
<td>69 (27.6)</td>
</tr>
</tbody>
</table>

Table 4-8: ANOVA of the perception of the effect of mangers’ styles of management on decision making, lack of trust and job satisfaction

<table>
<thead>
<tr>
<th>Perceived effects of management style</th>
<th>ANOVA within groups (p-value)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gender</td>
</tr>
<tr>
<td>Decision making is in the hands of a few senior managers</td>
<td>0.538</td>
</tr>
<tr>
<td>Causes a lack of trust</td>
<td>0.133</td>
</tr>
<tr>
<td>Leads to job satisfaction</td>
<td>0.221</td>
</tr>
</tbody>
</table>

α = Significance is considered at p≤0.05
Table 4-9: Cross-tabulation analysis showing how respondents of different ages significantly differ in their perception of the effect of managers’ styles of management on decision making, lack of trust and job satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Age</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18–24</td>
<td>25–40</td>
</tr>
<tr>
<td>Never</td>
<td>Count</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>% within age</td>
<td>22.0%</td>
</tr>
<tr>
<td>Rarely</td>
<td>Count</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>% within age</td>
<td>39.0%</td>
</tr>
<tr>
<td>Often</td>
<td>Count</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>% within age</td>
<td>29.3%</td>
</tr>
<tr>
<td>Always</td>
<td>Count</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>% within age</td>
<td>9.8%</td>
</tr>
<tr>
<td>Total</td>
<td>Count</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>% within age</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

4.1.7. Discussion

4.1.7.1. Socio-demographic information of respondents

The socio-demographic information used in this study relates to the gender, age, current employment position, years of work experience, and qualifications of managers and employees. Approximately 49.6% of males and 50.4% of females responded to the questionnaire. This result suggests that gender bias did not affect the outcomes of this study, as the number of male and female respondents was almost the same. Both male and female respondents had an equal chance to participate in this study. The proportion of males to females in this study is not very different from that of the general South African population as indicated by recent figures from Statistics South Africa (2014), in which males were found to constitute 48.7% of the total South African population compared to 51.3% for females. Furthermore, the fact that most of the respondents were black is a reflection of the natural demographic status of South Africa. The 2014 population census in
Gauteng Province, where the participating hotels are located, showed that the black population in the province was close to 78% compared to 16% for the white, 3.5% for the coloured and 3% for the Indian/Asian populations (Statistics South Africa, 2014).

Most of the respondents were found to have a national diploma as their highest qualification. This finding is contrary to that of a study conducted in the North West Province of South Africa, in which the highest level of education of most of those employed in the hospitality industry was found to be the grade 12 or matric qualification (Naude, et al., 2013). The fact that close to only 41% had grade 12 or matric as their highest qualification implies that these hotels were clearly able to attract and recruit individuals with a qualification higher than grade 12 or matric. However, some hotel managers have been found not to be interested in employing people who possess a qualification higher than grade 12 or matric (Raybould & Wilkins, 2005). Stakeholders in the hospitality industry need to work hard to change the perception of some hotel managers regarding the recruitment of hospitality graduates (Jaykumar, et al., 2014).

Very few respondents had a bachelor’s or master’s degree, which could be due to the fact that many hospitality graduates do not return to the industry after obtaining these degrees, considering that managers in the hotel industry have been found to pay less attention to graduates with bachelor’s or master’s degrees during recruitment (Raybould & Wilkins, 2005). The reason for this could be that potential employees with a basic grade 12 or matric qualification are often recruited and trained according to the company beliefs and brand culture, and to integrate them into the service style unique to the hotel in question (Ipe, 2008). In-service training has been found to enable the hotel industry to develop and empower their employees over time to fulfil various business requirements (Noe, et al., 2003). Different hotel establishments often use different staffing procedures to strategically influence the diversity of their workforce (Ployhart, 2006). Staffing procedures are the process used by managers to estimate staff requirements, selection, placement orientation, and training and development, which create the type of skilled workforce needed by the hotel to achieve
its objectives. Of the respondents who participated in this study, up to 39% were either general managers, front office managers, food and beverage managers, housekeeping managers or financial managers; the rest were not managers. This fairly high representation of managers can be attributed to the fact that up to four managers and seven other employees constituted the sample size for each participating hotel.

In terms of race, most managers were white despite the fact that they constituted only 24% of the respondents. This could be attributed to the fact that most hotels in South Africa are owned by whites (Shezi, 2010). It has been established that many business establishments in South Africa are still managed by whites. This is attributed to the fact that under apartheid many ‘non-white’ people were prevented from entering certain occupations and jobs. Furthermore, even though post-apartheid legislation and laws have been adapted to ensure equality, many public and private sector organisations such as hotels are still facing the problem of racial parity at managerial level (Fasset, 2013). In South Africa, racial transformation is essential in today’s hospitality industry as this industry caters for culturally diverse people all over the world. Otherwise, a lack of racial transformation may result in poor customer services and hence poor productivity (Gong et al., 2008; Bamporiki, 2010). Up to 45% of the respondents received a monthly salary of either up to R3 000 or between R3 001 and R5 000. These amounts are higher than the latest stipulated monthly minimum wage in the hospitality sector (South African Department of Labour, 2013). However, salary rates in the hotel industry are often not based on the level of qualification of the employees, even though it is believed that competitive salary packages would contribute to a good working life in the hotel industry (Walsh et al, 2011).

4.1.7.2. Managers’ styles of management and their cultural suitability

The findings from this study indicate that the management style utilised most in the hotels was the democratic style, followed by the paternalistic style and then the walking around style. The democratic and paternalistic styles have been found to be quite similar, as both encourage
employees to be part of decision-making processes (Ogunola, et al., 2013). The findings from this study correlate with findings from previous research in which the democratic style of management was found to be predominant in the hospitality and other industries (Ababneh 2013; Akanpaadgi, et al., 2014). Hotel employees have been found to prefer the democratic management style over the autocratic and laissez-faire styles (Akanpaadgi et al., 2014). In addition, Ababneh (2013) has found that the autocratic style is more effective when the manager is vested with enough organisational power to make decisions, has all the information needed for a particular task at hand, has less time to consult, and is working with a well-motivated workforce. However, Wood and King (2003) and Yousef (2000) believe that the autocratic style of management best suits the hospitality industry because of the stressful nature of hospitality work.

Based on the ANOVA analysis, the socio-biographic details of respondents, such as gender, age, hospitality qualification, current hotel employment position, years of work experience, and rating of the hotel where the respondent works, did not significantly (p≤0.05) affect the way respondents described their line manager’s style of management. Similarly, Collins (2002) and Raybould and Wilkins (2005) found that hospitality qualifications did not change perceptions of respondents about the management style in hotels. Based on the ANOVA analysis, and unlike all the other socio-demographic factors, race was the only factor that affected how respondents perceived the suitability of line managers’ styles of management with respect to the cultural diversity of South Africa. In addition, more white than black respondents or members of other racial groups either agreed or strongly agreed that the management style of their line managers was suitable for the cultural diversity of South Africa. This is attributed to the fact that most hotel managers are currently white and are likely to be comfortable with the cultural diversity of the workplace (Booysen, 2007; Nkomo, 2007). In a study conducted in South Africa, Du Plessis and Barkhuizen (2012) found that white respondents scored significantly higher than blacks on hopeful confidence (the sense of certainty that the chosen course of action is best or most effective).
Since 1994, blacks have held political power, and one would expect them to be more hopeful and confident about the future than whites. However, the reality in the workplace is that whites still occupy the top positions and blacks are slowly gaining access to better positions (Booysen, 2007; Nkomo, 2007). A study conducted by Taal (2012) on the distribution of race by employment level in South African hotels also highlighted that the overwhelming majority (78%) of managers are white.

4.1.7.3. Perception of the effect of managers’ styles of management on decision making, lack of trust and job satisfaction

In terms of the perceived effect of managers’ styles of management, up to half of the respondents indicated that decision making is either often or always in the hands of a few managers. This implies that most often, power and decisions making relating to work are in the hands of a few managers. Employees in such a situation are always likely to be required to seek approval from their managers before work can be accomplished (Padovani & Young, 2012; Holmes & Stubbe, 2003). A considerable number of the respondents indicated that the management styles of their line managers either often or always led to a lack of trust among employees. This means that there is a considerable lack of trust by employees toward their management. This could be due to the fact that most of their line managers were white and therefore there was distrust among many employees of other races (Herselman, 2003). The provision of quality information to employees has been indicated as the main predictor of trust in an establishment, and managers have been advised to increase the quality of the information provided in their workplace to improve the level of perceived trust (Ponte, et al., 2015). Researchers believe that leaders behave with some of their subordinates as in-group members and trusted assistants, while treating others as the out-group members (Javaheri, 2013).

As with trust, a substantial number of respondents indicated that their line manager’s style of management led to job satisfaction in their workplace. This means the management style adopted
by a manager brought out the best in employees (Ababneh, 2013). In cases where the leader is indifferent or critical towards employees, ineffective communication occurs, giving rise to low morale in employees and low job satisfaction (Kara, et al., 2013). It has been reported that a high level of job satisfaction is often achieved under democratic leadership, while the worst level of job satisfaction is often achieved under an autocratic style of management (Bass, 1990). It should be emphasised that every employee in the hospitality industry is unique because they play a very important role in the quality of service provided, and proper communication and trust between employees and managers are essential prerequisites in delivering service that will satisfy the customers (Mowday et al., 1979). It is expected that any management style adopted by a hotel establishment should be able to build a lasting relationship between management and employees, hence reducing dissatisfaction among employees (Petzer, et al., 2009). The results from this study are also compatible with those of Ogunola, et al., (2013), Erkutlu and Chafra (2006), and Bhatti, et al., (2012) in that all these studies, together with the current study, show that the use of an appropriate (democratic) management style enhances job satisfaction among employees.

4.1.8. Conclusion

The main aim of this study was to investigate the management styles of hotels in the Gauteng Province of South Africa. Based on the findings from this study, the following conclusions can be drawn: Compared to employees of other races, more of the white hotel employees were managers. The management style practiced most by hotel managers was the democratic style, followed by the paternalistic and walking around styles. The way employees perceive the effect of managers’ styles of management is not significantly influenced by socio-demographic factors. Furthermore, only the race factor significantly affects employees’ perception of the suitability of managers’ styles of management with regard to the cultural diversity of South Africa.
4.1.9. Recommendation

Management level positions in the hotel industry need to display a racial balance that better represents the demography of South Africa, as currently managers are predominantly white. This is reflected in the present study. Hotels in South Africa can improve their image by trying to give opportunities to all racial groups in the country to be part of the management team, since the hotel industry caters for a wide range of culturally diverse people from all over the world. South Africa is culturally diverse; so, it is recommended that different racial groups be duly represented in the hotel management team.
CHAPTER 5: RESEARCH PAPER TWO (2)

5.1 An exploration of the internal communication practices in hotels
Celestine Y. Annan, July J. Sibanyoni, Frederick T. Tabit

Submitted for publication in the International Journal of Hospitality Management

5.1.1 Abstract

Various communication practices are employed in the hotel industry and the choice of communication in a hotel establishment can influence management processes and eventually, the performance of employee. Where there is no effective communication, the business ends up being jeopardised, leading to low customer retention levels. The aim of this study was to analyse the main communication practices used in selected hotels in the Johannesburg and Pretoria metropolitan areas. A cross-sectional survey research design was used in which self-administered questionnaires were used to collect data from randomly selected in Pretoria and Johannesburg. From each of the selected hotels, up to four managers from different sections in the hotels as well as seven employees from different section in the hotels participated in the study. In terms of gender, the number of male and female respondents was equal, 50% each. The majority of the respondents, up to 72%, either agreed or strongly agreed that the main purpose of communication in their company is to get employees to behave in the way top management wants them to. Up to half of the respondents strongly disagreed or disagreed that managers seldom take employees' suggestions into consideration. The majority of the respondents, up to 55%, indicated that one-way internal communication between management and employees in their hotels is either average or above average. The majority of the respondents, up to 56.5%, agree or strongly agree that employees seldom get feedback from managers regarding their performance. The predominant form of communication among Pretoria and Johannesburg hotels is the one-way communication style, that is, from management to other employees (top-down). Also, hotel managers generally do not take employees' suggestions into consideration and, in most cases, do not give feedback to employees.
regarding their performance. The study recommends that the hotel management at these establishments revise their internal communication strategies in order to accommodate feedback from subordinates, not just one-way communication, from top down, and that they should also give feedback to employees regarding their performance. Besides this, managers should reach out to employees directly or they should reduce the processes where information passes through several ranks before it gets to the lower level staff as it distorts the information.

**Key words**: communication, management styles, hotels, services, managers, employees

5.1.2 Introduction

Communication, which is a means of transmitting and disseminating information in an organisation, is an important prerequisite for success in business (Răducan, & Răducan, 2014). It is important because it can enhance the smooth running and performance standards of a business (Yoo et al., 2014). Excellent communication among members of staff and between employees and clients is fundamental to the success of a hotel establishment, considering that customers don’t only pay for the brand, but also for the food, facilities and services. It is important for any hotel establishment to build a truly loyal customer base and to ensure that high value customers form relationships with multiple service workers at the establishment (Bove, 2000).

Communications in hotel establishments is crucial in two major areas: the customer service communication (external communication) and the “behind the scenes” staff and management communications. The "behind the scenes" communications are often referred to as the internal communication. External communication focuses on the audiences outside of the organisation (Saunders, 1999), whereas internal communication refers to communication between employees and the employer and among employees (Hopkins, 2006). Effective communication in a hotel establishment occurs only if the receiver of information understands the exact information or idea that the sender intended to transmit (Mistry et al, 2008). According to Yoo et al., (2014), effective internal communication with internal stakeholders; employees and management, can develop a
cohesive culture, where everyone is focused on the same goal and has the same objectives as the hotel establishment. Effective internal communication can contribute to positive internal relationships in a hotel establishment, whilst ineffective internal communication, on the other hand, is counterproductive and poses a threat to organisational interpersonal relationships (Young-Gul et al., 2014).

Managers are often required to possess the ability to lead a demographically diverse workforce and the establishment of effective communication processes in an establishment with culturally and linguistically diverse employees, is often a challenge to managers worldwide and in South Africa in particular (Fidelis & James, 2013). The South African work environment is highly segmented and challenging and consists of characteristics of both a developed and developing country (Verwey, & Du Plooy-Cilliers, 2003). Current constitutional, legal and societal requirements in South Africa have motivated many organisations to implement unbiased, democratic and representative policies and structures in the workplace. With this new democratic dispensation, business leaders are compelled to focus on how to improve and implement diversity in the workplace in a manner that will strengthen, rather than weaken, the operations of businesses (Fidelis & James, 2013). The diverse socio-demographic nature of the South African workplace means many hotel establishments are confronted with various communication challenges and overcoming these challenges will require certain managerial skills and awareness (Samovar et al., 2013).

In the past, many hotel establishments were too focused on external communication that is, serving the customer, and neglected the importance and quality of internal communication (Clarke et al., 2008). Given that hotel employees in South Africa are from diverse sociocultural, linguistic and economic and ethnic backgrounds (Bornman, 2006) and the fact that very little information regarding the internal communication practices in hotels are available, there is a need to explore the internal communication practices of hotels in South Africa. The aim of this study is, therefore, to explore the internal communication practices used at selected hotels in the Pretoria and
Johannesburg metropolitan areas, South Africa. Findings from this study will provide new insight on the current internal communication practices in hotels which will be of use to stakeholders in the industry.

5.1.3 Literature review

5.1.3.1 Internal communication practices

Internal communication can be defined as the transmission of ideas and information and the reception thereof between individuals and groups at various levels and in different areas of specialisation within an establishment with the aim of coordinating the day-to-day activities of the establishment (Altunas et al., 2013). Communication can be seen as the heart of a hotel establishment, as it serves as an important medium that connects employees in the hotel establishment (Răducan, & Răducan, 2014; Amir, 2009). Effective internal communication has a positive impact on the functioning of hotel operations and should be properly managed in order for establishments to achieve success and to survive fierce competition in the hotel industry (Kang, & Hyunb, 2012).

According to Taylor and Elsey (2005), people communicate at work by means of the spoken word, written word, non-verbal internal communication, numbers, drawings and graphics and by using a range of media including the telephone, face-to-face meetings, video-conferencing, e-mails, letters and memos. Manoharan et al., (2014) asserts that the use of face-to-face interactions is necessary to create real interpersonal relationships and to encourage the development of personal and people skills, but they also state that other mediums of internal communication such as audio, print and e-mail should not be neglected. The rationale for the choice of communication style practiced in a hotel often lies in the vision and mission of the establishment (Erkutlu, 2008).
5.1.3.2 Effects of internal communication practices

Kazmi (2011) indicates that effective internal communication deals with the exchange of information within an organisation, thereby creating a shared understanding of information which is received and acknowledged by all and, at the same time, driving the behaviours and actions needed to move the business forward. Effective internal communication practices in a hotel establishment contribute to the development of a cohesive culture, where everyone is focused on the same goals and has the same objectives and understanding, leading to a successful establishment (Hume, 2010). The ability to identify important information, to respond accordingly and to share the information with the relevant individuals within the hotel establishment is a skill that hotel employees should possess (Lolli, 2013).

Considering that employees in the hotel industry are at the front line of business operations, it is important to keep them up-to-date with the relevant information to empower them to respond to certain challenges efficiently, so as to avoid a crisis. Therefore, emphasis should be placed on instructing employees on how to consistently interact with customers in a way that reflects the brand of an establishment (Clampitt, & Downs, 2009). Haywood (2003) also indicates that poor internal communications can undermine all efforts to manage a crisis and it can contribute to creating an environment where there is a lack of trust, low morale, high employee turnover and poor customer relations, which can further complicate the issues that business are confronted with everyday. Furthermore, a lack of proper communication at the higher levels of management can spread within the whole establishment, causing misunderstanding among the employees (Ince, & Gül, 2011). Proper communication in an establishment is mandatory for increasing work efficiency and mobilising resources (Altinöz, 2008). It is worth mentioning that employees, who are satisfied with the internal communication processes in an organisation, tend to be satisfied with their work and their relationships with other employees (Ballard, & Seibold, 2006). It has been found that good corporate communication can enhance business performance (Meintjes et al., 2012) and employee
relations, since employees who are fully informed of events and news in their establishment experience higher levels of job satisfaction (Abdullah, & Antony, 2012).

5.1.3.3 Barriers to communication practices

Communication barriers in a hotel establishment can occur as a result of physical separation as well as gender, social, cultural, linguistic and ethnic differences among employees. Barriers to communication between employees, managers and their subordinates can contribute to ineffective management of employees who belong to diverse demographic groups (Potts, & Reynolds, 2010). Poor organisational ideas and poor listening have been identified as the most serious barriers to internal communication. Others include a breakdown in understanding or variation of meaning and improper communication channels, as well as distractions such as noise, inadequate illumination and ventilation (Ballard, & Seibold, 2006). In order to enhance communication in a hotel establishment, hotel employees need to develop “hospitality language” skills, whether in English or another language (Blue, & Harun, 2003). Eisenberg (2010) also identified four types of barriers to communication, namely: process, physical, semantic and psychosocial barriers.

Process barriers to communication: This is the bureaucratic steps through which information must pass from the sender to the receiver (Abdullah, & Antony, 2012). Examples of process communications includes situations where information intended for the employees must pass through their line managers and supervisors. This is related to the chain of command and information dissemination in an organisation (Shaw, 2011). For effective and good communication in a hotel establishment, it is very important to follow the communication processes, because a breakdown anywhere along the line of communication can hamper understanding between employees as well as between employees and management (Lunenburg, 2010). Furthermore, if any intended message does not reach the actual receiver, then that communication becomes ineffective (Shaw, 2011).
Physical barriers to communication: Any physical distractions that interfere with the process of communication such as internet loss, telephone call, drop-in visitors, distances between people, walls, static on the radio, communication by fax and many others are said to be physical barriers to communication (Lunenburg, 2010). In hotel establishments, physical barriers to communication can also be triggered by an accent, for example, the accent of an offshore-outsourced call centre agent, which can, in turn, reduce customer satisfaction and loyalty (Thelen et al., 2011; Wang et al., 2013).

Semantic barriers to communication: A semantic barrier to communication is caused by the usage of certain words that is not well understood by one of the parties during a communication. Certain words may be interpreted differently by different people in a hotel establishment (Lunenburg, 2010). To curb semantic barriers to communication, it is important for the employer to know the sociodemographic and linguistic diversity of employees within their establishments (Illes, & Mathew, 2015).

Psychosocial barriers to communication: A psychosocial barrier to communication is caused by a psychological distance between people and this is similar to actual physical distance (Antos, 2011). Psychosocial barriers to communication can occur in a situation where a hotel manager, who often talks harshly to his/her employees, can cause these employees to develop feelings of bitterness and withdrawal. This psychologically separates the manager from the employees, thereby hindering opportunity for effective internal communication in the hotel. (Antos, 2011). Inappropriate choice of words, used by managers during communication with employees, can instil fear and anxiety in employees, thereby rendering these employees psychologically separated from their managers (Constantin, & Baiase, 2015). Employees can also become psychologically separated whenever managers speak to them in a repressive manner and this suppresses the employees’ ability to communicate freely (Dawson et al., 2014). The cultural background has also been reported to affect how one responds to communication in a multicultural organisation. This is because the tone of
speech made can be perceived differently by different cultures. Different emphases are placed on certain words in different culture so as to have different meanings (Naidoo, 2011).

5.1.3.4 Interpersonal communication skills

Interpersonal communication skills are defined as verbal and non-verbal means of communicating with other people. Such skills may be used in face-to-face situations or at a distance through various communication technologies (Lolli, 2013). Friendly interactions has been found to create customer loyalty, as it influences the way customers perceive the quality of service offered by an establishment (Olannye, 2014; Naidoo, 2011). Interpersonal relationships within the work environment are, however, governed by personality traits inherent in the employee (Ulrich, 2010). Effective use of interpersonal communication skills motivates guests to continue to patronise the services of a particular hotel establishment (Bamporiki, 2010). On the other hand, ineffective use of interpersonal communication skills can lead to a dysfunctional internal communication system and this may, in turn, lead to customer dissatisfaction and loss of business. In such a situation, training through team building exercises can help management to impart the relational and intercommunication skills needed by employees to run the operations of an organisation successfully (Martin, & Barnard, 2013). Interpersonal communication within a diverse workforce environment can contribute immensely in achieving high employee performance and productivity (Okoro, & Washington, 2012). In a diverse or multicultural environment, misunderstanding can easily occur, owing to differences in communication abilities (Naidoo, 2011). Thus, culture plays a pivotal role in interpersonal communication considering that it can influence the thoughts and behaviours of employees in an establishment (Beebe et al., 2011).
5.1.4 Methodologies

5.1.4.1 Study Area

This study was conducted in the Gauteng province in South Africa, specifically in the Pretoria and Johannesburg metropolitan areas. Three provinces, namely Gauteng, Kwazulu-Natal and the Western Cape have been described as the economic power houses of South Africa, as these provinces, combined, contribute over 60% to the GDP of the country. Out of this percentage, Gauteng is said to contribute more than 20% of the 60% (Stats SA, 2014). Even though the land size of Gauteng is the smallest in South Africa (1.5%), its economic contribution to the country is higher than any other province. Gauteng is the most cosmopolitan province in South Africa, harbouring individuals from diverse racial, cultural and linguistic backgrounds; therefore, communication skills is of vital importance in the workplace, particularly in the hotel industry owing to the fact that, it brings together people of different backgrounds from South Africa and abroad (Bamporiki, 2010).

5.1.4.2 Questionnaire instrument

A self-administered structured questionnaire was used to elicit information from the respondents in this study. The 17 questions on the questionnaire was designed to solicit 8 different responses on the sociodemographic information of the respondents, 3 responses on information that relates to the hotels and 11 responses on the internal communication practices in the hotels in which the participants work. These responses from the participants were captured on a 5-point Likert scale.

A pilot study was carried out, to test the validity and reliability of the research instrument used in the study. Two hotels located in Johannesburg and two hotels located in Pretoria were used for pre-testing of the research instrument. Three managers and five employees took part in the pilot study where the weaknesses and ambiguities in the questionnaire were noted. All the faults identified during the pilot study were corrected before the real data collection begun. Internal consistency of
constructs was established with an estimated Cronbach’s alpha value of 0.7 as a minimum acceptable standard for reliability.

5.1.4.3 Sampling and data collection
Franchised and non-franchised hotels in Pretoria and Johannesburg, numbering sixty (60) in total, were randomly chosen to take part in the study. Permission and consent of the managements of the participating hotels were obtained before the questionnaires were distributed to the participants. Participants also signed consent forms to participate in the study, after they were given the choice to participate or not to participate. The participants were also assured of privacy and confidentiality during the study.

Four managers from the general section, food and beverage section, housekeeping section and front office, as well as seven employees from each of the sections, took part in the study. Out of the 660 questionnaires that were issued, only 480 questionnaires were properly administered during the administration of the questionnaires. Ethical clearance was sorted beforehand and obtained from the UNISA College of Agriculture and Environmental Sciences (CAES). The results and findings of this study are being reported here without any compromise.

5.1.4.4 Data analysis
Responses were captured using the 5-point Likert scale. SPSS software was used to analyse the data, such as the standard deviation, correlation, regression and significance testing was employed using the SPSS software. Descriptive statistics as well as ANOVA was conducted on the variables.

5.1.5 Results

5.1.5.1 Socio-demographic information of the respondents respondents
In terms of gender, there were an equal number of male and female respondents, 50% each. The majority of the respondents (65.6%) were in the age group 25-40 years, followed by those in the age
range 18-24 years (17.2%) and 41-54 years (14.8%), respectively. The majority of the respondents were blacks (70%), followed by whites (24%), then coloureds (5.2%) and, lastly, Indians/Asians (0.8%). Most of the respondents (42.8%) possessed a national diploma qualification and this was followed by those with Grade 12 certificates (40.8%). Only a few of the respondents possessed a master’s degree (1.6%) and a bachelor’s degree (5.2%) (see table 5-1).

The majority of respondents (58.4%) have a formal hospitality-related qualification, while about 40% do not. The front office managers constituted 14.4% of all the respondents. This was followed by the housekeeping managers (8.4%), food & beverage managers (8%), general managers (6%) and lastly, financial managers (0.8%). As many as 60.8% of the respondents were non-managers. Most of the respondents (40.8%) were remunerated between R5 000 to R15 000 per month. This was followed by those remunerated between R3, 001 and R5, 000 (25.6%), R1 to R3, 000 (19.2%) and, lastly, those remunerated R15 001+ (8.8%). With regards to work experience, most of the respondents have 1-2 years (34.8%) and 3-4 years (34.8%) experience. Most of the hotels in which the respondents were employed had a 4-star rating (48.8%), followed by those with a 3-star rating (29.6%), 5-star rating (10.8%), 2-star (7.6%) and, lastly, 1-star (1.6%) (See table 5-2).
Table 5-1: Demographic information of respondents

<table>
<thead>
<tr>
<th>Variables (n)</th>
<th>Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>124 (49.6)</td>
</tr>
<tr>
<td>Male</td>
<td>125 (50)</td>
</tr>
<tr>
<td>Missing system</td>
<td>1 (0.4)</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
</tr>
<tr>
<td>18-24</td>
<td>43 (17.2)</td>
</tr>
<tr>
<td>25-40</td>
<td>164 (65.6)</td>
</tr>
<tr>
<td>41-54</td>
<td>37 (14.8)</td>
</tr>
<tr>
<td>55-65+</td>
<td>2 (0.8)</td>
</tr>
<tr>
<td>Missing system</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td></td>
</tr>
<tr>
<td>Black African</td>
<td>175 (70)</td>
</tr>
<tr>
<td>Coloured</td>
<td>13 (5.2)</td>
</tr>
<tr>
<td>White</td>
<td>60 (24)</td>
</tr>
<tr>
<td>Indian/Asian</td>
<td>2 (0.8)</td>
</tr>
<tr>
<td><strong>Highest qualification</strong></td>
<td></td>
</tr>
<tr>
<td>Grade 12</td>
<td>102 (40.8)</td>
</tr>
<tr>
<td>National diploma</td>
<td>107 (42.8)</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>13 (5.2)</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td>Others</td>
<td>24 (9.6)</td>
</tr>
</tbody>
</table>
Table 5-2: Employee employment and hotel rating details

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Possession of Hospitality qualification</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>146 (58.4)</td>
</tr>
<tr>
<td>No</td>
<td>100 (40.3)</td>
</tr>
<tr>
<td>Missing system</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td>Current job position in hotel</td>
<td></td>
</tr>
<tr>
<td>General manager</td>
<td>15 (6)</td>
</tr>
<tr>
<td>Front office manager</td>
<td>36 (14.4)</td>
</tr>
<tr>
<td>Food &amp; beverage manager</td>
<td>20 (8)</td>
</tr>
<tr>
<td>Housekeeping manager</td>
<td>21 (8.4)</td>
</tr>
<tr>
<td>Financial manager</td>
<td>2 (0.8)</td>
</tr>
<tr>
<td>Others positions</td>
<td>152 (60.8)</td>
</tr>
<tr>
<td>Missing system</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td>Current salary</td>
<td></td>
</tr>
<tr>
<td>R0.1-3000</td>
<td>48 (19.2)</td>
</tr>
<tr>
<td>R3001-5000</td>
<td>64 (25.6)</td>
</tr>
<tr>
<td>R5001-15000</td>
<td>102 (40.8)</td>
</tr>
<tr>
<td>R15001+</td>
<td>22 (8.8)</td>
</tr>
<tr>
<td>Missing system</td>
<td>10 (4)</td>
</tr>
<tr>
<td>Work Experience</td>
<td></td>
</tr>
<tr>
<td>1-2 years</td>
<td>87 (34.8)</td>
</tr>
<tr>
<td>3-4 years</td>
<td>87 (34.8)</td>
</tr>
<tr>
<td>5+</td>
<td>69 (27.6)</td>
</tr>
<tr>
<td>Missing system</td>
<td>7 (2.8)</td>
</tr>
<tr>
<td>Hotel rating of respondents</td>
<td></td>
</tr>
<tr>
<td>5-star</td>
<td>27 (10.8)</td>
</tr>
<tr>
<td>4-star</td>
<td>122 (48.8)</td>
</tr>
<tr>
<td>3-star</td>
<td>74 (29.6)</td>
</tr>
<tr>
<td>2-star</td>
<td>19 (7.6)</td>
</tr>
<tr>
<td>1-star</td>
<td>4 (1.6)</td>
</tr>
<tr>
<td>Missing system</td>
<td>4 (1.6)</td>
</tr>
</tbody>
</table>

5.1.5.2 The perception of the general internal communication practices in hotels

The majority of the respondents, up to 72%, either agree or strongly agree that the main purpose of communication in their company is to get employees to behave in the way top management wants
them to. 55% of the respondents agree or strongly agree that most communication in their company is one-way, from management to other employees. The majority of the respondents, up to 56.5%, agree or strongly agree that employees seldom get feedback from managers regarding their performance. The majority of the respondents, up to 63.7%, agree or strongly agree that in their hotel establishment, management often uses communication tools to control employees. About half of the respondents (51.4%) strongly disagree or disagree that managers take employees' suggestion into consideration. Less than half of the respondents (37.5%) agree that the communication style of their hotel establishment is appropriate in the context of South Africa's cultural diversity (table 5-3). The ANOVA analysis indicated that there is a link between the race and salary scale of the respondents and their level of agreement as to whether employees get feedback or not from managers regarding their performance. A partial cross-tabulation analysis of the race factor indicated that up 65% of the blacks, 52% of the coloureds, 40% of the whites and 0% of the Indians agree or strongly agree that employees seldom get feedback from managers regarding their performance. Similarly, partial cross-tabulation of the salary scale factor indicated that up to 74% of those earning between R3001-R5000, 56% of those earning between R5001-R15000, 51% of those earning between R1-R3000 agree or strongly agree that employees seldom get feedback from managers regarding their performance. Similarly, a link could be identified between the work experience of the respondents and their level of agreement as to whether management uses communication tools to control employees. Partial cross tabulation indicated that 75% of respondents with work experience of 5 years and above, 67% with work experience of 1-2 years and 57% with work experience of 3-4 years agree or strongly agree that management often uses communication tools to control employees (Table 5-4).
Table 5-3: Respondents’ perception of internal communication practices in hotels

<table>
<thead>
<tr>
<th>Frequency of respondents’ perceptions</th>
<th>(Mean±SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree (1)</td>
<td>Disagree (2)</td>
</tr>
<tr>
<td>The main purpose of communication in our company is to get employees to behave in the way top management wants them to do so.</td>
<td>11(4.4)</td>
</tr>
<tr>
<td>Most communication in our company is one-way, from management to other employees.</td>
<td>21(8.4)</td>
</tr>
<tr>
<td>Employees seldom get feedback from managers regarding their performance.</td>
<td>17(6.8)</td>
</tr>
<tr>
<td>In this hotel establishment, management often uses communication tool to control employees.</td>
<td>11(4.4)</td>
</tr>
<tr>
<td>Managers seldom take employees suggestion into consideration.</td>
<td>58(23.1)</td>
</tr>
<tr>
<td>The communication style of this hotel is suitable with the cultural diversity of South Africa.</td>
<td>13(5.2)</td>
</tr>
</tbody>
</table>
Table 5-4: ANOVA of respondents’ perception of internal communication practices in hotels within different groups: gender, age, race, hospitality qualification, current position, salary scale and, work experience

| The main purpose of communication in our company is to get employees to behave in the way top management wants them to do so. | 0.592 | 0.425 | 0.563 | 0.866 | 0.956 | 0.660 | 0.178 |
| Most communication in our company is one-way, from management to other employees. | 0.442 | 0.307 | 0.428 | 0.521 | 0.149 | 0.127 | 0.291 |
| Employees seldom get feedback from managers regarding their performance. | 0.514 | 0.404 | 0.004 | 0.207 | 0.188 | 0.042 | 0.466 |
| In this hotel establishment, management often uses communication tool to control employees. | 0.782 | 0.383 | 0.253 | 0.427 | 0.462 | 0.925 | 0.013 |
| Managers seldom takes employees suggestion into consideration. | 0.180 | 0.924 | 0.541 | 0.438 | 0.065 | 0.465 | 0.230 |
| The communication style of this hotel is suitable with the cultural diversity of South Africa. | 0.126 | 0.255 | 0.214 | 0.070 | 0.347 | 0.872 | 0.934 |

PCT 1 = agree or strongly agree (65 % Africans, 52 % Coloured, 40 % White, 0 % Indians)

PCT 2 = agree or strongly agree (51 % R0-3000, 74 % R3001-5000, 56 % R5001-15000, 45 % R15001-20000+)

PCT 3 = agree or strongly agree (67 % 1-2 years, 57 % 3-4 years, 57 % 5+ years)

NB: PCT = Partial cross tabulation, significance at p ≤ 0.05
5.1.5.3 The perception of internal interpersonal communication between management and employees, among employees and across departments in hotels

Nearly half (40.2%) of the respondents indicated that internal communication between management and employees in their hotel establishment is average whilst 9.2% consider the communication between management and the employee as excellent, as against only 9.2% respondents who indicated that, the communication between the management and employee is poor. This result however is based on analysis of results with regard to the information that flows from management to employees and not necessary from both sides representing two-way communication. The majority of the respondents (67.8%) indicated that internal communication among employees in their hotel establishment is average (37%) or above average (30%). Also, the majority of the respondents (71.8%) indicated that internal communication across departments in their hotel establishment is either average (36.7%) or above average (35.1%). Looking at the results, it can be seen that internal communication across departments was judged to be the most efficient, followed by among employees, and, lastly, communication between management and employees.

An ANOVA analysis indicated a link between gender and respondents’ perception of internal interpersonal communication between management and employees. A partial cross-tabulation analysis of the gender factor showed that gender has a significant effect on the perception of internal interpersonal communication between management and employees see table 5-5. Gender however did not significantly influence the perception of internal interpersonal communication among employees or across departments in the hotels. Conversely, the other sociodemographic factors did not significantly affect respondents’ perception of the internal communication practices between management and employees, among employees and across departments (Table 5-6).
Table 5-5: The perception of internal interpersonal communication from management to employees, between employees and across departments

<table>
<thead>
<tr>
<th></th>
<th>Frequency of respondents’ judgement</th>
<th>(Mean± SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Poor (1)</td>
<td>Below average (2)</td>
</tr>
<tr>
<td>Between Management and employees</td>
<td>23(9.2)</td>
<td>16(6.4)</td>
</tr>
<tr>
<td>Between Employees</td>
<td>5(2)</td>
<td>22(8.8)</td>
</tr>
<tr>
<td>Across departments</td>
<td>9(3.6)</td>
<td>21(8.4)</td>
</tr>
</tbody>
</table>

Table 5-6: ANOVA of the perception of internal interpersonal communication from management to employees, between employees and across departments

<table>
<thead>
<tr>
<th></th>
<th>ANOVA between groups (p-value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Age</td>
</tr>
<tr>
<td>Between Management and employees</td>
<td>0.037</td>
</tr>
<tr>
<td>Between Employees</td>
<td>0.307</td>
</tr>
<tr>
<td>Across departments</td>
<td>0.313</td>
</tr>
</tbody>
</table>

PCT 1: = above average or well-off (39 percent of female, 61 percent of male)

NB: PCT = Partial cross tabulation, significance at p≤0.05

5.1.5.4 The impact of internal communication practices of managers on employees

Comparatively, an appreciable percentage (31.1%) of the respondents indicated that, their managers communication practice often hampers the employees job performance as against
relatively low percentage (22.7%) of respondents who indicated that their managers' communication practice never hampered the employees job performers. Analysis of the results also show that as much as 32.3% of the respondents perceive that the internal communication practice of their managers rarely empowers employees as oppose to 17.4% of respondents who are of the view that, the communication practice of the managers always empowers employees. 42.2% of the respondents do perceive that the managers' communication practice rarely create employee morale whilst only 8.0% of respondents indicates that, their managers’ communication practice always create morale among employees. It is however interest to note from the analysis that, appreciable percentage (41%) of respondents do argue that, their managers communication practice rarely leads to poor employee-customer relationship as compared to 16.3% who indicated that their managers communication practice leads to creation of poor employee-customer relationships, see table 5-7.

The ANOVA analysis showed that the age factor significantly influences respondents’ perceptions with regard to how the communication practices of their superiors impacts on employee-customer relationships. The partial cross-tabulation analysis of the age factor indicated that up to 74% of those aged 18-24, 89% of those aged 25-40, 61% of those aged 41-54 and 50% of those aged 55+ indicated that the communication practices of their superiors never or rarely contributed to poor employee-customer relationships. All the other sociodemographic factors did not influence respondents’ perceptions (Table 5-8).
Table 5-7: The perceived effect of internal hotel communication practices of managers on employees

<table>
<thead>
<tr>
<th>Frequency severity descriptors</th>
<th>Mean±SD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Never (1)</strong></td>
<td><strong>Rarely (2)</strong></td>
</tr>
<tr>
<td>Hampers employees’ job performance</td>
<td>57(22.7)</td>
</tr>
<tr>
<td>Create low employee morals</td>
<td>47(18.7)</td>
</tr>
<tr>
<td>Poor employee-customer relations</td>
<td>75(29.9)</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>34(13.5)</td>
</tr>
</tbody>
</table>

Table 5-8: ANOVA of the perceived effect of the internal communication practices of managers on employees

<table>
<thead>
<tr>
<th>ANOVA between groups (p-value)</th>
<th>Gender</th>
<th>Age</th>
<th>Race</th>
<th>Education</th>
<th>Salary</th>
<th>Current position</th>
<th>Work experience</th>
<th>Hotel rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hampers employees’ job performance</td>
<td>0.818</td>
<td>0.317</td>
<td>0.549</td>
<td>0.759</td>
<td>0.182</td>
<td>0.696</td>
<td>0.434</td>
<td>0.240</td>
</tr>
<tr>
<td>Create low employee morals</td>
<td>0.321</td>
<td>0.482</td>
<td>0.486</td>
<td>0.938</td>
<td>0.3.51</td>
<td>0.794</td>
<td>0.502</td>
<td>0.269</td>
</tr>
<tr>
<td>Poor employee-customer relations</td>
<td>0.781</td>
<td>0.008</td>
<td>0.160</td>
<td>0.527</td>
<td>0.223</td>
<td>0.264</td>
<td>0.295</td>
<td>0.142</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>0.860</td>
<td>0.367</td>
<td>0.162</td>
<td>0.221</td>
<td>0.301</td>
<td>0.439</td>
<td>0.494</td>
<td>0.401</td>
</tr>
</tbody>
</table>

**PCT1:** = never or rarely (74percent of those aged 18-24, 89percent of those aged 25-40, 61percent of those aged 41-54, 50percent of those aged 55+)

NB: PCT = Partial Cross tabulation, Significance at p≤0.05
5.1.6 Discussions

5.1.6.1 Socio-demographic information of respondents

There is a good balance with regard to gender representation among the respondents in the hotels that were part of this study. This result, however, differs from the findings of Gursoy et al., (2013), who reported that the hotel industry employs more females than males. It must however be noted that, the results of the current study shows that there are more males than females in management positions in the hotels used in this study which agrees well with findings of Martin and Barnard (2013) who reported that, generally, there are more males in management positions than females in the hotel industry. With regard to the racial groups represented in this study, the sociodemographic information shows that blacks constitute the largest racial group that is employed by the hotels that participated in this research. The ratio of different races employed by the hotels, as found in the study, is in line with South African national racial groupings as reported by Stats SA (2014), in that blacks makes up the largest racial group (70%), white (24%), coloured (5.2%) and Indians (0.8%) in Gauteng. This finding is in agreement with the finding of the study by Martin and Barnard (2013) who found that, the employment rate of South Africa on racial lines is in line the national demographics of South Africa.

Females should be well represented at all levels in the workforce of any establishment considering the fact that the female population would constitute a considerable proportion of any population (Baum, 2013). A study conducted in Kenya, however, showed that the number of females employed in the hotel industry was three times higher compared to the number of male employed. This, according to the study, is due to the perception that food and beverage services and housekeeping services are seen as female-related activities (Koome et al., 2013). Often, gender inequities are not caused by organisational policies, but are rather influenced by certain cultural and traditional practices, which assign different roles for males and females (Masadeh, 2013). In a cosmopolitan,
It is therefore not surprising to have a representative balance with regard to the gender of the employees. The majority of the respondents had either a high school or post-high school certificate or diploma qualification. This finding is generally in line with Statistics South Africa's (2014) report on the educational or literacy level of South Africans, which states that the majority of the employees in the country have a high school qualification (Senior Certificate/Matric) as their highest qualification. The result of this study is similar to the findings by Gursoy et al., (2013), who indicated that a large number of hotel employees in the USA are high school graduates. Most hotels prefer to employ people with a school leaving certificate, as they can provide them with specialised in-service training and this may also be the reason for the very low number of employees with university qualifications (Liu, 2013). The prevalence of lower qualifications among employees in the hotel industry can also be linked to the low salary levels offered by the industry. University graduates are less likely to accept low salaries and are also less likely to want to start employment at a lower rank position (Miles, & Muuka, 2011). The odd working hours within the hotel industry also not appealing to graduates (Okoro, & Washington, 2012).

A huge proportion of the respondents did not have any qualifications specialising in the hospitality industry and this can be attributed to the fact that, hotel employers provide employees with hands-on-training and coaching and they empower their employees through effective communication to ensure that service delivery is up to the standard required by the hotel. Thus, owing to this in-house training, hotel employers prefer to employ people who have lower qualifications, as the hotel (employer) can offer a lower salary and train the person to meet the hotel’s standard instead of employing someone with higher qualifications, who will expect a higher salary and who still has to be trained to suit the needs of the hotel. (Chung, & Ayupp, 2010). Nevertheless, the possession of a hospitality qualification can complement their on-the-job training, thereby enhancing their
knowledge and skills much faster, when compared to employees without a hospitality qualification (Liu, 2013).

The fact that most of the managers were either food and beverage or housekeeping managers could be attributed to the fact that the core business of the hotel industry is accommodation and food and beverage services (Taal, 2012). The fact that close to 40% of the respondents earned a salary of not more than R5 000 per month is an indication of the generally low salary levels offered by the hotel industry in the Johannesburg and Pretoria metropolitan areas. However, these amounts are higher than the 2014/15 stipulated minimum wage of R2, 900.00 for the hospitality industry in South Africa (Department of Labour, 2013).

5.1.6.2 The perception of internal communication practices in hotels

The majority of the respondents either agree or strongly agree that the purpose of communication in their organisation is to control employees and to get employees to behave in the way top management wants them to. Thus, management uses better communication practice that leads to understanding between management and workers to achieve the vision and mission of the hotel (Gursoy et al., 2013). Employees are conversant with the fact that managers provide the direction in which the organisation has to move and that employees understand their roles in achieving the set objectives of their hotel establishments (Constantin, & Baiase, 2015). This also facilitates two-way communication and makes employees understand that their involvement in ensuring the success of the organisation cannot be underestimated (Lunenburg, 2010).

Fifty-five (55%) percent of the respondents either agree or strongly agree that communication in their hotels is mostly one-way, from management to other employees. In other words, one-way communication was the predominant style of communication in these hotels. It must however be noted that, the two-way communication has been found to be more satisfying than one-way communication by most organisations. The preferred communication style at most hotels have been indicated as two-ways communication with a mixture of bottom-up, top-down and horizontal
communication (Abdullah, & Anthony, 2012). A bottom-up communication system allows employees, who are on the frontline of a hotel establishment, to participate when decisions are made that will affect their job and business operations, while horizontal communication allows for the flow of information between people who are on the same level in the business organisation (Young-Gul et al, 2014; Schmidt, 2015). In research conducted by Khirin (2012), at a five star hotel in Thailand, it was shown that communication is a foundational effort of organisational success and everyone in the organisation should have the opportunity to be heard and that bottom-up; top-down and horizontal communication enhances employee relations. Where there is no capacity for feedback from management during communication and communication becomes one-way, the management style automatically becomes an autocratic style of management (Abdullah, & Antony, 2012). The one-way communication style has been found to be less effective, because it does not allow information to flow directly and smoothly where feedback or responses can be made and discussed immediately to achieve the most effective outcome (Bamporiki, 2010). One-way communication in a hotel establishment does not give employees the chance to be heard in the decision-making process or empower them to take actions that are in line with the organisation's strategy (Miles, & Muuka, 2011; Argenti, & Forman, 2002). The contribution and impact of positive feedback on an organisation's success cannot be overemphasised, since positive feedback ensures employees' commitment and loyalty to the organisation (Vandenberghhe, & Panaccio, 2012). The use of effective communication by managers, when carrying out their control functions, ensures proper distribution of information inside the organisation, which ensures that employees stay motivated and satisfied with their job, thereby boosting productivity (Altunas et al, 2013). Many other scholars, including Bartoo and Sias (2004) and Karami (2007), have described internal communication as the main tool to achieve job satisfaction, high motivation levels, job performance and innovation.
Fifty-six (56.5%) percent of the respondents either agree or strongly agree that managers seldom take employees' suggestion into consideration. This implies that a considerable number of employees are of the view that their managers hardly take their suggestion into consideration despite the preference for two-way communication at these establishments. This finding is in line with that of Constantin and Baiase (2015), in which it was found that where employees' suggestions are ignored, the establishment can end up with employees that show a lack of motivation and it can lead to a low staff turnover (Tourish, & Hargie, 2004). Paying attention to the suggestions or voices of employees, means there is an appreciation for the exchange of views between the employees and the managers. This gives the employer the opportunity to provide feedback on certain issues that have been raised by employees (Knight, & Haslam, 2010; Wilkinson et al, 2004). Similarly, Dundon and Gollan, (2007) found that employees feel less important to their organisation when their views and suggestions are ignored. It has also been reported that organisations that provides the space for employees' voices to be heard are able to avoid job dissatisfaction and low morale among employees (Truss et al., 2006). The big challenge regarding internal communication in hotels is to convince top management that employees need to be informed about the organisational plans, objectives and outcomes (Martin, & Barnard, 2013). If employees’ suggestions are in line with the organisational plans, objectives and outcomes and if the goals of the organisation are effectively communicated to employees, in advance, employees will feel a sense of belonging and ownership and, hence, they will experience job satisfaction (Abdullah, & Anthony, 2012; Khirin, 2012).

Thirty-seven (37.5%) of respondents agree that the communication style of their hotel establishments suits the cultural diversity of South Africa. This implies that a substantial number of employees feel the communication styles in hotels are not in line with the cultural diversity of South Africa. It should be noted that South Africa is a culturally diverse country with eleven official languages and, in a case where a particular language is selected in which to communicate, it is
important to take cultural diversity and its implications into account or communication may not be effective (Varner, & Beamer, 2005). Cultural and linguistic diversity, if not properly managed, can lead to misunderstandings and communication barriers between management and employees and among employees and this can hamper productivity (Lunenburg, 2010; Brun, 2010).

The number of years of work experience also significantly affected how respondents answered the query as to whether communication tools are used by management to control employees. In this regard, thirty-four (34.8%) percent of those who have 1-2 years work experience either agrees or strongly agrees while only a small majority of those who have worked for 3-4 years or more agree or strongly agree. This could be attributed to the fact that employees who have more work experience are more abreast with all aspects of their hotel's operations and culture, including the communication processes (Illes, & Mathew, 2015). Gaps in communication between management and employees (Madera et al., 2013) can cause employees to become less motivated and nurse the perception of being controlled and being used (Zivrbule, 2015).

Race and the salary scale of employees significantly determined the way the respondents answered the query as to whether they get feedback from their managers regarding their work performance. Differences among people from different racial backgrounds or cultures, who work together, can lead to friction, poor interpersonal relationships and miscommunication. This can make employees to ignore feedbacks given to them and therefore loose valuable information needed in the feedbacks (Men, 2015; Olannye, 2014; Mishra et al., 2014). The provision of proper feedback can be used as tool to bridge the gap between people of different backgrounds within an establishment such as a hotel (Begin, & Charbonneau, 2012). In this study, the majority of the blacks and coloureds either agree or strongly agree that they seldom get feedback. Most blacks and coloureds earn low wages and find themselves as subordinates to mostly white managers. Thus these groups of hotel employees who are usually low salary earners find themselves at the receiving end of orders and tend to behave and act alike with information received (Naidoo, 2011). As a result, these two
groups of employees, who normally do not form part of management, often feel that they are being treated as less important employees, whilst the managers, who earn higher salaries, often get the attention of the employer (Mohamad, 2008).

5.1.6.3 The perception of internal communication from management to employees, between employees and across departments in hotels

Forty (40%) percent of respondents indicated that, the communication between the management and the employees in their hotels is either average. It is worthy to note that this percentage basically reflects the frequency of transmission dissemination of information from management to employees and not from the employee to management as well. Thus the frequency of one-sided flow of information.

Sixty-seven (67.8%), percent of respondents indicated that the internal communication among employees, in their hotels is either average or above average. This is a good observation for a hotel establishment considering that most of the employees are in the frontline of the business, whereby internal communication is imperative for success (Dawson et al., 2014). Effective communication among employees will impact positively on the two-way communication between employees and customers as employees turn to give the same information or image of the hotel to the visiting customers. Thus two-way communication ensures that front line employees, who continuously interact with customers, represent the correct values, vision and mission of the organisation (Clampit, & Downs, 2009). It is worth mentioning that the use of two-way communication in hotels can prevent the occurrence of a lack of trust and low morale among employees, thereby ensuring optimum productivity (Haywood, 2003). Furthermore, managers who encourage the practise of two-way communication among employees, eliminate misunderstanding among employees (Gursoy et al., 2013). Good internal communication among employees in hotels means that employees are more receptive with regard to communication among themselves, feeling free to discuss issues among themselves (Brawley, & Pury, 2015). Internal communication among employees has been
found to be high in hotel organisations (Bederson, & Quinn, 2012, Marshall, & Shipman, 2013; Martin, & Barnard, 2013; Schmidt, 2015). The sharing of information among employees helps employees to bond with each other and also helps them to identify with the organisation they work for (Chandler et al., 2014). Internal communication among employees is reported to improve employees’ levels of job satisfaction and loyalty to the organisation (Constantin, & Baiase, 2015; Ahmet et al., 2014). In this study, 71.8% of respondents also indicated that the communication across their departments is either average or above average. Various departments in a hotel, such as the front office, food and beverage and housekeeping, have different core mandates, but are integrated. Therefore, there must be constant or regular communication across these departments (Doukakis, 2003). Many hotels have been found to prefer the two-way communication between departments, because it ensures understanding between the departments and the employees, which enhances performance in the hotel as a whole (Abdullah, & Antony, 2012; Dawson et al., 2014, Clampit, & Downs, 2009).

5.1.6.4 The impact of internal communication practices of managers on employees

Fifty-three (53%) percent of the respondents indicated that the communication practices of their superiors either never or rarely hamper their job performances. This means there is a substantial number of respondents who are of the view that the communication practices of their superiors hamper their job performance. A study conducted by To et al., (2013) and To et al., (2015), on the relationship between internal communication and employee work-related behaviours in a casino, found that good effective communication, particularly the sharing of information, positively affects the work-related attitude of employees. If managers do not communicate properly with their subordinates, their job performance and job satisfaction will be negatively affected (Mobley, 1982; To et al., 2015). It is important for employees to understand their role and that of the manager's so as to ensure proper communication (Rafiq, & Ahmed, 2000).
Sixty (60.9%) percent of respondents indicated that the communication style of their managers either never or rarely leads to morale among subordinate employees. This is typical of a one-ways communication relationship, it breeds lack of trust in the employees and do not boosts employees’ morale and determination (Mobley, 1982; To et al., 2015). A good employee-customer relationship and satisfactory internal communication process gives employee a sense of belonging (Berezan et al., 2013) and this will, in turn, lead to an increase in customer satisfaction (Gaither, 2012). Good morale among employees translates into good employee-customer relations, thereby ensuring high standards of service, which is typical of a unified team (Kang, & Hyunb, 2012).

Of all the socio-demographic factors, only the age factor significantly determined the way respondents judged the impact of managers’ communication practises on employee-customer relations. Younger employees tend to agree more that the communication style of their managers never or rarely leads to the creation of poor employee-customer relationships. Each time a rising generation comes of age, it is assumed that their perspectives influence change in society’s social mood and direction and this is what actually happens in terms of how older people view their management's communication styles (Twenge et al., 2010). Whereas the younger employees are open to taking instructions through internal communication, the older employees are often resistant to being given instructions (Olannye, 2014). Most often, when employees gets familiar with the daily routine of an organisation, they tend to think they know everything about the institution and they develop the tendency to question some instructions and orders given to them, because their importance is being undermined (Okoro, & Washington, 2012). Age differences between a manager and the employees in organisations can become a barrier to smooth internal communication where the management's communication style does not accommodates such differences (Petrovic et al., 2014). The chosen internal communication strategies should aim at nothing less than building trust and respect through engagement with all the stakeholders, particularly when the management consists of younger personnel (Mishra et al., 2014).
The majority of respondents also indicated that the communication style of their superiors either never or rarely leads to employee empowerment. A substantial proportion of the respondents in this study were of the view that the way they communicated with their managers does not empower them. Empowerment has been found to make employees become committed to their work, leading to employee job satisfaction (Vandenberghhe, & Panaccio, 2012) A chosen style of communication by management will not lead to empowerment, if managers do not communicate clearly to employees (Constantin, & Baiase, 2015). This is typically the case when managers exhibit an autocratic style of management and, hence, do not give employees some level of autonomy and responsibility for decision making or to express their views (Ogunola et al., 2013). If a communication style that leads to empowering of the employees are not used, employees becomes less responsible and eventually low performance ensues from the hotels operations (Ehiobuche, & Tu, 2012). In organisations where there is a culture of providing effective feedback, employees are seen to be more responsible and productive and they harbour a sense of belonging in the organisation (Okoro, & Washington, 2012).

5.1.7 Conclusions

The analysis of the results shows that there is a good balance in gender representation in employment ratios of the hotels studied and shows that gender does not influence the choice of communication style. The predominant internal communication style in most of the hotels studied is a one-way, top-down style of communication. The results indicate that this preferred internal communication style creates the impression of a lack of respect for employees, by management, in the hotel industry. The findings also indicate that managers don’t give feedback to their employees on their job performance.

Factors that significantly impact on the internal communications practices in the hotel industry includes race, salary levels and work experience. The study also found that internal communication takes place among employees, between departments and between management and employees.
5.1.8 Recommendations

It is recommended that hotel managers should employ more liberal ways of communicating with their employees, as the one-way, top-down approach, as seen from the findings, hampers employee job performance, creates low employee morale, leads to poor employee-customer relations and affects employee empowerment.

Besides this, managers should give employees the opportunity to offer feedback and also take employees' suggestions into consideration, as the results indicate that respondents strongly perceive that managers rarely take employees' suggestions into consideration.

The findings also show that employees seldom get feedback from managers regarding their performance. It is therefore recommended that hotel managers, from time to time, institute internal communication processes that will ensure that feedback is provided to employees on their performance.
CHAPTER 6: GENERAL RESULTS

6.1 Socio-demographics details of respondent

The study results show that the gender representation in the hospitality industry in the Gauteng province was a well-balanced one such that the ratio of the male employees to the female employees in the hotels studied is 1:1. The leading age group found to be working in the hotels studied is 25 – 40 years accounting for 65.5% of the respondents followed by those within the age bracket of 18 - 24 years at 17.2% and lastly 41 - 54 years at 14.8%. The racial distribution of the respondents working in the selected hotels ranges from blacks at 70%, through white at 24%, coloureds at 5.2% to Indians and Asians at 0.8%. The most common qualification held by employees in the hotels in Gauteng was found to be national diploma which is in possession by 42.8% of the participants in this study. This is followed by Grade 12 certificate holders who accounts for 40.8% of the respondents in the study. Only 5.2% of the respondents are possession of bachelor’s degree and less than 2% have master’s degree (1.6%), see table 4-1. In all these qualifications, 58.4% of these qualifications are formal hospitality related qualifications whilst 40% are not hospitality related qualifications.

The results also indicates that 14.4% of the respondents are front office managers followed by housekeeping mangers at 8.4%, food and beverage managers (8%), general managers (6%) and financial managers at 0.8%. Majority of the respondents (60.8%) are employees not in the managerial positions. A good number of the respondents (40.8%) receives salary in the range of R5 000 and R15 000 per month. This was followed by those who earns between R3, 001 and R5, 000 (25.6%), R1 to R3, 000 (19.2%) and, lastly, those remunerated R15 001+ (8.8%). With regards to work experience, large number of the participants have 1-2 years (34.8%) and 3-4 years (34.8%) experience. Most of the hotels in which the respondents were employed had a 4-star rating (48.8%),
followed by those with a 3-star rating (29.6%), 5-star rating (10.8%), 2-star (7.6%) and, lastly, 1-star (1.6%) (See table 4-2).

6.2 Management practices in hotels

The analysis of the results showed that the dominating management style employed by hotels in Gauteng is the democratic style of management as indicated by 32.8% of the respondents. The management style practice in the hotels next to the democratic style was found to be paternalistic as agreed by 25.2% of the respondents. This is followed by walking around management style (23.2%) and autocratic style (10.8%). 4.4% of the respondents however were uncertain about the management style of their line mangers.

Greater percentage of the respondents (64%) either agreed or strongly agreed that the management style of their line managers was suited to the cultural diversity of South Africa. Whilst 18.8% remain neutral on commenting on the suitability of their line managers’ style 12.8% strongly disagreed or simply disagreed on the suitability of their line managers’ style to the cultural diversity of the South Africa (see table 4-4).

6.3 Communication practices in hotels

The respondents (72%), either agree or strongly agree that communication is only a tool in the hand of the management to be used to control workforce in terms of what needs to be done. Slight over half (55%) of the respondents agree or strongly agree that the most predominant channel of communication in their establishment is one-way, from management to employees. A large percentage of the respondents (56.5%), agree or strongly agree that employees hardly receives feedback from management regards to performance. A high percentage of participating respondents (63.7%) agree or strongly agree that communication is used as tool by management only to control employees.
Averagely half of the respondents (51.4) strongly disagree or disagree that management take employees suggestions into consideration in decision making. Just 37.5% of the respondents agree that the communication style of their hotel establishment is appropriate in the context of South Africa’s cultural diversity as shown in table 5-3.

The ANOVA analysis of the results showed that there is a link between the race and salary scale of the hotel employees and also their level of agreement as to whether employees get feedback or not from managers regarding their performance. A partial cross-tabulation analysis of the race factor indicated that up 65% of the blacks, 52% of the coloureds, 40% of the whites and 0% of the Indians agree or strongly agree that employees seldom get feedback from managers regarding their performance. Similarly, partial cross-tabulation of the salary scale factor indicated that up to 74% of those earning between R3001-R5000, 56% of those earning between R5001-R15000, 51% of those earning between R1-R3000 agree or strongly agree that employees seldom get feedback from managers regarding their performance.

The results show that there is a relationship between the work experience of employees and the level of agreement as to whether communication is being used as a tool to control employees or not. From the Partial cross tabulation analysis, 75% of respondents with work experience of 5 years and above, 67% with work experience of 1-2 years and 57% with work experience of 3-4 years agree or strongly agree that management often uses communication tools to control employees (Table 5-4).

6.4 Comparison of management styles and communication practices in the hotels

It was found that the certain management styles corresponds directly with the chosen communication practice.
CHAPTER 7: GENERAL DISCUSSION

7.1 Social-demographics details of respondent

This section discusses socio-demographic details of respondents which include age, gender, work experience and current position. A well-balanced representation of gender was observed in the hotel employees consisting of 49.6% males and 50.4% females. This showed that gender bias did not affect the outcome of the study as there was equal representation of both males and females respondents. The ratio of both male to female in the study reflects the general South African population ratio of males (48.7%) and females (51.3%) (Stats SA, 2014).

However, the findings of this study differ from that of Gursoy, et al. (2013) who noted that the hotel industry has more females than males. The number of males in management positions in the hotel industry has been found to outnumber the females in similar positions (Martin & Barnard, 2013). This imbalance in gender at management levels needs to change at all workforce levels in the hotel establishments, considering the sizeable proportion of women population (Baum, 2013). In Kenya, it has been found that the number of female employees is actually three times more than the male employees owing to the perception that most sections or departments in the hotel industry have services which are regarded more traditionally as women oriented activities (Koome, et al., 2013).

Thus, the gender inequalities existing in most industries are not organisational policy-related but are as a result of cultural and traditional practices which typify certain duties and roles as either masculine or feminine (Masadeh, 2013). In a cosmopolitan, democratic and multicultural society like Gauteng, one cannot expect one culture to dominate and hence it is not surprising for hotels having a balance in the gender representation of employees. The majority of respondents in this study were blacks and this is in line with the general race proportion in the population of Gauteng Province. According to the 2014 population census, 78% of the population were blacks, followed by 16% whites, 3.5% coloured and 3% Indian/Asian (Statistics South Africa, 2014). Martin and
Barnard (2013) have also reported that the unemployment rate in South Africa is often defined by race, gender, residential area and educational level.

Majority of the respondents were found to be holders of national diploma as the highest qualification. This is somehow in contradiction with the findings of Naude, et al. (2013) who found that, most of the hospitality industry employees in the North West Province have matric or post-matric qualification. The results show that the hotels in Johannesburg and Pretoria do attract employees with qualifications higher than matric or grade 12 qualifications since close to only 41% of the respondents in this study had matric as their highest qualification. However, it has been reported that some hotel managers are interested in employing higher qualification holders (Raybould & Wilkins, 2005). It is also noted that the hospitality industry will need to do more to change the general perception of managers who thinks recruiting non-degree graduated holders is better than recruiting degree graduates (Jaykumar, et al., 2014). The number of bachelor and masters degrees respondents who took part in the study were very few indicating that many hospitality graduates are not attracted to the hotel industry after obtaining degrees since such degree holders are hardly recruited by hotel establishments (Raybould & Wilkins, 2005). The preferential employment offered to the grade 12 or matric qualification holders is based on the fact that most hotels prefer to recruit and train in accordance with the hotels’ beliefs and brand culture to integrate the employees into the service styles unique to a particular hotel (Ipe, 2008). The hotels are found to empower employees through in-service training to achieve key business requirements (Noe, et al., 2003). Different hotel establishments are also found to influence the diversity of their workforce through different staffing procedures incorporated in their training (Ployhart, 2006). These staffing procedures are basically the route employed by managers to estimate staff requirements, selection, placement orientation, and training and development, which create the type of skilled workforce needed by the hotel to achieve its objectives. The analysis of the results shows that the findings are in agreement with the South African national educational or literacy level reports which indicates
that a large number of the working class in the country have the high school qualification (Matric) as their highest qualification (Stats SA, 2014). The findings also concur with Gursoy, et al.’s, (2013) study results which stated that a large number of hotel employees in the USA are only high school graduates. Most hotels prefer to employ people with qualification lower than a degree and provide them with in-service training. This explains why there are very low number of employees with university degree qualification (Liu, 2013). Another factor which has also been pointed as the contributor to this low qualification holding employees in the hotel industry is also traced to the lowly paid salary levels offered by the industry. University degree holders are less likely to accept low wages and also to start employment at lower rank position (Miles & Muuka, 2011). Odd working hours within the hotel industry also pushed away degree holders to other industries (Okoro & Washington, 2012).

The study records that 39% of the respondents consists of general managers, front office managers, food and beverage managers, housekeeping managers and financial managers. This sizeable representation of managers can be attributed to sample size of the participating hotels which consisted of four managers and seven employees. Even though white respondents were only 24% as compared to nearly 70% black participants, the white race constituted the largest number of managers employed in the hotels. The reason underlining this observation is the fact that majority of the hotels in South Africa are white-owned (Shezi, 2010). However, this is not surprising as most of the South African business establishments are still owned and managed by whites because non-whites were excluded from certain occupations and jobs under the apartheid governments. Although most of these impediments placed by apartheid rule have been dismantled by post-apartheid laws and legislation to bring about fairness and equality, private sector organisations such as hotels still face problems of racial parity at managerial levels in establishments (Fasset, 2013). Johannesburg and Pretoria are composed of cosmopolitan societies and as such, racial transformation is essential in an industry that serves a culturally-diverse society like the hotels. This
is because lack racial transformation may lead to poor customer satisfaction from poor service quality and eventually lead to poor performance and low productivity (Gong, 2008; Bamporiki, 2010). Appreciable number of respondents (45%) indicated that they receive a monthly salary of either up to R3 000 or between R3 001 and R5 000. Thus, the hotels offer salaries slightly higher than the latest stipulated monthly minimum wage in the hospitality sector (South African Department of Labour, 2013). However, it has been found that salary rates in the hotel industry are often not based on the level of qualification of the employees, even though it is believed that competitive salary packages would contribute to a good working life in the hotel industry (Walsh, et al., 2011).

7.2 Management practices in hotels
The predominant management styles employed in hotels studied have been identified to be democratic style, followed by the paternalistic style and then the walking around style. However, it is worthy to note that, both democratic and paternalistic styles have been found to be quite similar in encouraging employees to be part of decision-making processes (Ogunola, et al., 2013). The analysis of the results of this study correlates very well with findings of previous studies whereby the democratic management style was found to be predominant in the hospitality and other industries (Ababneh, 2013; Akanpaadgi, et al., 2014). It has also been reported that hotel employees are found to prefer democratic style of management to autocratic and laissez-faire styles of managements (Akanpaadgi, et al., 2014). Nevertheless, it is noteworthy that in situations where the manager is bestowed on with enough organisational power in decision making, the autocratic style of management is found to be more effective, particularly when has all the information needed for a particular task at hand, has less time to consult, and is working with a well-motivated workforce (Ababneh, 2013). However, Wood (2003) and Yousef (2000) argue that the autocratic style of management best suits the hospitality industry considering the stressful nature of the industry.
The ANOVA analysis of the socio-biographic details of respondents, such as gender, age, hospitality qualification, current hotel employment position, years of work experience, and rating of the hotel where the respondent works, did not significantly (p≤0.05) affect the way respondents described their line manager’s style of management. It has also been reported that the qualification does not change the perception of employees about the line managers’ style of management in their hotels (Collins 2002; Raybould & Wilkins (2005). However, the findings of this study through ANOVA analysis show that race affects how respondents perceived the suitability of line managers’ styles of management with respect to the cultural diversity of South Africa. It was also found that more white rather than black respondents or members of other racial groups either agreed or strongly agreed that the management style of their line managers was suitable for the cultural diversity of South Africa. This is likely to results from the fact that majority of the managers are currently white and are likely to be comfortable with the cultural diversity of the workplace (Booysen, 2007; Nkomo, 2007). In a study conducted in South Africa, Du Plessis and Barkhuizen (2012) found that white respondents scored significantly higher than blacks on hopeful confidence (the sense of certainty that the chosen course of action is best or most effective). Therefore, even though blacks have held political power since 1994 and one would expect them to be more hopeful and confident about the future than whites. The reality existing in the workplace is that whites still control the top positions and blacks are gradually gaining access to better positions (Booysen, 2007; Nkomo, 2007). A study conducted by Taal (2012) on the distribution of race by employment level in South African hotels also highlighted that the overwhelming majority (78%) of managers are white. In terms of the perceived effect of managers’ styles of management, up to half of the respondents indicated that decision making is either often or always in the hands of a few managers. This implies that most often power and decisions making relating to work are in the hands of few managers. Employees in such a situation are always likely to be required to seek approval from
their managers before work can be accomplished (Padovani & Young, 2012; Holmes & Stubbe, 2003).

Quite a number of the participants stated that the management styles of their line managers either often or always led to a lack of trust among employees. Thus, there is a considerable lack of trust by employees toward their management. This could be due to the fact that most of their line managers were white and therefore there was distrust among many employees of other races (Herselman, 2003). The provision of quality information to employees has been indicated as the main predictor of trust in an establishment, and managers have been advised to increase the quality of the information provided in their workplace to improve the level of perceived trust (Ponte, et al., 2015).

Researchers believe that leaders behave with some of their subordinates as in-group members and trusted assistants, while treating others as the out-group members (Jawaheri, 2013). A good number of respondents indicated that trust in their line manager’s style of management led to job satisfaction in their workplace. This is an indication that the management style adopted by a manager brings out the best in employees (Ababneh, 2013). In cases where the leader is indifferent or critical towards employees, ineffective communication occurs, giving rise to low morale in employees and low job satisfaction (Kara, et al., 2013). Moreover, it has been reported that a high level of job satisfaction is often achieved under democratic leadership, while the worst level of job satisfaction is often achieved under an autocratic style of management (Bass, 1990). It should be emphasised that every employee in the hospitality industry is unique because they play a very important role in the quality of service provided, and proper communication and trust between employees and managers are essential prerequisites in delivering service that will satisfy the customers (Mowday, et al., 1979). It is expected that any management style adopted by a hotel establishment should be able to build a lifelong relationship between management and employees, hence reducing dissatisfaction among employees (Petzer, et al., 2009). The findings of this study corroborate very well with those of Ogunola, et al., (2013), Erkutlu and Chafra (2006), and Bhatti,
et al. (2012) since all these studies indicate that the choice of a fitting management style improves job satisfaction among employees and eventually increased profitability.

7.3 Communication practices in hotels

Majority of the respondents strongly identifies communication as a tool in the hands of management to control employees and steers affairs of their hotels in a specific direction the management intends to move. Thus, in so doing, a better communication and good understanding is created between management and the workforce to move the organisation towards desired vision and mission (Gursoy, et al., 2013). Employees are conversant with the fact that managers provide the direction in which the organisation has to move and employees understands their roles in achieving the set objectives of their hotel establishments (Constantin & Baiase, 2015). This also facilitates two-way communication and makes employees understand that involvement in ensuring the success of the organisation cannot be underestimated (Lunenburg, 2010). Slightly more than half of the respondents either agrees or strongly agrees that communication in their hotels is mostly one-way, that is, from management to employees. This identifies the two-way communication as the less dominant communication practice in these hotels. Nevertheless, the two-way communication has been found to be more satisfying than one-way communication. In addition, the communication styles of most hotels have been indicated to be essentially two-way communications with a mixture of bottom-up, top-down and horizontal communication were identified (Abdullah & Anthony, 2012). A bottom-up communication system allows employees on the frontline of a hotel establishment to have a voice in making decisions that affect their job and business while the horizontal communication allows the flow of information between people who are at the same level in the business organisation (Young, et al., 2014; Schmidt, 2015). In a five star hotel in Thailand, a study by Khirin (2012) identified that communication is a fundamental effort for organisational success and everyone in the organisation has the ability to be heard and that bottom-up; top-down and horizontal communication enhances employee relations. Where there is no capacity for
feedback from management during communication and communication becomes one-way, then the management style automatically becomes an autocratic style of management (Abdullah & Antony, 2012). The two-way communication has been found to be more effective because it allows information to flow directly and smoothly and feedbacks or responses can be made and discussed immediately for the most effective outcome (Zivrbule, 2015). In addition, two-way communication in a hotel establishment also gives employees a chance to be heard in decision making and take actions that are in line with the organisation’s strategy (Miles & Muuka, 2011; Argenti & Forman, 2002). The contribution and impact of positive feedback on an organisation’s success cannot be overemphasised in that positive feedback ensures employees’ commitment and loyalty to the organisation (Vandenberghe & Panaccio, 2012). The use of effective communication by managers when carrying out their control function ensures proper distribution of information inside the organisation which ensures employees stay motivated and satisfied with their job thereby boosting productivity (Altunas, et al., 2013). Many other scholars including Bartoo and Sias (2004) and Karami (2007) describe internal communications as the main tool to achieve job satisfaction, motivation, job performance and innovation. Up to half of the respondents strongly disagree or disagree that managers seldom take employees suggestion into consideration. This implies a considerable number of employees are of the view that their managers seldom take their suggestions into consideration showing the existence of a one-way communication. This finding is in agreement with that of Constantin and Baiase (2015), in which he found that ignoring employee suggestions can end up in lack of motivation and resignation (Tourish & Hargie, 2004). Paying attention to the suggestions or voices of employees means that there is an exchange of views between the employee and the managers. These provide an opportunity for the employer to provide feedback on certain issue that have been raised by employees (Young, et al., 2014). Similarly, Dundon and Gollan (2007) found that the perception among employees indicates that when their suggestions are not considered, they feel they have been afforded a little voice arrangements which could be interpreted
as a sign of management’s untrustworthiness. It has also been reported that organisations that give
chance for employees’ voice to be heard avoids job dissatisfaction and low staff flow or movement
(Truss, et al., 2006). The big challenge regarding internal communication in hotels is to convince
top management that employees need to know the organisational plans, objectives and outcomes
(Martin & Barnard, 2013). If employees’ suggestions are allied with organisational plans, objectives
and outcomes and if the goals of the organisation are effectively communicated to employees in
advance, employees will feel a sense of belonging and hence job satisfaction (Abdullah & Anthony,

Just about half of respondents either agree or strongly agree that the communication style of their
hotel establishments is suitable with the cultural diversity of South Africa. This implies a substantial
number feels the communication styles in hotels are not aligned to the cultural diversity of South
Africa. It should be noted that South Africa is culturally diverse with 11 official languages and in a
case where language is selected without taking cultural diversity and its implications into account,
communication may not be effective (Varner & Beamer, 2005). If not properly managed, cultural
and linguistic diversity can lead to misunderstandings and communication barriers between
management and employees and between employees and this can hamper productivity (Lunenburg,
2010; Brun, 2010).

Only the years of work experience significantly affect how respondents agree or disagree regarding
whether communication tools are used by management to control employees. In this regard, the
majority of those who have for 1-2 years either agrees or strongly agrees while only a small
majority who have worked for 3-4 years or more agree or strongly agree. This could be attributed to
the fact that, unlike hotel employees who have worked for a few years, those that have worked for
relatively more years are much more experienced and they are abreast with all aspect of their hotels
including the communication processes (Illes & Mathew, 2015). Gaps in communication between
management and employees (Madera, et al., 2013) can cause employees to become less motivated and nurse the perception of being controlled and being used (Zivrbule, 2015).

Only the race and salary scale factors significantly affects the way respondents agree or strongly agree on whether they seldom get feedback from their managers regarding their work performance. Regarding race, differences among people of different backgrounds or cultures working together can lead to friction, poor interpersonal relationship and hence miscommunication which can cause the ignoring of feedback provision by managers (Men, 2015; Olannye, 2014; Mishra, et al., 2014). In addition, proper provision of feedback can be used as tool to bridge the gap between people of different background within an establishment such as a hotel (Begin & Charbonneau, 2012). In this study, the majority of the blacks and coloured race either agree or strongly agree that they seldom get feedback. Coloureds in South Africa are grouped differently from blacks purely based on racial division brought about by colonial or apartheid rule but in reality, these two groups of people are basically the same and have similar cultures, believes and emotions (Naidoo, 2011). Most black and coloured employees earn low wages and are mostly subordinates to mostly white mangers and hotel employees who are earning low salaries are usually at the lower end of the status lineage in a hotel and are always at the receiving end of orders. As a result, these group of employees who normally do not form part of management often feels as if they are being treated as less important employees while the managers with high salaries often get the attention of the employer (Mohamad, 2008)

7.4 Methodological considerations

The method adopted for this study was more quantitative than qualitative. In particular, self-administered questionnaires were used to collect data in a cross-sectional survey of employees and managers of 60 randomly selected hotels in Johannesburg and Pretoria. The use of structured questionnaires also allowed for the collection of information on respondents’ socio-demographic characteristics, as well as, specific issues related to the objectives of the research. In the context of
This study, the data made it possible to analyse the effect of individual respondent characteristics on management styles and communication practices which are the focus of the study. Because quantitative research uses structure questionnaires to collect data in a numeric form, it allows for the use of descriptive statistics such as mean, median and standard deviation, and also includes inferential statistics such as t-tests, analysis of variance (ANOVA) correlations or multiple regressions which helps in analysing demographics, trends, differences between groups and key outcomes variables. However, it is worth noting that structured questionnaires may have the possibility of non-response items and for that matter, missing data may be unavoidable. Besides, using structured questionnaires, respondents may not have the chance to express themselves very well and into details, and hence, questionnaires may not be able to capture certain information very well. However, it is worth noting that training of data collectors and conducting a survey or pilot study prior to the main data collection may help to overcome and or limit the missing data or non-response as was the case in the context of this study. A more robust approach to improve the methodology is to use a mixed method approach, which is complementary between quantitative and qualitative research.

This will help to understand the respondents’ view deeper and give in-depth information about how employees and managers think about management style and internal communication practices in hotels. Nevertheless, it is worth noting that time and monetary constraints limited the researcher’s ability to do a mixed method study as the approach can be expensive and time consuming. But this does not mean that the findings from this quantitative study are flawed and unreliable. Quantitative data can be administered at least cost and evaluated quickly, and in line with the objectives of this study, the structured questionnaires were used to gather the needed data required for analysis. Though the current study adopted cross-sectional survey, it is of interest to note that longitudinal survey would have also provided better and interesting analyses of management styles and communication practices. This is because, with longitudinal studies, same respondents are assessed
at different time points; hence, making it easier to make inferences about management styles and internal communication practices of hotels over time, since the distinct data points represent the same individuals across different time periods. However, a longitudinal survey is very expensive to undertake and it is also often difficult to track respondents over time. Moreover, many of the respondents who participate in the first wave of data collection may have moved to different locations or may not want to participate in later waves of the study. In the context of the current study, it is possible that respondents may change jobs (move on to different hotels or institutions) and hence making it difficult to track respondents. Considering the time and cost limitations associated with longitudinal survey, the cross-sectional survey was deemed more appropriate for the current study as it allowed us to collect the needed data for our analysis. The current study explored view or perceptions of respondents about management styles and internal communication in hotels at one point in time and not over time. The hotels used in the study were randomly selected amongst hotels in Johannesburg and Pretoria, and the sample size of 60 hotels makes it representative of the hotel population in the study area. Due to the representativeness of the sample, it is more likely to have external validity based on the findings from this study as conclusions can be drawn and generalisations and or statistical inferences can be made. However, it is worth emphasising that Gauteng Province is not limited to only Johannesburg and Pretoria. Therefore, randomly sampling hotels in only these two cities may question the generalisation of the results to the entire Gauteng Province and even the whole of South Africa and for that matter, external validity of the results may be compromised. To improve upon the external validity and to help make wider generalisation of the results, sampling of hotels in other areas of Gauteng Province or even other provinces in South Africa would have been more appropriate. Again financial and time limitations did not allow for the sampling of hotels in other locations in Gauteng Province or in other provinces in this study. Nevertheless, adopting the simple random sampling allowed drawing of conclusions and generalisations or statistical inferences at least within the study area.
CHAPTER 8: CONCLUSIONS AND RECOMMENDATIONS

8.1 Chapter overview

This chapter presents the conclusions and the recommendations made based on the analysis and the findings of the data collected for the study.

8.2 Conclusion

The study was carried out to explore and identify the predominant management style and the communication practices employed by hotels in Johannesburg and Pretoria. It was found that, there is a well-balanced gender representation in the hotels studied and hence gender does not influence management style or communication practice employed in the hotels studied. The analysis of the results showed that majority of the white race employed in the hotel industry are managers in comparison with the other race. The predominant management styles employed the hotels studied are the democratic style, followed by the paternalistic and walking around styles. It was found that the socio-demographic factors do not significantly influence the way employees perceive the effect of the managers’ styles of management. It was also found that only race significantly affects employees’ perception of the suitability of the managers’ style of management with regard to the cultural diversity of South Africa. The leading internal communication practice studied is the one-way, top to bottom. The analysis of results showed that there is concern for impression of lack of respect created by internal communication within the hotels studied. The study found that managers of the hotels studied do not give feedback to their employees so far as job performance is concerned. Race, salary levels and work experience have shown to have significant effect on the internal communication practices in the hotels studied. Internal communication among employees, between departments and management and the workforce was found to be good in the hotels studied.
8.3 Recommendations

Based on the findings of this study, it is recommended that there is a need for a well-balanced racial representation at the management levels in the hotels studied to vividly display the representation of the South African demography owing to the fact that, the majority of the managers in the hotels studied are predominantly white. This will help improve the image of the South African society which is culturally diverse on the racial levels. There is a low employee morale created by the one-way top-bottom communication approach which leads to poor employee-customer relationship which also affects employee empowerment and this needs to be changed by introducing more liberal ways of communication. Feedback modalities needs to be implemented in the hotels to offer employees the opportunity to see how management take their suggestions seriously and making them feel part of the decision making process in the hotels.
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[Accessed June 2013].


APPENDIX A: CONSENT FORM

THE EFFECTS OF MANAGEMENT STYLES AND COMMUNICATION PRACTICES ON THE HOTEL SERVICE IN GAUTENG

Dear Mr/Mrs/Miss/Ms ___________________________ Date……/……/20......

Nature and Purpose of the study
The study seeks to investigate the relationship between hotel management styles, the communication practices and quality service delivery in hotels in Gauteng, South Africa and how they impact on the general performance of the hotels.

Research process
The researcher will interview both men and women between the ages of 18 and 65+ years who are currently working in the hospitality industry. Questionnaires will be given to participants and they will be asked a series of questions relating to management styles and communication practices in regard to the hotel services. Your demographic information such as age, monthly salary, level of education, racial group and your position in the industry will be recorded.

Notification that tape recordings will be required
Tape recording may be used when deemed necessary by the researcher.

Confidentiality
Your ratings and assessments of any of the research instruments as well as your opinions are viewed as strictly confidential, and only members of the research team will have access to the information. No data published in dissertations and journals will contain any information by means of which you may be identified. Your anonymity is therefore ensured.

Withdrawal clause
I understand that I may withdraw from the study at any time. I therefore participate voluntarily until such time as I request otherwise.

Potential benefits of the study
The findings of this research will be beneficial to hotel managers, staff and stakeholders on how best they can improve on their management style and communication practices. This will enhance customer satisfaction and also boost the hospitality industry service delivery in Gauteng province. Based on these findings, appropriate recommendations will be made to the relevant authorities for possible intervention.

Further information
If there is any question concerning this study contact DR Frederick Tabit, 0114712080, Department of Life and Consumer Sciences, UNISA.

Consent
I, the undersigned, ................................................................. (full name) have read the above information relating to the project and have also heard the verbal version, and declare that I understand it. I have been afforded the opportunity to discuss relevant aspects of the project with the project leader, and hereby declare that I agree voluntarily to participate in the project.

I indemnify the university and any employee or student of the university against any liability that I may incur during the course of the project.

I further undertake to make no claim against the university in respect of damages to my person or reputation that may be incurred as a result of the project/trial or through the fault of other participants, unless resulting from negligence on the part of the university, its employees or students.

I have received a signed copy of this consent form.

Signature of participant: .................................................................

Signed at .............................................. on ..............................................

WITNESSES

1 ........................................................................................................

2 ........................................................................................................
APPENDIX B: Permission letter to hotel management

PERMISSION TO USE YOUR FACILITY FOR ACADEMIC RESEARCH STUDY

Dear sir/ Madam,

I am a postgraduate student (master’s level) at the University of South Africa (UNISA). I am kindly asking for your assistance to enable me carry out my research studies in your hotel by allowing me and my data collection assistant(s) to have access to your establishment to distribute a questionnaire to your employees and if possible few of your guests.

The data from the questionnaires will form the basis of my dissertation that will be submitted in the partial fulfilment for the Master degree: in the field of Hospitality Management at the University of South Africa.

The results of the study that is taken can assist in improving management and service delivery as well as general hotel performance in South African hotels.

Completing the questionnaires will take approximately 15 minutes.

A prompt response will be highly appreciated.

Thank you in anticipation.

Yours faithfully,

...............................................                        Date: ..................................

Celestine Annan (Researcher)

...............................................                        Date: ..................................

Dr. Frederick Tabit (Study Leader)
APPENDIX C: QUESTIONNAIRE

Section A: Socio-biographic information of respondents

Please mark the appropriate box with X.

1. Gender

<table>
<thead>
<tr>
<th>Female</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>2</td>
</tr>
</tbody>
</table>

2. Age group

<table>
<thead>
<tr>
<th>Age Group</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18–24</td>
<td>1</td>
</tr>
<tr>
<td>25–40</td>
<td>2</td>
</tr>
<tr>
<td>41–54</td>
<td>3</td>
</tr>
<tr>
<td>55–65+</td>
<td>4</td>
</tr>
</tbody>
</table>

3. Racial group in South Africa

<table>
<thead>
<tr>
<th>Racial Group</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>1</td>
</tr>
<tr>
<td>Colored</td>
<td>2</td>
</tr>
<tr>
<td>White</td>
<td>3</td>
</tr>
<tr>
<td>Indian/Asian</td>
<td>4</td>
</tr>
</tbody>
</table>

4. Highest qualification

<table>
<thead>
<tr>
<th>Qualification</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Matric</td>
<td>1</td>
</tr>
<tr>
<td>Higher national diploma</td>
<td>2</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>3</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>4</td>
</tr>
<tr>
<td>Doctoral degree</td>
<td>5</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
</tr>
</tbody>
</table>
5. Have you obtained a formal hospitality qualification?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

6. Current position

<table>
<thead>
<tr>
<th>Position</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General manager</td>
<td>1</td>
</tr>
<tr>
<td>Front office manager</td>
<td>2</td>
</tr>
<tr>
<td>Food and beverage manager</td>
<td>3</td>
</tr>
<tr>
<td>Chief executive officer (CEO)</td>
<td>4</td>
</tr>
<tr>
<td>Financial manager</td>
<td>5</td>
</tr>
<tr>
<td>Normal employee</td>
<td>6</td>
</tr>
</tbody>
</table>

7. Monthly salary

<table>
<thead>
<tr>
<th>Salary Range</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>R0 – 3 000</td>
<td>1</td>
</tr>
<tr>
<td>R3 000 – 5 000</td>
<td>2</td>
</tr>
<tr>
<td>R5 000 – 15 000</td>
<td>3</td>
</tr>
<tr>
<td>R15 000 – 20 000+</td>
<td>4</td>
</tr>
</tbody>
</table>

8. How long have you been working in the organization?

<table>
<thead>
<tr>
<th>Years</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1–2 years</td>
<td>1</td>
</tr>
<tr>
<td>3–4 years</td>
<td>2</td>
</tr>
<tr>
<td>5+ years</td>
<td>3</td>
</tr>
</tbody>
</table>

SECTION B: Hotel information data

Region

<table>
<thead>
<tr>
<th>Region</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pretoria</td>
<td>1</td>
</tr>
<tr>
<td>Johannesburg</td>
<td>2</td>
</tr>
</tbody>
</table>
1. Hotel rating

<table>
<thead>
<tr>
<th>Star</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-star</td>
<td>1</td>
</tr>
<tr>
<td>4-star</td>
<td>2</td>
</tr>
<tr>
<td>3-star</td>
<td>3</td>
</tr>
<tr>
<td>2-star</td>
<td>4</td>
</tr>
<tr>
<td>1-star</td>
<td>5</td>
</tr>
</tbody>
</table>

Section C: Employees’ perception of managers’ management styles

1. Which of the following best describes the management style of your line manager/supervisor? (Tick one.)

<table>
<thead>
<tr>
<th>Management Style</th>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic</td>
<td>The managers, leaders and superiors have the sole responsibility of taking decisions without bothering much about the subordinates.</td>
<td>1</td>
</tr>
<tr>
<td>Paternalistic</td>
<td>The manager decides what is best for the employees as well as the organization, and policies are devised to benefit the employees and the organization.</td>
<td>2</td>
</tr>
<tr>
<td>Democratic</td>
<td>Employees are invited to an open forum to discuss the pros and cons of plans and ideas, and the superiors listen to what the employees have to say before taking final decisions.</td>
<td>3</td>
</tr>
<tr>
<td>Laissez-faire</td>
<td>The employees take decisions and manage work on their own, and they are not dependent on the managers and know what is right or wrong for them.</td>
<td>4</td>
</tr>
<tr>
<td>Walking around</td>
<td>The manager interacts with the employees more often to find out their concerns and suggestions.</td>
<td>5</td>
</tr>
</tbody>
</table>

Section E: Employees’ perception on the effect of managers’ management style

1. To what extent do you agree with this statement: The management style of this hotel is suitable for the cultural diversity of South Africa.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
2. To what extent do you agree with this statement: Management is not aware that their management style negatively influences the morale of frontline employees.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

3. How often does the management style of your line manager/supervisor affect you and/or the organization on the following occasions?

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Rarely</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision making is in the hands of a few senior managers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Creates low morale</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Fails to address cultural diversity in the workplace</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Fails to address gender equality in the workplace</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Creates a lack of trust</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Hampers your job performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Causes poor customer relations</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Leads to job satisfaction</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Improves employee empowerment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Creates customer dissatisfaction</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

4. To what extent do you agree with this statement: Employees’ dissatisfaction with the management style in this hotel has negatively influenced customer satisfaction in the past.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
SECTION D: Effect of communication practices on the quality of hotel services

1. To what extent do you agree with the following statements?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree(5)</th>
<th>Agree (4)</th>
<th>Neutral (3)</th>
<th>Disagree (2)</th>
<th>Strongly disagree (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The purpose of communication in our company is to get employees to behave in the way top management wants us to behave.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Most communication in our company is one-way: from management to other employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Employees seldom get feedback when we communicate to managers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. In this industry, management uses communication to control employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Managers here are not interested in hearing employee suggestions regarding ways to improve company performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. How will you rate the communication style in this hotel?

<table>
<thead>
<tr>
<th>Poor (1)</th>
<th>Below average (2)</th>
<th>Average (3)</th>
<th>Above average (4)</th>
<th>Well-off (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee to employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Across department</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. To what extent do you agree with these statement: the communication style of this hotel is suitable with the cultural diversity of South Africa.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

4. How often does the internal communication style in the hotel affect you or the organisation in the following occasions? Circle your choice.

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Rarely</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>undermine all your efforts to perform better</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Fail to address cultural diversity in the workplace</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>Create lack of trust</td>
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<tr>
<td>Recognise a job well done</td>
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<td>Hamper your job performance</td>
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<td>poor customer relations</td>
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<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>1</td>
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<td>3</td>
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<tr>
<td>Create Customer dissatisfaction</td>
<td>1</td>
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<tr>
<td>Employee access to information</td>
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<tr>
<td>Employee trust in management</td>
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</tbody>
</table>
5. Overall, how would you describe the management-employee communication of this hotel establishment with regards to the quality of the services rendered to customers?

<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>Poor</td>
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</tr>
<tr>
<td>Below average</td>
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<tr>
<td>Average</td>
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<td>Above average</td>
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<tr>
<td>Affluent</td>
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</tbody>
</table>

6. Overall, how would you describe the employee-employee communication of this hotel establishment with regards to the quality of the services rendered to customers?

<p>| | |</p>
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<thead>
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<tbody>
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<td>3</td>
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</tr>
<tr>
<td>Affluent</td>
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</tbody>
</table>

7. Overall, how would you describe the inter department communication of this hotel establishment with regards to the quality of the services rendered to customers?

<p>| | |</p>
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