

**Gender Perspectives to Violence, Bullying and Slavery on Employee Behaviour in the
Hospitality and Tourism Industry in Lagos, Nigeria.**

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Certification

This is to certify that Fatmata Juliette FASHAKIN with matriculation number LCU/PG/000123 carried out this research work titled “Gender Perspectives to Violence, Bullying and Slavery in the Hospitality and tourism Industry in Lagos State, Nigeria” in the Department of Management & Accounting, Faculty of Management & Social Sciences, Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy Degree (PhD) in Hospitality and Tourism Management and that this has not been previously submitted.

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Dedication

This research work is dedicated to God Almighty.

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I would like to thank my institution, Lead City University Ibadan, for providing me with resources to pursue my post graduate programme at the College of Post graduate Studies in the Department of Hospitality and tourism Management, Faculty of Management and Social Sciences.

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Abstract

The persistence and pervasiveness of workplace violence, bullying and slavery in hospitality and tourism industry is becoming alarming. Men and women are disproportionately affected by these trio vices due to their working status, the type of work they do, and the conditions in the field they work in. This issue may also harm their safety, health, and well-being. Emotional, psychological, professional, and health-related effects can occur, resulting in costs worldwide, especially in low and middle-income countries. The aim of the study is to examine gender perspectives to violence, bullying and slavery in the hospitality and tourism industry in Lagos state, Nigeria. The study anchored on Social Cognitive Theory of Gender Development and Differentiation. In gathering data for this study, the researcher made use of survey research method. This study adopted a perception-based research design. Research design combined both the exploratory and conclusive research methods. Qualitative and quantitative research methods were used to cover all areas of the research. The study identified causes, perpetrators, effects and the coping strategies of the employees subjected to vices, particularly focusing on employees in the Lagos State hospitality and tourism industry. The research was conducted using a qualitative approach. Four hundred and twelve employees from Lagos State hospitality and tourism organizations completed the questionnaires and thirty-six employees participated in semi-structured interviews. Data were analysed using SPSS. The findings showed that Gender perspective of violence, bullying, and slavery has significant effect on the behaviour of employees in hospitality and tourism industry ($\chi^2 = 39.700$, P-value = 0.000). Also the occurrence of violence, bullying and slavery has significant effect on hospitality and tourism industry $\chi^2 = 21.729$, P-value = 0.001. It was discovered that female employees in the hospitality industry experienced workplace violence more than male who rarely experience such. The research findings showed that the perpetrators of workplace violence, bullying and slavery in Lagos State hospitality and tourism workplaces are victim's superiors, senior colleagues, co-workers and guests. Some of the perpetrators' behaviours were verbal abuse, sexual harassment, unfair workload, false accusations; and such behaviours contributes to employees' negative emotions and work performance. The consequences of violence, bullying and slavery in the hospitality and tourism industry include poor psychological health, depression, stress, anxiety, low levels of emotional wellbeing, low job satisfaction, low commitment, reduced work performance and intention to leave job. Additionally, findings showed that the employees coped with the situations by observing people's mood and character, through perseverance and ability to observe pressure; by being calm in the situation and not responding disrespectfully; by avoiding unnecessary argument; and by discouraging any form of violence and slavery in a hospitality and tourism industry. The study concluded that violence, bullying and slavery is real and happening in the hospitality and tourism industry of Lagos State, Nigeria and must be curbed. Consequently, the study expands extant literature on gender perspective to hospitality industry. The study recommends that, organizations should develop and implement clear cut policies on preventing and dealing with these vices at work.

Keywords: *Bullying, Hospitality Industry, Perspectives, Violence, Slavery.*

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List of Acronyms

Abbreviation	Meaning
AI	Artificial Intelligence
ANOVA	Analysis of Variance
B.Sc	Bachelor of Science
BMJ	British Medical Journal
CCT	Closed Circuit Television
CCTV	Closed-circuit television
CMS	Case Management System
COVID	Coronavirus Disease
EC	European Countries
EU	European Union
GDP	Gross Domestic Product
HM	Hotel Manager
HND	Higher National Diploma
HR	Human Resources
HR	Human Resources
IHR	International health Regulation
IJIRAS	International Journal of Innovative Research and Advance Studies
ILO	International Labour Organization
JICHTM	Journal of International Catering, Hospitality and Tourism Management
JP	Justice of Peace
JTA	Japan Tourism Agency
KII	Key Informant Interview
LCC	Lekki Conservation Centre
LCU	Lead City University

LGBT	Lesbian, Gay, Bisexual, and Transgender
LPG	Level of Permissiveness of Guests
LSWTDC	Lagos State Waterfront and Tourism Development Corporation
M.Sc	Master of Science
MCIT	Ministry of Commerce, Industry and Tourism
MSE	Mean Squared Error
MSL	Management and Staff Laxity
NCF	Nigerian Conservation Foundation
ND	National Diploma
NIM	Nigerian Institute of Management
NIPOGA	Nigeria Polytechnic Games Association
ONS	Office of National Statistics
PG	Post Graduate
RSM	Response Surface Methodology
SPSS	Statistical Package for Social Sciences
SPSS	Statistical Package for the Social Sciences
SSCE	Senior School Certificate Examination
UK	United Kingdom
UN	United Nations
UNFPA	United Nations Population Fund
UNWTO	United Nations World Tourism Organization
US	United States
USA	United States of America
WHO	World Health Organization
WTTC	World Travel and Tourism Council

Chapter One

Introduction

1.1 Background to the study

It has become a general belief and mindset usually attached to hospitality and tourism work places as being violent and where guests are the target of questionable or even insane workers and managers. Hospitality industry is one of the largest growing industries with a high labor-intensive and service-based operating environment in which the major concern in the organization's successful life are the attitudes and wellbeing of hospitality workers¹. Employees in the hospitality sector experience extreme workloads and long working hours, work pressure, time restrictions, highly intense working conditions, inadequate training and protections for their health and safety, and are exposed to a high prevalence of workplace bullying².

About one-third of the 90,000 complaints related to bullying and harassment at work places incidents reported to the US Equal Employment Opportunity Commission were from hospitality employees in 2015³. This has led to adverse outcomes such as high turnover rates of employees and low profitability⁴. Bullying has been found to have negative health consequences in the hospitality work places⁵. Hospitality organizations such as hotels, motels, lodges, accommodation, eateries, to mention a few, must consider ways to effectively manage their company's Human Resources (HR) to attract and retain employees in the hospitality sector⁶.

Gender perspectives on violence are expressed majorly against women most of the times even though men also experience it. Gender-based violence is about the abuse of power as an expression of entitlement that supports patriarchy. The tourism industry seems to provide spaces for it to happen⁷. Organizations such as the UN World Tourism Organization are keen

to identify the potential of tourism to empower women and advance gender equality, but these frequently expounded assumptions are critiqued⁷. Although the study of gender as a pertinent issue within hospitality and tourism has been on the agenda for 30 years, both men and women continue to face injustice. Women makeup between 60 and 70% of the labour force internationally, but are far more likely than men to be found in lower-paid, unskilled jobs⁶. Women as well as men face discrimination, occupational segregation, and undervaluation although that of men is not pronounced. Women are most times given less training than men and struggle more with work-life balance. Women are likely to have unskilled or semi-skilled work in the most vulnerable jobs, where they are more likely to experience poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress and sexual harassment⁶.

The major problems facing some organizations are the occurrence of workplace violence, bullying and slavery. This issue is becoming prevalent in many countries and industries. As anti-social behaviours, workplace violence, bullying and slavery have adverse impacts on employees. The victims of these vices report negative emotions, such as lower performance, absenteeism, intention to leave, lower commitment, depression, anxiety, low job satisfaction and stress than those who have not experienced any of violence, bullying and slavery at work. Not surprisingly, employees' negative emotions have adverse consequences on their work positivity and performance⁶. Therefore, it is important for employees to understand the nature of violence, bullying and slavery in their workplace and find effective approaches to cope with them. Also, for providing documented support to employees, researchers need to pay attention to these issues now rampant in work places. The hospitality workers suffer more workplace violence, bullying and slavery than workers in other sectors, and that migrants often become targets of bullying and slavery in the hospitality and tourism industry.

1.2 Statement of the Problem

Ignorance is the main problem faced in gender perspective to violence, bullying and slavery, especially when dealing with employee behavior in the hospitality and tourism industry. It is the main reason for the progressive increasing rate of violation of human rights especially in the service industry work places. Unfortunately, despite the great percentage of gender based violence, bullying and slavery in all its forms and human rights violations in many cases, the victims never speak out to stand for their rights nor the society stand for them or admit with their rights even if the law does.

The persistence and pervasiveness of workplace violence, bullying and slavery in hospitality and tourism industry is becoming alarming. Men and women are disproportionately affected by these trio vices due to their working status, the type of work they do, and the conditions in the field they work in. This issue may also harm their safety, health, and well-being. Emotional, psychological, professional, and health-related effects can occur, resulting in costs worldwide, especially in low and middle-income countries⁶. It is also important to know that momentary experiences could change our perspectives on some issues of life. For example, how gender perspectives on violence, bullying and slavery in hospitality and tourism industry lead to stress, low performance, absenteeism, intention to quit job, lower commitment and many more. For a long time, there has not been thorough understanding about full perspectives of both male and female workers/employees in the hospitality and tourism industry as regards their experiences on violence, bullying and slavery. Gender based violence is a worldwide phenomenon that knows no geographical, cultural, social, economic, ethnic or other boundaries. It is a form of violence that is inflicted on the basis of gender differences and as such, possessing adequate knowledge and the right perceptions of violence,

bullying and slavery especially in hospitality and tourism industry is a crucial step towards curbing this age long menace in the society.

Presently, the hospitality and tourism industry is grappling with a persistent issue of employee behavior that perpetuates violence, bullying, and slavery. Despite the industry's significant contribution to the country's economy, employees are subjected to various forms of exploitation, harassment, and mistreatment. Gender plays a significant role in this phenomenon, as women are disproportionately affected by these issues. For instance, female employees in the industry are often subjected to sexual harassment, gender-based violence, and discrimination, which can lead to a hostile work environment, decreased job satisfaction, and increased turnover rates. Furthermore, the industry's reliance on cheap labor and precarious employment contracts creates an environment conducive to modern slavery and exploitation. Despite the prevalence of these issues, there is a lack of empirical research on the gender perspectives to violence, bullying, and slavery on employee behavior in the hospitality and tourism industry in Lagos, Nigeria.

To address all these issues, the current study shall make use of empirical survey and the framework of Social cognitive theory to emphasize learning from the experience of others rather than strictly requiring the individual receive reinforcement or punishment in evaluating the gender perspectives on violence, bullying, and slavery in the industry. This is necessary because there is a clear distinction in terms of gender dimensions to perspectives and realities of violence, bullying and slavery in hospitality industry. The happenings and the impacts would not be the same even if that happen in the same space. This research aims to address this gap by examining the gendered experiences of employees in the industry and exploring the ways in which gender shapes their experiences of violence, bullying, and slavery. By

doing so, this study hopes to provide insights into the underlying causes of these issues and inform strategies for addressing them."

1.3 Aim and Objectives of the Study

The aim of this research work is to evaluate gender perspectives on violence, bullying and slavery in hospitality and tourism industry in Lagos State, Nigeria.

The specific objectives are to:

- i. examine the types of violence, bullying and slavery as perceived and experienced by employees in hospitality and tourism industry using gender basis.
- ii. determine the frequency of incidences of violence, bullying and slavery on employees in hospitality and tourism industry across gender.
- iii. examine the implications of the incidences of violence, bullying and slavery on employees in the hospitality and tourism industry to different gender group.
- iv. provide a profile of coping mechanism across the gender class in relation to violence, bullying and slavery in Lagos State.

1.4 Research Questions

The following research questions are formulated for this study;

1. What are the types of violence, bullying and slavery, as perceived and experienced by employees in hospitality and tourism industry using gender lens?
2. How frequent are the incidence of violence, bullying and slavery on employees in hospitality and tourism industry across gender?
3. What are the implications of the occurrence of violence, bullying and slavery on employees in the hospitality and tourism industry to different gender group?

4. What are the profiles of coping mechanism across the gender class in relation to violence, bullying and slavery in Lagos State?

1.5 Hypotheses

H₀₁: There is no relationship between gender perspective of violence, bullying and slavery; and employee behaviour in hospitality and tourism industry.

H₀₂: There is no significant relationship between the occurrence of violence, bullying and slavery; and employee behavior in hospitality and tourism industry.

1.6 Significance of the Study

Gender perspective focuses particularly on gender-based differences in status and power, and considers how such discrimination shapes the immediate needs, as well as the long-term interests, of women and men⁹. The implementation of a gender approach in the evaluation of hospitality and tourism industry has shown notable differences between men and women for an extensive set of issues (e.g. employment, entrepreneurship and demand). Often, as a result of social stereotypes roles and the social construction of gender this difference turns into a disadvantage for the latter, and higher vulnerability.

Therefore, research of this nature helps with the identification, understanding and dissemination needed so as to reduce gender inequality policies in the hospitality and tourism industry. The current study shall make an important contribution to understanding the gender perspectives to violence, bullying and slavery in the hospitality and tourism industry; and shall give recommendations to help individuals deal with the problem constructively and allow organizations improve the practice to reduce the negative effects of violence, bullying and slavery in hospitality and tourism industry. This study shall evaluate the gender perspectives to violence, bullying and slavery in the hospitality and tourism industry as

experienced by employees in the industry. Hence this will make the management and owners of different establishments in hospitality and tourism industry know the experience of their employees in terms of violence, bullying and slavery. This will also help the management team to implement policies that will protect employees from these vices as it affects their jobs negatively in hospitality and tourism industry. This research will act as a step for the researcher's future business plans by giving the knowledge of how violence, bullying and slavery in hospitality and tourism industry can be curbed and avoided.

1.7 Scope of the Study

The scope of the study is strictly within the framework of the stated objectives to investigate gender perspectives to violence, bullying and slavery existing in the hospitality and tourism industry by employees. It shall cover some selected organizations such as hotels, guest houses, resorts, restaurants, fast foods, bars, night clubs, tour operators and night clubs, which are located in different local governments, registered and duly approved by Lagos State, in hospitality and tourism industry from different local government of Lagos State.

1.8 Limitation to the Study

A study of this nature is bound to experience limitations but the researcher made sure the limitations were surmounted in order to achieve the objective of the study. In the course of carrying out this research, every participant has their own perspective on what violence, bullying and slavery are, as it relates to gender. Therefore, an attempt was made to approach the topic as specific yet general as possible, to obtain the most accurate data. Another limitation to this research was that it was only concentrated on employees working in the hospitality and tourism industry. Next, due to the fact that the questions asked, especially during the interview sessions were direct and very personal, not everyone (i.e. employees) wanted to share their experiences.

1.9 Operational Definition of Terms

Bullying: Bullying is an ongoing and deliberate misuse of power in relationships through repeated verbal, physical and/or social behaviour that intends to cause physical, social and/or psychological harm. It can involve an individual or a group misusing their power, or perceived power, over one or more persons who feel unable to stop it from happening.

Effect: This is a change which is a result or consequence of an action or other cause. An effect is something that happens or exists because something else has happened.

Employee: An employee is a regular, long-term worker who gets paid a set hourly wage or annual salary for their work.

Hospitality: The friendly and generous reception and entertainment of guests, visitors, or strangers

Incidence: The extent or rate of occurrence of something.

Industry: An industry is a group of companies that are related based on their primary business activities. In modern economies, there are dozens of industry classifications. Industry classifications are typically grouped into larger categories called sectors.

Perspective: This is a particular attitude toward or way of regarding something.

Slavery: The state of being owned by another person. Slavery and enslavement are both the state and the condition of being a slave, who is someone forbidden to quit their service for an enslaver, and who is treated by the enslaver as their property. Slavery typically involves the enslaved person being made to perform some form of work while also having their location dictated by the enslaver.

Hospitality and tourism Industry: Hospitality and tourism is a massive, collective industry consisting of tourism and other hospitality-related businesses. Tourism companies are technically considered hospitality businesses because they rely on strong customer service to generate revenue. They must provide a welcoming, enjoyable experience to their guests.

Tourism: The commercial organization and operation of vacations and visits to places of interest

Violence: It is a behavior involving physical force intended to hurt, damage, or kill someone or something.

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Chapter Two

Literature Review

This chapter is structured in a way that captures hospitality and tourism, benefits and cost of tourism, the hospitality industry, gender perspectives on violence, bullying and slavery in hospitality and tourism industry in generally. The chapter was arranged sequentially from the general information on the conceptual meaning of gender, gender perspectives, violence, violence against men, bullying, bullying in hotels, causes of guests bullying in hotels, bullying in the hospitality and tourism industry, work environment factors and workplace bullying, slavery, modern slavery, tourism and slavery, slavery in hospitality industry, exploitation indirectly perpetrated in the hospitality sector, violence, bullying and sexual harassment in the hospitality and tourism industry, conceptual framework, structural causes for violence, bullying and sexual harassment in the hospitality and tourism industry. Theoretical framework, social cognitive theory of gender development and differentiation, evolution in the application of a gender perspective and feminist theories in tourism, implementation of gender approach in tourism research.

2.1 Conceptual Review

2.1.1 Tourism and Hospitality

There are various ways the tourism industry can be characterized. The United Nations World Tourism Organization (UNWTO) set out on an undertaking from 2005 to 2007 to make a typical glossary of terms for the tourism industry. It characterizes the tourism industry as follows: A social and monetary peculiarity which involves the development of individuals to nations or spots outside their standard climate for individual or business/proficient purposes. These individuals are called guests (which might be either vacationers or travelers; occupants

or non-inhabitants) and the tourism industry has to do with their exercises, some of which suggest the tourism industry consumption¹.

All in all, tourism industry is the development of individuals for various purposes (regardless of whether business or delight). It is critical to comprehend the different gatherings and electorates engaged with this development. Obviously it incorporates the traveler, yet additionally the huge swath of organizations giving labor and products to the vacationer, the public authority and political construction of a location, and the nearby occupants of the location immediate area itself. Every one of these parts is fundamental pieces of a fruitful the travel industry objective and work inside private and public areas, the constructed climate, and the indigenous habitat. Every one of these meets up to make the cycles, exercises, and results of the travel industry². If it all seems a little overwhelming, it might be helpful to break tourism down into broad industry groups. These are Accommodation and Lodging; Food and Beverage Services (F & B); Recreation and Entertainment; Convention & Event Management; Travel Services and Private Clubs

2.1.2 Benefits and Costs of Tourism

Tourism impacts can be grouped into three main categories: economic, social, and environmental. These impacts are analyzed using data gathered by businesses, governments, and industry organizations. Some impacts gain more attention than others. It is also important to recognize that different groups and constituencies are impacted differently³.

i. Economic Impacts of Tourism

The tourism industry has a huge economic impact that continues to expand to new markets and destinations. According to the UNWTO, in 2016 “The total export value from international tourism amounted to US\$ 1.5 trillion.” Regions with the highest growth in terms

of tourism dollars earned (2016 vs 2015) are Africa, Asia and the Pacific, the Americas Europe⁴. Only the Middle East posted negative growth at the time of the report. As well, the UNWTO's *Tourism 2030 Vision* report predicts that international arrivals will reach nearly 1.8 billion by 2030⁵.



Figure 2.1: The Impact of Global Tourism

Source:¹⁹

Positive impacts from this period of prosperity incorporate hearty unfamiliar trade, expansions in pay, and GDP development. The travel industry can likewise offer different business open doors, can be created with neighborhood items, and is frequently viable with other financial exercises inside an objective. The travel industry frequently infuses cash into the local area that prompts optional financial improvement too. For instance, fruitful retreats might make the requirement for a business clothing office or a pet boarding business. Nonetheless, there are additionally adverse consequences. Property estimations might increment to the place of exorbitance for nearby inhabitants, and the irregularity of the travel industry might make a one extreme or another economy⁶. Similarly as with any economy, assuming such a large number of assets are centered around only one industry, networks

might be powerless against any unforeseen financial, social, or ecological changes. One model is the New Jersey shore after the obliteration of Hurricane Sandy in 2012. The travel industry was seriously affected, leaving no financial backup for nearby inhabitants⁷.

ii. Social Impacts of Tourism

Notwithstanding the monetary advantages of the travel industry advancement, positive social effects remember an increment for conveniences (e.g., parks, entertainment/recreation facilities), interest in expressions, culture, legacy and custom, festival of native networks, and local area pride. The tourism industry likewise can possibly separate language, socio-social, strict, and political obstructions. When grown faithfully, the travel industry can, and does, add to a positive personal satisfaction for inhabitants and advances a positive picture of the objective. Notwithstanding, as recognized by the United Nations Environment Program, negative social effects of the tourism industry can include: change or loss of native character and values; culture conflicts; changes in family structure; struggle inside the local area for the travel industry dollar; and moral issues, remembering an increment for sex the travel industry, wrongdoing, betting, as well as the abuse of kid workers⁸.

iii. Environmental Impacts of Tourism

Tourism relies on, and greatly impacts, the natural environment in which it operates. In some destinations, there is a great appreciation of the environmental resources as the source of the tourism industry, and as such there are environmental protection policies and plans in place. Tourism has helped to save many delicate ecosystems and their flora and fauna. Preservation of these important resources benefits not only the tourist but also the local residents as well.

Even though many areas of the world are conserved in the form of parks and protected areas, tourism development can still have severe negative economic impacts. According to The

United Nations Environment Programme, these can include the depletion of natural resources (water, forests, etc.), pollution (air pollution, noise, sewage, waste and littering), and physical impacts (construction activities, marina development, trampling, loss of biodiversity, and spread of disease)⁹.

The environmental impacts of tourism can reach beyond local areas and have an effect on the global ecosystem. One example is increased air travel, which is often identified as a major contributor to climate change. Whether positive or negative, tourism is a force for change around the world, and the industry is transforming at a staggering rate.

2.1.2 The Hospitality Industry

While checking out the tourism industry it is critical to think about the term hospitality. Some characterize accommodation as “the matter of assisting individuals with feeling appreciated and loose and to live it up.” Simply put, the hospitality industry is the combination of the accommodation and food and beverage groupings, collectively making up the largest segment of the industry¹⁰. The types of employees and resources required to run an accommodation business — whether it is a hotel, motel, or even a campground — are quite similar. All these businesses need staff to check in guests, provide housekeeping, employ maintenance workers, and provide a place for people to sleep.

Table 2.1: The Scope of the Hospitality Industry

Category	Examples
Accommodations and Lodging	Hotels & Motels Resorts Campgrounds/Cabins AirBnB/ Home Away Timeshare
Recreation and Entertainment	Gaming Theme Parks Adventure and Outdoor Recreation
Travel Services	Travel Agents/OTA's Airlines Cruise Ships Rail/ Bus Car EcoTourism
Food and Beverage Services	Restaurants Catering Institutional
Conventions and Event Management	Meetings Expositions Social and Special Events
Clubs	City Private Country Clubs

Source: Author's Field Survey, 2022.

2.1.3.1 Hotel Types

Hotels are typically referred to by hotel type or other classifications. Hotel type is determined primarily by how it will function and what amenities will be included within the property. Size, location, service levels and type of business or targeted market segments are additional classifications. Industry also classifies hotels by chain scale, separating hotels into categories determined by their average daily rates. Various ownership structures and brand affiliations also differentiate hotels¹¹.

2.1.3.2 Classifications

Hotels may be classified on a number of different variables.

Type of Hotel: There are numerous classifications by hotel type including all-inclusive hotels, all-suite properties, B&B/Inns, boutique, convention/conference centers, condo hotels, resort, extended stay, full service, casino, limited service and timeshare properties.

Size and Complexity: A hotel can be classified by the number of guest rooms it has; hotel sizes can range from a small boutique hotel with fewer than 50 rooms to a large resort hotel with more than 1,000 rooms. The complexity of the hotel is determined by the volume and number of additional revenue generating functions such as the square feet of available conference space, number of F&B operations and additional services and amenities like pools, fitness centers, spas, golf, etc.

Location: The location of a hotel can also determine the type of guest served. An airport hotel may be very different from a city-center property in an urban environment, or a remote island resort or a small quaint bed and breakfast located on top of a mountain. Hotels that specialize in conferences, may locate near entertainment destinations like Las Vegas or Disney theme parks to provide pre-post conference activities for attendees.

Service Level: The level of service provided is also a key variable, ranging from an inexpensive budget or economy hotel, (Limited or Focused Service Hotels) which may have limited services and amenities, to upscale and luxury hotels (Full Service Hotels) with many services and a wide range of amenities.

Market Segmentation: Hotels adapt and diversify depending on the markets they desire and need to drive occupancy levels and generate revenues. Some hotels will specialize in a

specific market segment, but in today's competitive environment, most hotels will target a combination of these segments¹².

2.1.4 Concept of Gender

Gender refers to the economic, social, political, and cultural attributes and opportunities associated with being women and men. The social definitions of what it means to be a woman or a man vary among cultures and change over time. Gender is a sociocultural expression of particular characteristics and roles that are associated with certain groups of people with reference to their sex and sexuality¹³.

The history of the concept of gender is not a long one; for example, class, the idea of gender does not have roots in the nineteenth-century origins of sociology. In the past only the word 'Sex' was used to refer to both the physical bodies of males and females as well as the different social roles played by men and women. However, later on it has been found that the word 'Sex' is not enough to describe the many ways in which human beings express themselves, their behavior in culture, and their social environment. That is to say, the terms *male* and *female* became questionable terms and ways of understanding difference for those who wanted to talk about the ways in which cultural norms or traditions are created and how they can change. One's physical body, after all, cannot explain how they live and are expected to live such different lives¹⁴.

Different studies have concluded that men and women have separate roles and that these roles are not equal. Accordingly, the concept 'Gender' was needed to describe the ways in which *men* and *women* are categories created by society so that what men and women are supposed to do, how they are supposed to behave, and what value is given to each can be separated according to one's gender^{15,16}.

2.1.5 Gender Perspectives

Gender perspective refers to a style of looking at or evaluating that considers how gender affects people's possibilities, social roles, and relationships. A gender perspective can be mainstreamed into any proposed program, policy, or organization with the help of this way of thinking, which also makes it possible to do gender analysis. Gender perspective is also an approach that makes it possible to study and address phenomena, links, activities, processes and social systems related to the sex-gender system. It is an approach that has been developed since the first feminist movements that question the subordination relationships in which many people find themselves who transgress the norms of said system¹⁷. The gender perspective also looks at the impact of gender on people's opportunities, social roles and interactions. Successful implementation of the policy, programme and project goals of international and national organizations is directly affected by the impact of gender and, in turn, influences the process of social development. Gender is an integral component of every aspect of the economic, social, daily and private lives of individuals and societies, and of the different roles ascribed by society to men and women¹⁸.

2.1.6 Violence

Violence is the use of physical force so as to injure, abuse, damage, or destroy. Other definitions are also used, such as the World Health Organization's definition of violence as "the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, which either results in or has a high likelihood of resulting in injury, death, psychological harm, mal-development, or deprivation." This section explores various forms of workplace violence from a conceptual perspective and then applies a gender lens to identify intervention strategies¹⁹.

Violence at work is more present in service sectors than in other economic sectors, because it originates to a large extent from the interface between workers and customers. Violence in this relationship can be felt either directly, when a customer acts unreasonably, or indirectly, through unexpected situations which are difficult to control and may provoke inappropriate reactions. Like other service sectors, the hotel, catering and tourism sector is characterised by an interface with the public/customer. Account is to be taken of the fact that the hotels and catering enterprises provide employment to large numbers of workers some of whom have little training and come from vulnerable groups of the population such as young people, men and women with family responsibilities, and migrants or members of ethnic minorities. These workers are in particular need of support to prevent, and cope with, situations potentially generating violence²⁰. Violence at the workplace is a complex phenomena. Its negative impact ranges from psychological, rather subjective, harm or injury to physical injury, breakdown or disease. Violence includes not only physical acts committed in a limited number of single situations but also long term behaviour like harassment, whose impact on the victim can be even worse than that of immediate physical injury. A few of the forms of violence is discussed in this study.

2.1.6.1 Physical Violence

The World Health Organization (WHO) and the ILO defined physical violence in a joint questionnaire developed to study violence in the healthcare sector as ‘the use of physical force against another person or group that results in physical, sexual or psychological harm, which includes, among others, beating, kicking, slapping, stabbing, shooting, pushing, biting and pinching’. Intention is not part of the definition, so that it includes not only behaviour that would be considered as a crime, but also acts by "perpetrators" who are not criminally liable for this type of behaviour, such as children, psychiatric patients, or residents of long

term care facilities suffering from dementia. In the United States, workplace homicide ranks very high in the statistics on work-related deaths for women, although this is less true for men. Due to a relatively segregated labour market, men are more likely to occupy jobs exposing them to other causes of work related fatalities. However, murder in the workplace, sometimes involving intimate partner perpetrators, has often been the first or second cause of workplace death for women in the U.S. in recent years²¹. Physical violence committed by patients or students is often 'normalized' in the workplace, perceived to be part of the job and in cases involving young children or legally incompetent adults it is highly unlikely that the criminal law would be applied. This said, in some countries, like the United States, violent crime is the primary focus of the literature on occupational violence, and the problems are conceptualized in the criminological literature on crime prevention more often than in that relating to occupational health²².

A detailed study of criminal victimization in the workplace in Canada found that 37 per cent of violent workplace incidents had been reported to the police, and that male victims were much more likely than women to report to the police. The study suggests that this might be explained by the fact that men were more likely to have suffered injuries than women, and that 'women were more often victims of sexual assault, which has the lowest reporting rate to police'. Among the cases of workplace violence where the perpetrator was known to the victim, the perpetrator was a co-worker in 18 per cent of incidents. Women occupying non-traditional jobs may be particularly vulnerable to acts of physical violence, as they are in the minority and their presence may be resented or they may be perceived to be vulnerable. South Africa has adopted regulatory incentives to increase the presence of women in mines, a move designed to promote women's equality and ensure their access to better jobs. Yet many of the women who take up this challenge have been exposed to physical and sexual violence in the workplace²³.

2.1.6.2 Sexual Violence

Definitions and measures of sexual harassment vary between jurisdictions and cultures. The ILO Committee of Experts on the Application of Conventions and Recommendations defines sexual harassment as including the following elements:

(1) (*quid pro quo*) any physical, verbal or non-verbal conduct of a sexual nature and other conduct based on sex affecting the dignity of women and men which is unwelcome, unreasonable and offensive to the recipient; and a person's rejection of, or submission to, such conduct is used explicitly or implicitly as a basis for a decision which affects that person's job; or (2) (*hostile work environment*) conduct that creates an intimidating, hostile or humiliating working environment for the recipient. The European Directive 2006/54/EC (the recast directive) in article 2 defines both 'harassment' and 'sexual harassment'. Article 2(c) defines harassment: 'where unwanted conduct related to the sex of a person occurs with the purpose or effect of violating the dignity of a person, and of creating an intimidating, hostile, degrading, humiliating or offensive environment'⁹. It also distinguishes it from 'sexual harassment': 'where any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.' The Directive includes both harassment and sexual harassment in the definition of discrimination, which it prohibits. The Directive thus addresses both unwanted sexual attention in the workplace and the poisoned work environment. It is useful to note that some surveys on working conditions in Europe and Québec have used questions on unwanted sexual attention as a proxy for sexual harassment, without asking about the poisoned work environment, which may in part explain low levels of reporting of sexual harassment in some surveys. Literature from the United States specifies that the concept of sexual harassment can

also include 'quid pro quo behaviors where the unwelcome behavior becomes a term or condition of employment or advancement. 'Sexual harassment is under-reported,³³ and may overlap with other forms of violence or be subsumed into the broader concept of psychological harassment, particularly if targets are stigmatized when complaining of sexual or gender based harassment. The vast majority of targets of sexual harassment are women and the vast majority of perpetrators are men. However, there are cases of sexual harassment where the targets are men, and the perpetrators may be either men or women²⁴.

Precarious employment, notably temporary contracts, has been found to increase the risk of exposure to sexual harassment. Studies in different jurisdictions also found that the precariously employed were less likely to be exposed to psychological harassment. This suggests that the phenomena are quite differently motivated, with sexual harassment being easier to perpetrate when targets are precariously employed, while psychological harassment being more likely to target workers on long-term contracts, perhaps because it is sometimes used strategically to exclude individuals from the workplace who are not perceived to be desirable by management or colleagues²⁵.

Workers on temporary contracts may be excluded from the workplace simply by not renewing their contract, a strategy unavailable to management when the worker has better job security. Women working in non-traditional jobs are particularly vulnerable to sexual harassment. Despite South Africa's efforts to promote women's participation in the mining industry, the prevalence of sexual harassment and sexual violence have led to calls for improved practices and leadership to ensure that sexual harassment policies are applied and that effective support systems for women put in place²⁶.

2.1.6.3 Verbal Violence

Many cultures have sayings or expressions to the effect that words are harmless, and there is a long tradition that teaches us to ignore verbal attacks. However, when these attacks become regular and systematic and purposefully target someone's sensitive spots, the object of the attacks is right to consider themselves victims of verbal abuse. Verbal violence can include issues that are specific to a person, such as putdowns (in private or in front of others), ridiculing, the use of swear-words that are especially uncomfortable for the other, saying bad things about the other's loved ones, threatening with other forms of violence, either against the victim or against somebody dear to them²⁷. At other times, the verbal abuse may be relevant to the background of the victim, such as their religion, culture, language, (perceived) sexual orientation or traditions. Depending on the most emotionally sensitive areas of the victim, abusers often consciously target these issues in a way that is painful, humiliating and threatening to the victim.

Most of the verbal violence that women experience because of being women is sexualised, and counts as sexual violence. Verbal gender-based violence in the public sphere is also largely related to gender roles: it may include comments and jokes about women or may present women as sex objects (e.g. jokes about sexual availability, prostitution, rape). A great deal of bullying is related to the (perceived) sexuality of young people (especially boys). The regular negative use of words such as 'queer' or 'fag' is often traumatising for those perceived as gays and lesbians. This is very likely one of the reasons why many gays and lesbians only 'come out' after secondary school²⁸.

2.1.6.4 Psychological Violence

All forms of violence have a psychological aspect, since the main aim of being violent or abusive is to hurt the integrity and dignity of another person. Apart from this, there are certain

forms of violence which take place using methods which cannot be placed in other categories, and which therefore can be said to achieve psychological violence in a ‘pure’ form. This includes isolation or confinement, withholding information, disinformation, and threatening behaviour²⁹. In the private sphere, psychological violence includes threatening conduct which lacks physical violence or verbal elements, for example, actions that refer to former acts of violence, or purposeful ignorance and neglect of another person. One common example of such violence in the public sphere includes the isolation of young women or men who do not act according to traditional gender roles.

Isolation in the public sphere is most often used by peer groups, but responsible adults – such as teachers and sports coaches – can also be perpetrators. Most typically, isolation means exclusion from certain group activities. It can also include intimidation, in a similar fashion to psychological abuse in the private sphere³⁰.

2.1.6.5 Socio-Economic Violence

Socio-economic deprivation can make a victim more vulnerable to other forms of violence and can even be the reason why other forms of violence are inflicted. Global economic data clearly show that one of the consequences of globalization is the feminisation of poverty (making women generally more economically vulnerable than men), however economic vulnerability is a phenomenon that also exists on the personal level³¹. It has been recognised in a vast number of abusive relationships as a distinct phenomenon, which is why it deserves a category of its own. However, even when the relationship is reversed, and a woman has a higher economic status in a relationship, this does not necessarily eliminate the threat of violence: conflicts about status and emasculation may arise, particularly in already abusive relationships³².

Typical forms of socio-economic violence include taking away the earnings of the victim, not allowing them to have a separate income (giving them *housewife* status, or making them work in a family business without a salary), or making the victim unfit for work through targeted physical abuse. Socio-economic violence in the public sphere is both a cause and an effect of dominant gender power relations in societies. It may include denial of access to education or (equally) paid work (mainly to women), denial of access to services, exclusion from certain jobs, denial of pleasure and the enjoyment of civil, cultural, social and political rights. In the case of LGBT+ people, they may even be subject to criminalisation. Some public forms of socio-economic gender-based violence contribute to women becoming economically dependent on their partner (lower wages, very low or no child-care benefits, or benefits being tied to the income tax of the wage-earning male partner). Such a relation of dependency then offers someone with a tendency to be abusive in their relationships the chance to act without fear of losing their partner³³.

2.1.6.6 Violence in the Hospitality and tourism Industry

Violence at work is more present in service sectors than in other economic sectors, because they originate to a large extent from the interface between workers and customers. Violence in this relationship can be felt either directly, when a customer acts unreasonably, or indirectly, through unexpected situations which are difficult to control and may provoke inappropriate reactions. Like other service sectors, the hotel, catering and tourism sector is characterized by an interface with the public/customer. An account is to be taken of the fact that the hotels and catering enterprises employ large numbers of workers some of whom have little training and come from vulnerable groups of the population such as young people, women with family responsibilities, and migrants or members of ethnic minorities. These

workers are in particular need of support to prevent and cope with, situations potentially generating violence³⁴.

Workplace violence is defined by the European Commission as ‘incidents where persons are abused, threatened or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, well-being or health. This definition does not distinguish between coworkers, customers or strangers as the persons responsible for a violent act. It is important to emphasize that violence can be of a physical as well as a psychological nature. The latter would include phenomena such as bullying and mobbing, as well as harassment based on gender, race and sexuality³⁵.

A scholar indicates that bartenders or other bar staff are particularly exposed with three times greater risk of being victims of homicide than the national average. The vulnerability of bar and waiting staff are further highlighted in a report on psychosocial working conditions from Finland. Of all occupational groups measured, waiters were exposed to the highest risk of violence at work in 1990 and the second highest in 1997 (after social workers). In both years surveyed, more than 75% of waiters reported having experienced violence from time to time. In another recent report from the Finnish Institute of Occupational Health, being a hotel receptionist was considered one of the most dangerous occupations concerning violence, for men as well as women. For men, being a waiter was also a high-risk occupation³⁶.

2.1.6.7 Violence against Men

Violence against men consists of violent acts that are disproportionately or exclusively committed against men or boys. Men are overrepresented as both victims and perpetrators of violence. Sexual violence against men is treated differently than that committed against women in most societies and is largely unrecognized by international law. According to the journalist Martin Daubney, "...there remains a theory that men under report their experiences

[of violence by women against men] due to a culture of masculine expectations." The official figure in the United Kingdom, for example, is about 50% of the number of acts of violence by men against women, but there are indications that only about 10% of male victims of female violence report the incidents to the authorities, mainly due to taboos, fears of misunderstanding, and fears of not being believed or even ridiculed by authorities, created by a culture of masculine expectations³⁴. For example, 1.9 million people aged 16–59 told the Crime Survey for England and Wales (year ending March 2017), that they were victims of domestic violence and 79% did not report their partner or ex-partner. Of the 1.9 million, approximately 1.2 million were female and 713,000 were male¹⁰. However, in a Canadian report, 22% more men than women reported being victims of violence in their current relationship. Additionally, researchers Stemple and Meyer reported that sexual violence by women against men is often understudied or unrecognized³⁴.

Family violence scholar Richard Gelles published an article entitled "Domestic Violence: Not An Even Playing Field" and accused men's rights groups of distorting research findings on men's and women's violence to promote a misogynistic agenda. Some domestic violence scholars and advocates have rejected the research cited by men's rights activists and dispute their claims that such violence is gender symmetrical, arguing that their focus on violence against men stems from a political agenda to minimize the severity of the problem of men's violence against women and children and to undermine services to abused women³⁵.

2.1.6.8 Domestic Violence against Men

Female and male perpetrators of domestic violence tend to commit different types of acts of violence. For example, women are more likely to throw or hit with objects, kick, bite, or punch, while men are more likely to choke or strangle. While females do assault males, males are far more frequently perpetrators and are significantly more likely to injure, harm or kill

their partners. Men are less likely to be murdered by an intimate partner than women. In the United States, in 2005, 329 men were killed by their intimate partners, compared to 1181 women¹¹. During the lockdowns and stay in place orders that were enacted to help contain the spread of COVID-19 many nations saw drastic increases in the instances of domestic violence in the homes. This rise of domestic violence occurred globally, with an estimated 16-40% increase in calls from men to domestic violence support services. At the same time, women remained the most common victims of violence³⁶.

Men who are victims of domestic violence are at times reluctant to report it or to seek help. Bate and Kaye are among those who argue that, as with other forms of violence against men, intimate partner violence is generally less recognized in society when the victims are men. Domestic violence accusations by males against females are often trivialized or belittled by police. Research since the 1990s has identified issues of perceived and actual bias when police are involved, with the male victim being negated even while injured. Many people, both male and female, are hesitant to report domestic violence, for example, 1.9 million people aged 16–59 told the Crime Survey for England and Wales (year ending March 2017) that they were victims of domestic violence and 79% did not report their partner or ex-partner. Of the 1.9 million, approximately 713,000 were male, while 1.2 million were female³⁷.

2.1.6.9 Prevention of Violence and Harassment

Organizational policies to prevent violence and harassment include measures to ensure that complaints are dealt with seriously and sympathetically. By contrast, an absence of such policies often reflects a lack of awareness and may in some cases be considered a cause of harassment and victimization on its own. A scholar analysed the occurrence of violence in the hospitality sector and points to the following preventive action:

- i. reduce operations in high-risk areas and do not operate during particularly high-risk times;
- ii. form strategic alliances with other establishments to prevent crime, e.g. joint security operations and warning systems;
- iii. undertake security check-ups on a daily basis;
- iv. train all managers and supervisors on how to respond to threats of violence or violent incidents;
- v. establish crisis management teams to be available on call;
- vi. install adequate lighting, alarms, and surveillance cameras (CCT).

Hobson also suggests that a policy of identifying potentially violent individuals should be introduced. However, such policies are controversial. While there may be some currency in applying them in certain situations, they may be open to abuse¹¹. To counteract violence associated with working alone, WorkCover propose the following actions:

- i. avoid working alone as far as possible;
- ii. introduce counters which offer sufficient protection;
- iii. install systems of emergency communication;
- iv. employ security staff;
- v. limit public access to buildings;
- vi. install and monitor surveillance equipment;
- vii. ensure that all exchange of money takes place in visible areas;
- viii. ensure safe entrance and leaving areas, including adequate lighting at car-parks;
- ix. train staff in recognizing potentially dangerous situations and how situations with aggressive or violent customers may be diffused or de-escalated;
- x. set standards for acceptable client behaviour.

Half of all incidents of violence in recorded worldwide happen inside or directly outside establishments belonging to the hospitality industry. A newly developed course labelled ‘the responsible host’ has had strong support and input from employees of the sector. While courses have so far been offered to key personnel in the establishments only, the aim is to eventually offer them to all employees. The project has received financial support from a state-sponsored programme promoting the development of employee competences. As a result of this initiative, a number of businesses have started offering courses especially to door-staff (bouncers)³⁸.

2.1.7 Gender Perspectives on Violence

Studies of social attitudes show violence is perceived as more or less serious depending on the gender of victim and perpetrator³⁹. According to a study in the publication *Aggressive Behavior*, violence against women was about a third more likely to be reported by third parties to the police regardless of the gender of the attacker, although the most likely to be reported gender combination was a male perpetrator and female victim⁴⁰. The use of stereotypes by law enforcement is a recognised issue, and international law scholar Solange Mouthaan argues that, in conflict scenarios, sexual violence against men has been ignored in favor of a focus on sexual violence against women and children. One explanation for this difference in focus is the physical power that men hold over women, making people more likely to condemn violence with this gender configuration. The concept of male survivors of violence goes against social perceptions of the male gender role, leading to low recognition and few legal provisions. Often there is no legal framework for a woman to be prosecuted when committing violent offenses against a man⁴¹.

2.1.8 Gender Perspectives on Violence, Bullying and Slavery

Gender perspective on violence in form of bullying and slavery has been occurring for a long time and its history remains vague in scientific literature. A part of this is because many kinds of violence against women (such as rape, bullying, sexual assault, slavery and domestic violence) are under-reported, often due to societal customs, taboos, stigma, and the sensitive nature of the subject⁴². It is widely recognized that even today, a lack of reliable and continuous data is an obstacle to forming a clear picture of violence against women⁴³. Despite the fact that the history of violence against women is difficult to track, it is clear that much of the violence was accepted, condoned and even legally sanctioned⁴⁴. Examples include that Roman law gave men the right to chastise their wives, even to the point of death, and the burning of witches, which was condoned by both the church and the state (although this was not practiced exclusively against women but also against men).

The history of violence against women is closely related to the historical view of women as property or assets and a gender role of subservience (i.e. willingness to do what others want). The descriptions of patriarchy and the overall world system or status quo in which gender inequalities exist and are perpetuated are mentioned to explain the scope and history of violence against women⁴⁵. "Violence against women is a manifestation of historically unequal power relations between men and women, which have led to domination over women and discrimination against women by men. It has also led to the prevention of the full advancement of women, and that violence against women is one of the crucial social means by which women are forced into inferior position compared with men⁶.

According to the United Nations, "there is no region of the world, no country and no culture in which women's freedom from violence has been secured⁴⁷. Numerous forms of violence are more rampant in different parts of the world, especially in the developing countries. For

example, violence on dowry and bride burning is associated with India, Bangladesh, and Nepal. Acid throwing is also associated with these countries, as well as in Southeast Asia, including Cambodia. Associated with the Middle East and South Asia is Honour killing. Female genital mutilation is dominantly found in Africa, but to a lesser extent in the Middle East and some other parts of Asia. Marriage by abduction is found in Ethiopia, Central Asia, and the Caucasus. Abuse related to payment of bride price (such as violence, trafficking, and forced marriage) is linked to parts of Sub-Saharan Africa and Oceania⁴⁸.

There are some regions which are no longer associated with some specific form of violence, but such violence was common initially until recently. This is established in true of honour-based crimes in Southern/Mediterranean Europe. For instance, in Italy, before 1981, the Criminal Code provided for mitigating circumstances in case of a killing of a woman or her sexual partner for reasons related to honour, providing for a reduced sentence⁴⁹.

2.1.9 Bullying

Bullying at work is about repeated actions and practices that are directed against one or more workers; that are unwanted by the victim; that may be carried out deliberately or unconsciously, but clearly cause humiliation, offence, and distress; and that may interfere with work performance and/or cause an unpleasant working environment⁵⁰. They have also developed a precise measurement tool in the form of the Negative Act questionnaire. Their definition has been widely applied in management and organizational psychology research. Verbal abuse, which does not necessarily fit the definition of bullying harassment or mobbing is included in many studies examining occupational violence in the workplace and in guidance material produced by the ILO for the purpose of risk assessments in the workplace. Technology provides a vehicle to multiply opportunities for verbal abuse, and recently researchers and regulators have been turning their attention to technology-based violence,

including cyber-bullying (cyber-intimidation) and other forms of violence facilitated by social media and technology. Much of this work has looked at violence against women and girls, or cyber-bullying in schools, but little has focused on links between technology-based violence and work. There are studies on workplace cyber-bullying looking at call centres in India, examining cyber-bullying across sectors in Sweden, and one from Australia which focused on male workers. Some of this literature looks at violence using traditional technology, the telephone. French personnel working in customer support departments were also found to be targets of violence from customers, as were call-centre workers in China. Racial abuse is also a hazard of work in call centres⁵¹.

Regulation of cyber-bullying or cyber-based sexism is a challenge even in highly regulated societies, because of the ephemeral, non-physical nature of cyber posting. A recent Canadian judgment held that workplace human rights protections against discrimination on the basis of sex and marital status could not be applied to discriminatory speech expressed in a blog developed by a union in the context of collective bargaining⁵².

2.1.9.1 Definitions of Workplace Bullying

The term "bullying" is expanded to include the workplace. In general, it refers to aggressive workplace behaviors that could have a detrimental effect on victims and is a type of interpersonal conflict. The extant definitions of workplace bullying varied due to different definitional criteria. According to a study, the characteristic of persistently unfavorable behaviors was an important consideration when defining workplace bullying. This criterion emphasized that workplace bullying was a persistent problem that didn't only happen sporadically⁵³. A scholar claimed that bullying at work does not just relate to unpleasant or damaging behavior by superiors against their subordinates, but that any employee can

become a bully or a victim at any time. According to this remark, bullying at work is not just a problem for leaders; it may also affect those higher up in the hierarchy⁵⁴.

2.1.9.2 Bullying in Hotels

The highest ratio of incidents of bullying and harassment of women has been in the hospitality and tourism industry, among all sectors¹⁰. United Voice, a labour union in Australia, claimed that 86% of the respondents in their survey of employees in the hospitality industry had reported feelings of insecurity and being unsafe in their workplace⁵⁵. While we see such negative information reported about working conditions in the hospitality industry, hospitality researchers and leaders alike emphasized that employee welfare and human development is paramount for the development and promotion of the hospitality industry. Although, the hospitality industry adds net income to the world economy, creating new jobs each year exponentially, and has shown tremendous growth, the hospitality industry still faces challenging working conditions. The unfavourable working conditions in the hospitality industry might worsen a hostile environment in the workplace that may result in bullying incidents⁵⁶.

Bullying is not a recent managerial concern nor is it an unknown feature in society and the workplace. The phenomenon has since received attention from academic researchers and international organizations such as the International Labour Organization (ILO)⁵⁷. The nature of bullying varies from one organization to another but largely captures all behaviours towards employees and or subordinates which are considered as unreceptive to their physiological, psychological, social, emotional and even economic wellbeing. Data in the field suggest that bullying may take the form of violence and harassment (verbal and sexual), coercion and embarrassment, making offensive remarks about a person, ostracizing a person, withholding information relevant for the effective execution of a person's job, discriminating

against the person because of their colour or race or gender; “public criticism, angry tantrums, rudeness, inconsiderate action and coercion”⁵⁸. Bullying acts are prevalent in hotels too. Hotels are the first and last places where tourists, other visitors and local customers stop. Also, tourists and business visitors are the main customers of hotels and restaurants and the primary drivers of their business. Consequently, it is expected that hotels and their staff extend all the courtesies they can afford to make the stay of guests comfortable and profitable. Hotels and restaurants are high service-oriented organizations. Consequently, staff will bend over backwards in the process to make tourists happy and thus guarantee repeat visits. Being hospitable, however, has been found to draw out the worst of behaviours in some guests leading to the incidence of harassment and bullying meted out on the staff⁵⁹.

2.1.9.3 Forms of Bullying

Hotel staffs frequently encounter hostile guest behaviour which manifests by way of profanity, derision, shouting and patronizing with sexual harassment being the most dominant bullying act suffered especially by the front office staff (receptionists, room attendants)⁶⁰. Other forms of bullying include unwanted sexual attention; spreading of gossip and rumours about you; having insulting or offensive remarks made about your person; being shouted at or being the target of spontaneous anger; intimidating behaviour such as finger-pointing, invasion of personal space, shoving, blocking/barring the way; threats of violence or physical abuse; insulting messages, telephone calls, or e-mails; practical jokes carried out by people you do not get on with; insulted/verbally abused by guests, etc.⁶¹. In addition to the above, the researchers conceive that staff may also suffer the following acts of bullying from guests which form contributions by the researchers. These are making sexual advances/passes; being overly demanding and difficult; badmouthing staff to management; guests making work difficult by refusing to comply with rules and regulations; violently attacking staff;

making derogatory or racially-laced remarks; raping or sexually molesting staff while they are providing service; shouting at staff; gossiping about targeted staff with other staff or other guests; intentionally creating more work for staff in their rooms; stealing the hotel's staff and asking staff to make errands or provide services outside their job roles. However, the isolated incidence of any of the above cannot be construed as bullying⁶².

Most researchers in the field agree that criteria for categorization of bullying acts or behaviour should be evidenced by the said act or behaviour against the victim being consistent and recurrent (on weekly basis) for a period of half a year. This criterion also suggests that the perpetrator be the same person over the six months. However, this criterion is weak in not being able to take into consideration situations such as isolated incidences of bullying that may be meted out on staff by guests. Guest stay in hotels is transient and may not last for the period of maturity. Secondly, an act of bullying from a guest may not be repeated more than twice, and a guest can use a combination of acts or behaviours to bully staff. Staff experiences of bullying Again, from the intentionality perspective, it is difficult to be conclusive that a bullying act by a guest was intentional. This is because most hotel guests are out-of-town guests, especially international guests, who come into a community or country to transact business, attend conferences or visit⁶³.

The exigencies of business such as glitches in transactions, frustrations resulting from excessive bureaucracy and other factors can make guests behave in awkward ways, sometimes as a way of venting their frustrations, without intention to hurt or bully a staff. This resonates with Bloisi's argument that the traditional views of the bully, like that of a hostile person who has entitlement behaviour, lack emotional sensitivity towards others and is domineering, may not necessarily fit in with the bully-guest, since there are inadequate weighing criteria of guest character and personality away from their own or home setting.

This alibi is however not applicable to guests who may sexually harass hotel staff as the act is often very intentional, calculated and targeted⁶⁴.

Sexual harassment is “a demeaning practice that constitutes a profound affront to the dignity of the employees forced to endure it. By requiring an employee to contend with unwelcome sexual actions or explicit sexual demands, sexual harassment in the workplace attacks the dignity and self-respect of the victim both as an employee and as a human being”⁶⁵. Consequently, sexual harassment tends to take various forms which include but are not limited to the following: Differential treatment based on sex; use of sexist objects (graphic) to tease or cajole a person, verbal and visual expressions aimed at getting the attention of the victim which are offensive; coarse jests that have sexual overtones; catcalls, physical attempts at touching a part of the body in a carnal way, staring in a pervasive way, coercing or courting a person for sex, directly or indirectly threatening a person with a punitive sanction if they refuse one’s sexual advances, etc.⁶⁵. Generally speaking, harassment can be classified as a form of bullying in the sense that it involves the perpetrator having more power over the victim to be able to sexually harass the victim although in some cases harassment has been known to involve people of equal power or leverage. Bullying on the other hand denotes a situation where a person or group of persons are subjected to severe pain, anxiety and negative behaviours by another person who has more power than the victim. It is generally used to describe negative interpersonal relationships but can be extended to describe all manners of human interactions that produce a negative outcome for the underdog. It is conceived as a wrongful display of power and might on the part of a person who has an upper hand by way of authority. It can also be understood as “an insidious form of “coercion” meted out on an individual’s psyche and emotions which violates the will, emotional well-being and readiness of an employee”⁶⁶. This “coercion” is conducted via words, glares, insinuations, threats, acts of incivility acts of denial or refusal and overly stringent application

of procedures and policy especially when it is intended to disadvantage an individual or groups of individuals with whom the leader has a negative dyadic relationship.

2.1.9.4 Causes of Guest-Bullying in Hotels

Several reasons have been adduced for the occurrence of bullying of staff by hotel guests. Some of the causes include permissive customer-service norms that elevate customer needs IHR above their behavioural repertoire and dim staff responses, licensure for alcohol abuse by guests and poor understanding of service standards by staff⁶⁷. These behaviours may be tolerated by staff because of “Fear of Non-Employability and Economic Crisis”⁶⁸. Bloisi explains that staff may “tolerate” bullying for fear of losing their jobs.

a. The High Service-Oriented Nature of Hotels

Orientation towards high customer service has been accredited to the dominance of guest bullying in the hospitality industry⁶⁹. This orientation stems from traditional notions of the rightness of the customer. This traditional notion of the customer presents an environment that puts excessive pressure on staff to exceed customer expectations and needs no matter the cost. Thus, the bid to grant customer gratification to meet Management's high expectations of customer satisfaction can overtly excuse customer excesses. The kingship of the customer is thus authenticated giving clients an upper hand in the client–staff relationship and thus putting power in the hands of guests to enact behaviours that are inimical to the welfare of the staff. This confirms earlier research that established a relationship between the high service-oriented nature of the industry with emotional abuse of staff⁷⁰. The economic security of any hotel staff is in the repeated patronage of their organization’s accommodation and restaurant services, which ensures continuity of revenue to pay salaries. Thus, the satisfaction of the customer is tantamount to the survival and continuous sustenance of hotels and restaurants. In some cases, the retention of staff is incumbent on customer rating of the quality of service

received at the hands of individual staff. This creates a huge dependency on client satisfaction, thus resulting in some staff tolerating bullying especially sexual harassment and unnecessary client outbursts against staff. This is particularly frequent towards the staff of lower status such as cleaners, room attendants, porters, etc⁷¹. As a result of the conferment of “kingship” on the customer, customer complaints against staff that displease them can cost that particular staff their jobs or a demotion. This is what Ram refers to as “host-guest imbalance”. This implies that traditional notions of customer satisfaction such as “the customer is king”, “the customer is right”, “the customer is the reason for our being” make the hospitality industry a high service-oriented industry. While these service mantras have been widely accepted in business globally and their adherence to them has proven to result in positive outcomes for the bottom line, they have nevertheless produced negative outcomes for staff especially in the hospitality industry resulting in staff becoming victims of guest bullying⁷².

***b.* Level of Permissiveness of Guests**

The “Level of Permissiveness of Guests” (LPG) is another factor attributed to the occurrence of guest bullying in the hospitality industry. Permissiveness refers to the level of tolerance given to hotel guests in a bid to provide satisfactory service and value for money. Researchers have established that bullying behaviours have to a certain degree been given an endorsement in the hospitality industry. Some other researchers promulgate that client freedom to consume alcohol and/or drugs engenders bullying behaviour⁷³. This permissiveness is exhibited in management’s attempts at providing high customer satisfaction by overtly excusing problematic client conduct, in environments where clients Staff experiences of bullying are allowed to be anonymous and freedom to indulge themselves in alcohol⁷⁴. Indulgence in alcohol and other behaviours leads to violent behaviours that result in irritation and strain in employees leaving some employees feeling humiliated. This can result in feelings of

degradation, humiliation, disrespect and emotional exhaustion. This level of permissiveness also fails to provide a safety net for staff from bullying, who are encouraged to endure the “misbehaviour” of guests on account of “customer being the king”. Another aspect of the permissiveness of guests is rooted in what is described as “employee’s acquiescent silence behaviour”. Acquiescent silence refers to a situation where an employee fails or refuses to report the unruly behaviour of guests. Such behaviour thus gives guests an impression that they can get away with anything since they will not be reported, and consequently, no action will be taken against them. This creates a culture of impunity⁷⁵.

c. Management and Staff Laxity on Appropriate Behaviour

The third cause of bullying identified in the literature is Management and Staff Laxity (MSL) on appropriate guest behaviours. Each organization has social norms that dictate what acceptable or unacceptable behaviour is. In the hospitality industry, female staff (especially) are compelled to bear denigrating remarks, stroking, etc. from guests because of a perceived lack of control. This is because of extant social norms that blur the lines between acceptable behaviour and unacceptable behaviour. This laxity creates blurred perimeters between staff and lodgers or customers⁷⁶.

The key cause of staff laxity has been identified as management’s turning of a blind eye to varied customer behaviour because of the penchant to exceed customer satisfaction⁴⁸. This is indexed to the high-service orientation of the hospitality industry. Managers feel compelled to provide customer satisfaction and would bend over backwards to do so even at a cost to staff and their facilities. Management’s laxity has also been identified in terms of their relinquishing control over what may be acceptable behaviour of guests towards staff. Managers have relinquished control to staff to self-manage on the premise that it is easier to control staff behaviour through policy than it is to control guest behaviour. In many instances,

management leaves the definition and enforcement of personal space because of the inability to determine the severity of guest actions to report or take action against it. This leaves acceptance or otherwise of guest behaviour at the discretion of the staff. This creates a conducive environment for guest-bullying to occur, as there are no clear codes on what acceptable or unacceptable behaviours are⁴⁹.

The blurred perimeters, attributed to norms make it difficult for staff to decipher correctly where to draw the line between being nice and being assertive with customer behaviour. The undocumented nature of these norms makes it possible for customers to enact behaviours that initially appear harmless. Measures of acceptable behaviour consequently became ambiguous, as staffs are expected to satisfy the customer. Hence, bullying acts such as harassment tend to be unqualified and left to the discretionary delineation of affected staff⁷⁷. Confronted with the obligation to treat the customer as king, the staffs are often misunderstood by the guest who interprets staff courtesy as an enticement to be licentious towards them⁷⁸. With regards to sexual harassment, in particular, the extant literature establishes that in female-dominated workplaces, especially in the services sector, such as in the hospitality industry, there is a quasi-conscious sexualization of the work context thus making staff enact unspoken sex-role behaviour. Female staff in particular nurture unwritten obligations that management expect them to act sensually⁷⁹.

This tacit expectation of management may coerce female staff, particularly in the hospitality industry, to endure sexual harassment, flirtatious behaviour and even physical harm from clients because they feel obliged to satisfy management's expectation by bending over to accommodate the clients' pleasures⁶⁰. It was believed that the silent expectation of managers is the rationale behind management's efforts at delighting the customer through enhanced staff appearance. Thus, the personal service that characterizes the work of hotel staff

engenders bullying from clients who vent their frustrations and sensual impulses on frontline staff such as those in the front office and room service. Added to management expectation of sexualized worker behaviour, there is also the problem of the acclimatization of sexual harassment of the work environment by management. Management is responsible for creating the work climate. Where managers actively investigate and prosecute sexual harassment, it sets the tone for the bastardization of the enigma. The reverse happens however when management turns a blind eye and a deaf ear to complaints of the occurrence of sexual harassment⁸⁰.

Management's laxity on guest sexual harassment behaviour incapacitates staff repudiation of unwanted guests' advances. This is because attempts by staff to spurn such advances can be reported as being unfriendly and can be damaging to staff's ratings when reported to management through customer feedback. However, management's refusal or laxity about reported or observed guest behaviours that border on harassment has also been identified as another reason why guests may be confident in enacting bullying behaviours in hotels¹². This has led to advocacy efforts in Australia dubbed the "Know the Line" awareness-raising campaign. While the LPG and MSL share common outcomes in that they both lead to guests having a field day to bully staff, they differ diametrically in the way that while LPG is an informal approach to client service management, the latter is or should be a formal approach towards client service management involving the drafting and implementation of policy⁸¹.

The causes of guest-staff bullying are however not a one-size-fits-all, as hotels vary in their structure and organization. Cultural differences and national guidelines can determine the differences in the causes and nature of bullying in hotels. For instance, sexual harassment may not be reported in some countries as women do not work in hotels, for example, in Arab and Islamic nations. Again, differences in technological advancement may provide some

hotels with technology such as AI for business and service delivery such that customer–staff contact is very limited or eliminated. In such cases, certain staff such as porters may avoid any contact with customers. For instance, revine.com reveals that many hotels have engaged AI technology to deliver on service objectives including dealing with various service products. Examples of hotels deploying AI (Artificial Intelligence) technology include Hennna Hotel in Nagasaki, Japan, where AI technology is used in place of humans at the reception to offer information and booking as well as in front desk services, luggage carriage, etc. Another hotel that uses AI such as Connie, an automaton doorman, is Hilton⁸². Obviously for such hotels, “guest–host imbalance” is eliminated. The same will apply in cases where hotels use automated janitors. The machines will not be subjected to sexual harassment.

2.1.9.5 Effects of Bullying in Hospitality and tourism Industry

Countless effects of bullying have been found by researchers to include employee intention to leave and exclusion from work. A scholar found that there was a direct connection between bullying and employees’ quit intentions. He found that victims of bullying had changed jobs more frequently than those not exposed to bullying. Other effects established in the extant literature include employee strain, decreased productivity, frequent malingering and withdrawal intentions⁷³. The above effects are usually preceded by reported decreased employee satisfaction, increased suspicion and reduced dedication and motional exhaustion. Other effects include reduced perception of justice¹². Beyond these effects, individuals suffer several psychosomatic conditions such as sense of being waylaid and extreme emotional stress, tension, depreciated value of self, despair, as well as post-traumatic stress disorder. These effects have ripple effects on the victims, their families and ultimately the organisation because of associated costs such as cost of medical refunds, cost of replacement of staff and costs of training of new staff, etc. For the victim, research has established that they eventually

suffer economic losses due to inability to work or for some loss of additional income such as overtime, target-based bonuses etc⁵⁶. Other areas of organisational life affected by bullying include bottom-line performance problems for the organisation such as low motivation and low commitment. These have a roll-on effect on a hotel's profitability, as victims perform poorly⁵⁶.

2.1.9.6 Perpetrators of Bully

While research on the gender of targets has produced somewhat mixed results, studies examining the gender of perpetrators seem to report less inconsistency. While both men and women are reported as perpetrators of workplace bullying, studies seem to suggest the perpetrator is somewhat more often male. For instance, a scholar reported that 70% of perpetrators in the USA are men, and a Spanish study found that 52% reported the bullying was perpetrated mainly by a man, 21% reported bullying from a woman, and 27% reported that both men and women had participated in the bullying. Also in (relatively egalitarian) Scandinavian countries, where equal victimization rates have been reported, men have been reported to be over-represented among perpetrators⁷⁴.

2.1.10 Slavery

Slavery and enslavement are both the state and the condition of being a slave, who is someone forbidden to quit their service for an enslaver, and who is treated by the enslaver as their property¹². Slavery typically involves the enslaved person being made to perform some form of work while also having their location dictated by the enslaver. Historically, when people were enslaved, it was often because they were indebted, broke the law, or suffered a military defeat: The duration of their enslavement might be for life, or for a fixed period of time after which their freedom was granted. Individuals, then, usually became slaves involuntarily, due to force or coercion, although there was also voluntary slavery to pay a

debt or obtain money for some purpose. In the course of human history, slavery was a typical feature of civilization, and legal in most societies, but it is now outlawed in all countries of the world, except as punishment for crime¹².

In *chattel slavery*, the enslaved person is legally rendered the personal property (chattel) of the slave owner. In economics, the term *de facto slavery* describes the conditions of unfree labour and forced labour that most slaves endure¹².

In 2019, approximately 40 million people, of whom 26 percent were children, were enslaved throughout the world despite its being illegal. In the modern world, more than 50 percent of enslaved people provide forced labour, usually in the factories and sweatshops of the private sector of a country's economy⁷⁸. In industrialised countries, human trafficking is a modern variety of slavery; in non-industrialised countries, enslavement by debt bondage is a common form of enslaving a person, such as captive domestic servants, forced marriage, and child soldiers¹².

2.1.10.1 Modern Slavery

Modern Slavery is simply defined as “the severe exploitation of other people for personal or commercial gain” is an insidious problem in many sectors of the global economy and it is widely perceived to be commonplace in the hospitality industry⁸⁰. For example, a scholar claimed that “the labour requirements of hospitality services account for an alarming proportion of the world’s estimated human bondage population”. More recently, CMS Law, a major international law company, argued that “modern slavery” was “a key issue for the hospitality sector”⁸¹. The Human Trafficking Foundation suggested that the hospitality industry in the UK “has been recognized as one of high-risk regarding modern slavery”. French claimed that “the UK hospitality sector is one that is susceptible to modern slavery”. In 2015, the UK Government passed the Modern Slavery Act designed to tackle the problems

of slavery and human trafficking and one of its provisions was for large companies to produce an annual statement, setting out the steps the company had taken to ensure there was no slavery in either its business operations or its supply chain⁸².

More generally, the Human Trafficking Foundation argued that “with more than one in 10 people working in hospitality around the world, the sector has the opportunity to take a strong stand on modern slavery”. However, the issue of modern slavery has received little attention in the academic hospitality literature. With these thoughts in mind, this paper looks explore one of the ways in which leading hotel companies in the UK have publicly addressed this issue by reviewing their modern slavery statements. As such, the paper looks to add to the current literature on modern slavery within the hospitality industry⁸³.

2.1.10.2 Tourism and Slavery

In Jamaica, tourism is vitally important to her economy. It employs over 277,000 both directly (in hotels, transport, attractions, and craft), and indirectly (trading, manufacturing, banking, etc.) mainly in and around resort towns, and generated 27.2 per cent of Jamaica’s GDP in 2014¹⁴. The Ministry of Tourism regards tourism development as central to the strategy by which Jamaica ‘will progress to become developed over the next 21 years (Ministry of Tourism 2018). To this end, efforts to attract local and foreign investors by identifying suitable tourism sites for the development of more resorts and attractions, and by fast-tracking the approval process for tourism development projects have been made, and the government hopes to see still greater expansion of the industry.

It is certainly true that tourist development has created jobs in Jamaica. However, as in the Caribbean more generally, the heavy presence of transnational conglomerates as owners of large hotels, booking companies, transportation links, and tour operators ‘reinforces the asymmetrical distribution of power and economic resources between former colonies of the

Caribbean (periphery) and their European (core) colonizers'⁸⁴. Moreover, aside from noting problems of leakage (it is estimated that around 'one-third of Jamaica's tourism revenue is lost in leakages' and tax avoidance by the big tourism players, to evaluate the benefits of the industry to the island's people, it is important to consider its social, economic, and environmental impact, and of particular importance to this article, the kind of work and employment tourism creates⁸⁵.

2.1.10.3 Slavery in the Hospitality Industry

Anyone in the hospitality industry will be able to tell you that, in order to provide the best experience for customers, much of the work that goes into running a successful establishment happens 'behind the scenes'. From room cleaners and caregivers, to security guards, kitchen porters, and gardeners: these workers' labour is often unseen, away from the eyes of guests. As such, they are particularly vulnerable to hidden exploitation and slavery, even at the most exclusive of venues⁸⁶. As a major global business sector employing millions of people, including in many regions where the rule of law is weak and Modern Slavery prevalent, the hotel industry faces substantial risks concerning Modern Slavery. There are three clear areas where Modern Slavery can occur:

- i. Hotels can unknowingly be used to exploit victims, particularly victims of sexual exploitation who may be moved through the hotel when being trafficked, or kept in the hotel by traffickers who use hotel bedrooms as a base for sexual exploitation;
- ii. Workers recruited or subcontracted via unscrupulous agencies (often in lower-skilled roles such as housekeeping) may be the victims of forced labour and debt bondage (e.g., forced to work, extortionate recruitment fees charged leading to indebtedness, and passports/identity documentation confiscated); and

- iii. A hotel's supply chain such as products passing through a complex network of producers, distributors, and vendors before being brought into hotels, may also carry the risk that they are tainted by exploitation. It is estimated that, annually, there are over 1.1 million victims of Modern Slavery in Europe, including over 93,000 sex slaves and 4,500 victims of forced labour exploited in hotels.

Some of the workers exposed to slavery in the hospitality industry are the following.

- i. **Contract Workers**

Frequently, the workers most vulnerable to slavery in the hospitality industry are contractors. Many venues utilise third-party service providers to make up their low-skilled and low-paid workforce. However, the consequence of this is that contractors are often less protected than their in-house counterparts in areas such as paid sick leave and paid annual leave which may not be mandated by law. As a result, many contractors are either forced to work involuntarily or take out financially restrictive loans in order to stay afloat⁸⁷.

These related issues of unpaid leave and debt bondage have been exacerbated by the COVID-19 pandemic. Due to the nature of the hospitality industry making it impossible to work from home, hospitality workers are more exposed to infection, and therefore need to isolate themselves more often. However, without paid sick leave, many cannot afford to take time off without getting into debt. The infected worker is also at risk of spreading COVID-19 to customers and other workers, so, ensuring that hospitality workers are paid fairly during leave should be a priority both for those seeking to prevent potential exploitation through debt bondage, and ensure the safety of their establishment during the global pandemic. In its worst forms, debt bondage can amount to modern slavery⁸⁸.

ii. Migrant Workers

While they also happen to be frequently employed as contract workers, migrant workers are also exposed to an extra dimension of vulnerability in the hospitality industry. Part of the reason for this is due to travel costs incurred by the process of immigration. Immigrating is a costly process, heightened by the fact that many migrant workers in low-skilled low-pay industries pay high recruitment fees to secure jobs in saturated markets, these fees can amount to thousands of US Dollars. Debts incurred during the process can make it impossible for migrant workers to take unpaid leave. Migrant workers may also have family in their home countries that depend on remissions sent back from their wages, which only worsens their financial precarity^{87,88}.

2.1.10.4 Exploitation Indirectly Perpetrated in the Hospitality Sector

Although just as pernicious, much of the slavery associated with the hospitality sector is not directly related to the day-to-day running of the establishment. One often overlooked area is the construction of buildings themselves, such as hotels and casinos. Workers in the construction industry are at high risk for exploitative recruitment, high recruitment fees, and issues such as withholding of wages. Similarly under-addressed is modern slavery exposure in hospitality supply chains, where risk is found in a range of industries from farming, to fishing, to manufacturing of the food sold in restaurants, hotel furnishings, and so forth. Finally, hospitality venues are exposed to the risk of forced sex work, where threats or debts are used to control vulnerable people for the purpose of generating profits through the sale of sex⁸⁹.

2.1.11 Violence, Bullying and Sexual Harassment in the Hospitality and tourism Industry

Previous academic works in hospitality and tourism used different methods and focuses on different definitions of bullying; violence from customers and guests; and sexual harassment⁹⁰. All works, with no exception, indicated a high prevalence of aggression in the field. Similar findings regarding a high prevalence of violence, bullying and harassment were reported in a working paper of the International Labor Office titled Violence at work in hotels, catering and tourism. Generally speaking, three categories of causes for the high prevalence of violence, bullying and harassment were identified: structural causes (e.g. causes that related to the structure of the tourism sector and the nature of its employment), managerial causes and popular norms in the tourism sector. The next section will explore each of these categories in detail⁹⁰.

2.1.11.1 Bullying in the Hospitality and tourism Industry

Bullying at work may be defined in different ways in many cultures and languages. The present review adopted the definition provided by ‘the systematic mistreatment of a subordinate, a colleague, or a superior, which, if continued, may cause severe social, psychological and psychosomatic problems in the victim’. The bullying reflects a structural imbalance of power between the victim and the bully(s). ‘Mobbing’ is a bullying situation when a group of people offends one victim. There are five main types of behaviours that can be considered as bullying expressions in the work environment: (1) changing the victim’s work tasks in some negative way or making them difficult to perform (2) social isolation and boycott by not communicating with somebody or excluding someone from social activities (3) insulting remarks, personal attacks (also on the victim’s private life) (4) verbal threats in which the victim is humiliated in public (5) spreading rumours regarding the victim⁹¹.

Workplace bullying is defined as “a situation where one or several individuals perceive themselves to be on the receiving end of negative actions from one or more persons

persistently over some time, in a situation where the targets have difficulty defending themselves against these actions”. Workplace bullying includes person-related, work-related, and physically intimidating bullying behaviors. Workplace bullying is a highly damaging psychosocial risk. There are several examples of workplace bullying behaviours in the hospitality management literature. These include incivility, verbal abuse, physical abuse, hostility, kitchen banter and sexual harassment. It is found in hospitality organizations, which have a prevalence rate of between 11–20%⁹². Approximately 5.6 % of European hospitality employees, 14 % of Canadian hospitality workers, and 30 % of US hospitality workers have experienced these behaviours. There is strong empirical support for the negative consequences of workplace bullying, such as poor psychological health and depression, stress, anxiety, and low levels of emotional wellbeing⁹². Workplace bullying has also been found to impact negatively on job satisfaction, low affective commitment, and work performance in the general population. There is an increasing interest in its effect on the work attitudes and wellbeing of hospitality employees⁹³.

2.1.11 Work Environment Factors and Workplace Bullying

Workplace bullying is a highly damaging psychosocial risk. It is found in hospitality organizations, which have a prevalence rate of between 11–20 %. Approximately 5.6 % of European hospitality employees, 14% of Canadian hospitality workers, and 30% of US hospitality workers have experienced these behaviours. There is strong empirical support for the negative consequences of workplace bullying, such as poor psychological health and depression, stress, anxiety, and low levels of emotional wellbeing. Workplace bullying has also been found to impact negatively on job satisfaction, low affective commitment, and work performance in the general population. There is an increasing interest in its effect on the work attitudes and wellbeing of hospitality employees⁹⁴.

2.1.13 Prevention of Workplace Bullying

The introduction of anti-bullying policies has been seen as a key pillar in bullying prevention. The few points listed below are suggested key elements of a policy taken from general workplace approaches only, because no sector-specific examples of preventive actions on this issue could be obtained:

- i. A statement by management to show a commitment to prevention and emphasize that bullying behaviour will not be tolerated;
- ii. The policy should involve and be developed jointly with all sections of the workforce;
- iii. A definition and examples of bullying behaviour should be made available;
- iv. Victims should be reassured of fairness, non-recrimination and confidentiality;
- v. Guidance on informal and formal complaints procedures should be provided;
- vi. Staff should be informed on how the policy is monitored and its impact reviewed.

2.1.14 Working Conditions that may be Conducive to Workplace Violence, Bullying and Slavery in Hospitality and tourism Industry

The hospitality and tourism sector includes a wide range of businesses and settings, such as hotels, motels, and campgrounds, eateries, bars, clubs, and cafeterias; catering and canteen operations; travel agents; tourism information offices; and conference and exposition halls⁹⁵.

There are several reasons listed below that, individually or collectively, directly or indirectly, may contribute to violence, bullying, and slavery, which are more or less traits of the industry. However, as the information on working conditions in the hospitality and tourism sector is

mostly anecdotal, they are not limited to the sector nor should they be viewed as predominating in it.

2.1.14.1 Long Shifts, Irregular and Unusual Working Hours

Changes in schedules and work done at odd hours, such as nights and weekends, are typical potential stress factors for many employees in the hospitality and tourism sectors. Split shifts are sometimes part of shift employment, which is commonplace, particularly in restaurants. It is usual to work on Sundays, which are typically rest days in many nations. Due to their part-time status, the majority of employees work less hours, although overtime is also widespread, with a higher than average number of people working more than 65 hours per week⁹⁶.

Income Insecurity

The average pay for workers in the hospitality industry is lower than the average pay for workers in comparable occupations in other industries. For instance, in the UK, male employees make about 45% of what men in that field make on average. The percentage for women is a little greater, but overall it is lower than for their male counterparts⁹⁷. Depending on the culture of a country and on other factors, a considerable portion of the total income of hospitality employees may originate from tips. However, only employees with direct contact to customers may benefit from tips except where re-distribution modalities are in place. If tips are important, the worker may have to cope with income insecurity and with a resulting irregular life style. As a result, many of the lowest paid workers, e.g. chambermaids, porters and dishwashers, may hold other jobs in addition to their substantive employment and face higher-than-usual work pressure⁹⁷.

Weak Industrial Relations Institutions

The existence and presence of industrial relations institutions usually known as union varies greatly between nations and one of their duties is to protect their members against workplace violence, bullying and slavery. The percentage of the employees in the hospitality and tourism industry that are members of a union is far lower than the overall average across all industries. The low level of employers' acceptance of labour unions as partners in hospitality and tourism industry used to be a related issue. However, many companies do not encourage their staff members to join unions, despite the fact that, especially in small and medium-sized businesses, employees frequently view their employers as social leaders or exhibit individualistic behavior. Tension and conflicts at the work place therefore meet with little potential for solutions from established social dialogue⁹⁸.

2.1.14.2 Informal Economy

The proportion of workers in this industry who are union members is significantly lower than the average for all industries, notwithstanding wide regional variations. A related problem in the past was how few employers saw labor unions as partners. Despite the fact that employees frequently view their bosses as social leaders or behave in an autonomous manner, especially in small and medium-sized organizations, many companies do not actively urge their employees to join unions⁹⁷.

2.1.14.3 Globalization, Growing Competition, Cost-Cutting and New Technology

Increasingly, parts of the sector are joining the globalized economy, which is based on increased mobility of capital as well as customers. Increasing competition leads to greater pressures on workers and employers in the industry. Downsizing and redundancies are therefore not uncommon, leaving remaining staff with added workloads and multiple pressures.

The adoption of new technology, particularly in the information and communication sectors, is crucial to the sector's expansion. With its utilization, it is now possible to combine a variety of services within an organization, such as the front and back offices and the food and beverage and housekeeping systems. Using new technologies enables employers to fill in employee downtime and exposes workers to new skill needs. There are more opportunities to improve one's job. Yet, by electronically collaborating with outside service providers, more duties can be outsourced, which may make the workers involved feel more insecure⁹³.

2.1.14.4 Interface between Workers and Customers

For at least two decades, there has been a steady stream of programs and campaigns aimed at enhancing competitive advantage in the market regarding employee conduct and customer-facing attitudes. Yet, recent technological advancements have made it feasible to further tailor client services through system analysis of customer data. Because each customer has individual needs, the emphasis on personalized service has grown throughout the industry. As service providers or by simply sharing the same space, such as housekeepers and chambermaids, a large percentage of sector personnel operate in constant contact with clients. This could put strain on them, especially if they work in occupations with poor social standing and haven't had any training in acceptable communication. So, they are not well-prepared to deal with violent and harassing situations⁹⁴.

2.1.14.5 Catering for Nightlife Customers

Parts of the hotel and catering industry are operating in the 'night-economy,' i.e., after dark. They are therefore centred on alcohol consumption and often targeted at young clients. These features potentially expose them to violence and related intimidation⁹⁵. Part of the industry also provides environments made to support erotic or sexual feelings with a resulting high index of exposure of its employees to threatening behaviour by customers. In hotels

especially, the prevailing environment is intended to make customers feel in a private mood in spite of the commercial and public character of the place. The ambiguity between private and public norms and behaviours may also contribute to a higher risk of unacceptable behaviour not only in hotels, but also in bars and certain restaurants. More research on the phenomenon is needed before drawing firm conclusions in this relationship, especially when it leads to violence, bullying and slavery on the part of the employees thereby affecting the employee behaviour.

2.1.15 Structural Causes of Violence, Bullying and Sexual Harassment in the Hospitality and tourism Industry

The hospitality and tourism industry is generally characterized by vulnerable, unorganized workers (female, young and minorities) with income insecurity that emphasizes their dependency on supervisors and managers⁸. These imbalanced power relations can be easily translated to offensive patterns of supervising low-status staff. Most of the employees who reported being bullied belonged to 'blue collar' departments in hotels, and it was argued that trainees in restaurants are exposed more often to bullying incidents compared to more experienced workers. In the context of sexual harassment, The pattern of abusive power relations are also found in the context of service, through the host-guest imbalance, and the dependency of the workers on the satisfaction of customers/guests. Thus, incidents of both violence and sexual harassment of low-status employees by guests are very common. Furthermore, these incidents are intensified by excessive use of alcohol by customers and guests and by close contact between staff and customers, which blurs the boundaries between private and public space. Students in placements share some characteristics with low-status employees given that they are young and inexperienced. Previous studies from different places and periods found that the majority of female students (from 60% to 78%) and about

25% of male students were sexually harassed by other staff members (colleagues, supervisors and managers) and guests while in placements. Additionally, students were exposed to violent guest behaviours, but the findings regarding the impacts of their exposure to bullying are inconclusive⁹⁶.

In sum, low-status employees in the hospitality and tourism industry (including students during their placement periods) face structure-related violence on two simultaneous fronts: from their supervisors and guests. These two forms of aggression are not only added to one another but also compound each other. Unattended violent behaviour of guests or an absence of awareness of supervisors and managers to the violent behaviour of guests/customers is experienced by employees as an additional form of violence and bullying. Students, in particular, are exposed to the danger of sexual harassment, not only from supervisors and guests but also from colleagues. Hence, students are the most vulnerable population to sexual harassment, while low-status employees are vulnerable to bullying in addition to sexual harassment. Both populations are exposed to violent guests and customers⁹⁷.

2.2 Theoretical Framework

2.2.1 Social Cognitive Theory of Gender Development and Differentiation

Relevance of behavioural and cognitive factors is considered in this theory; however, primary emphasis is placed upon the environment and social practices in producing and perpetuating gender differentiation, particularly through modeling. Specifically, social cognitive theorists argue that the development and differentiation of gender transpires through the reciprocal and bidirectional influences occurring between three factors: personal, behavioural, and environmental. Personal factors refer to gender-related cognitions, judgmental standards, and self-regulatory influences such as thoughts, evaluations, and decision-making. Behavioural factors account for overt actions linked to gender (e.g., flirting behaviours), and

environmental factors are the numerous social influences experienced in every day interactions. In particular, it highlights the importance of learning gendered information through models. In their own words, Bussey and Bandura explain: “gender constancy is the product rather than an antecedent of the emulation of same sex models”⁹⁸.

2.2.2 Evolution in the Application of a Gender Perspective and Feminist Theories in Tourism

Tourism research experienced in the 1990s a popularization of a feminist gender approach in tourism studies. This approach attempted to understand women’s experiences and attitudes, which were irrelevant in the existing andocentric representation of their lives at the time⁹⁹. These first investigations focused on evaluating the perpetuation of gender stereotypes in tourist destinations, gendered differences in perceptions of tourism at different stages of development, the predominance of certain power relations that contribute to gender disparities and economic independence for women through tourism**Error! Bookmark not defined.** An important milestone for the development of this area of research is the Annals of Tourism Research monograph in 1995, “gender in tourism.” This monograph was published around the same time that Vivian Kinnaird and Derek Hall edited the book *Tourism, A Gender Analysis*, at a time of reinvention of Tourism Studies in both the USA and Europe¹⁰⁰.

These two publications identify two important periods⁹⁷. The first encompasses the period 1940–1970 when women, or the gender perspective, are completely JTA 27, 2254 invisible in tourism research. The second period includes the 1970s, until the end of the 1980s. Their strategy is based on the idea of “add women and stir.” Research focuses on including the gender variable and analyzing the gendered behavior of women, within the family or as a consumer of tourism products.

From these publications, the concept of gender in tourism was defined for the first time.

“Gender refers to a system of culturally constructed identities, expressed in ideologies of masculinity and femininity, interacting with socially structured relationships in divisions of labor and leisure, sexuality, and power between women and men¹⁴”

A gender perspective was also included in consumer behavior research, tourism development, gender identities, relationships between hosts and tourism and the impact of gendered power relations in tourism development and the design of tourist destinations. In short, in this period the foundations were laid for the application of a gender perspective in tourism activity. There are three basic pillars on which to understand the reality of tourism and gender. In the first place, tourism activities are built on gendered, complex and varied social realities and relationships that are usually hierarchical and unequal. Secondly, gender relations shape and are shaped by the interconnection of economic, political, social, cultural and environmental factors of those societies in which tourism is carried out. Finally, equality and inequality are not only defined by gender but also by age, races, religion or classes, including the concept of diversity¹⁰⁰.

Gendered employee, which analyzes the economic relationship between women and tourism through employment; gender and sex tourism which assesses the nature of sex tourism between residents and tourists; and gender and sustainability, in relation to the fact that sustainability, cannot be achieved without real gender equality.

2.3 Review of Empirical Studies

Research demonstrates that there has been an important diversification of tourism and gender studies, with respect to previous periods¹⁰¹. A bibliometric study around gender research in

tourism shows how practically half of the identified articles (46.5%) related to the gendered tourist, while 31.6% of the articles focused on gendered host activities. A deeper level of analysis showed that the main topics covered by these articles were gender and development (10.3%), sex tourism (5.8%), entrepreneurship (5.2%) and consumer behavior (5.2%)¹⁰².

The fact is that currently tourism and gender research area addresses very diverse topics, such as gender equity in the tourism planning process; the impact of gender on tourism research and academia, tourism, gender and poverty reduction; the economic independence of women through tourism; the role that gender plays in residents' perceptions of tourism development control and in their subsequent political support for tourism; entrepreneurship and female empowerment and many others¹⁰³.

At this point, it is important to consider the influence of international organizations such as the International Labor Organization (ILO) and the United Nations – World Tourism Organization (UNWTO). These organization have improved public awareness around the importance of gender equality in the tourism industry¹⁰⁴. The importance given to gender mainstreaming by international organizations has been increasing since the 1970s, when feminist movements were internationalizing and expanding. An important milestone was the adoption by the UN General Assembly of the Convention on the Elimination of All Forms of Discrimination against Women in 1979; it set the foundations of the future international global commitments, treaties, conventions and resolutions on women's rights. In 1995, the Platform for Action was adopted at the Fourth UN World Conference on Women in Beijing, where it was recognized that without the active participation of women and their incorporation at all levels of decision-making, equality, development and peace goals could not be achieved¹⁰⁴.

Specifically, in the tourism sector, there were three important reports published by the UNWTO and ILO, namely, Global Report of Women in Tourism and the report International perspectives on women and work in hotels, catering and tourism by the ILO. These reports demonstrate the inequality between women and men working in hotels, restaurants and tourism activities. These reports also acknowledge tourism as an especially well-positioned sector to promote gender equality and women's empowerment, aligned with UN SDGs¹⁰⁵. The growing interest in the application of a gender perspective in tourism is a reality, and so it is the need to apply and use feminist theories in this regard. Gender as a social structure must be approached and analyzed from a holistic perspective and considering feminist theories. Several theoretical feminist models have been applied to the evaluation of gender's impact on the careers of women and men, the distribution of power among them and the business adventure through tourism¹⁰⁵. In tourism, the following feminism perspectives are identified align with the feminist waves: First, liberal feminism, which defends reformation within existing structures by challenging the foundations on which these tourism systems and structures are based, focusing on the effect rather than the cause. Standpoint feminism encompasses a number of different positions or points of view that address the structural and material disadvantages within society in relation to this sector (Marxist feminism, socialist feminism, black feminism and radical feminism). Finally, post-structuralist feminism shares a concern about the importance of subjectivity in shaping the interrelationships between material power, ideology and cultural construction. Language, communication and power relations are to be understood and challenged¹¹⁶.

However, in tourism, the implementation of a theoretical feminist model is not so common, and several authors highlight the lack of use of a feminist epistemology in the tourism industry¹¹⁷.

2.3.1 Implementation of a Gender Approach in Tourism Research

The gender perspective has become an indispensable instrument in social research, as it sheds light on the different forms of identity construction of women and men, their particular ways of acting, perceiving, understanding, feeling, speaking and interacting. Despite its importance, it has not been sufficiently theoretically and empirically applied in the tourism industry. In this sense, there are still certain stereotypes and biases implicit in research, based on the experiences and expectations of a group of people, mostly men, which entails maintaining their status quo and maintaining the imbalance in research environments¹¹⁸. This is of vital importance in research that includes both the selection of topics and the interpretation of reality.

However, we must be aware that the way in which a researcher investigates is not exempt from some involuntary gender bias. People learn to behave according to their socially constructed gender. In the same way, as researchers, we make gender in the academic world, creating and recreating ideas, views, values, positions, assumptions and interpretations of reality according to what has been socially assigned to each gender. Some scholars highlights that as researchers, we will always have to assume a certain degree of subjectivity in our viewpoint. Thus, our representations of tourist and academic tourism realities can only be partially true due to the implicit bias that our viewpoint supposes through the masculine or feminine form in which we have learned to interpret reality. For this reason, feminist theorizing proposes an alternative way of doing research and also an alternative way of being an academic. It is about engagement with the principles of reflexivity, positionality and reciprocity, emotional commitment, democratic discussion and association with a specific environment¹¹⁹. The use of reflexivity allows us to recognize that our point of view in tourism is also socially constructed through a gender viewpoint, at the same time we try to look for

the “pure” truth¹²⁰. Therefore, a scholar considers that taking reflexivity into account is essential, as the researcher is the person who has defined the research topic, the method and writes about its results. It is, therefore, necessary that their beliefs and background be considered part of the research process. Likewise, he introduces two other concepts that are also relevant, namely, positionality and reciprocity. Regarding positioning, when a researcher has a hybrid internal and external perspective because of an internal cultural origin and an external appearance, this can also influence how the investigator is perceived by the participants. This perceived position can, in turn, influence the quantity and type of knowledge that the participants share with the researcher. Finally, reciprocity is based on the belief that researchers and researches are equal and that research must be mutually beneficial¹²¹.

2.4 Conceptual Framework

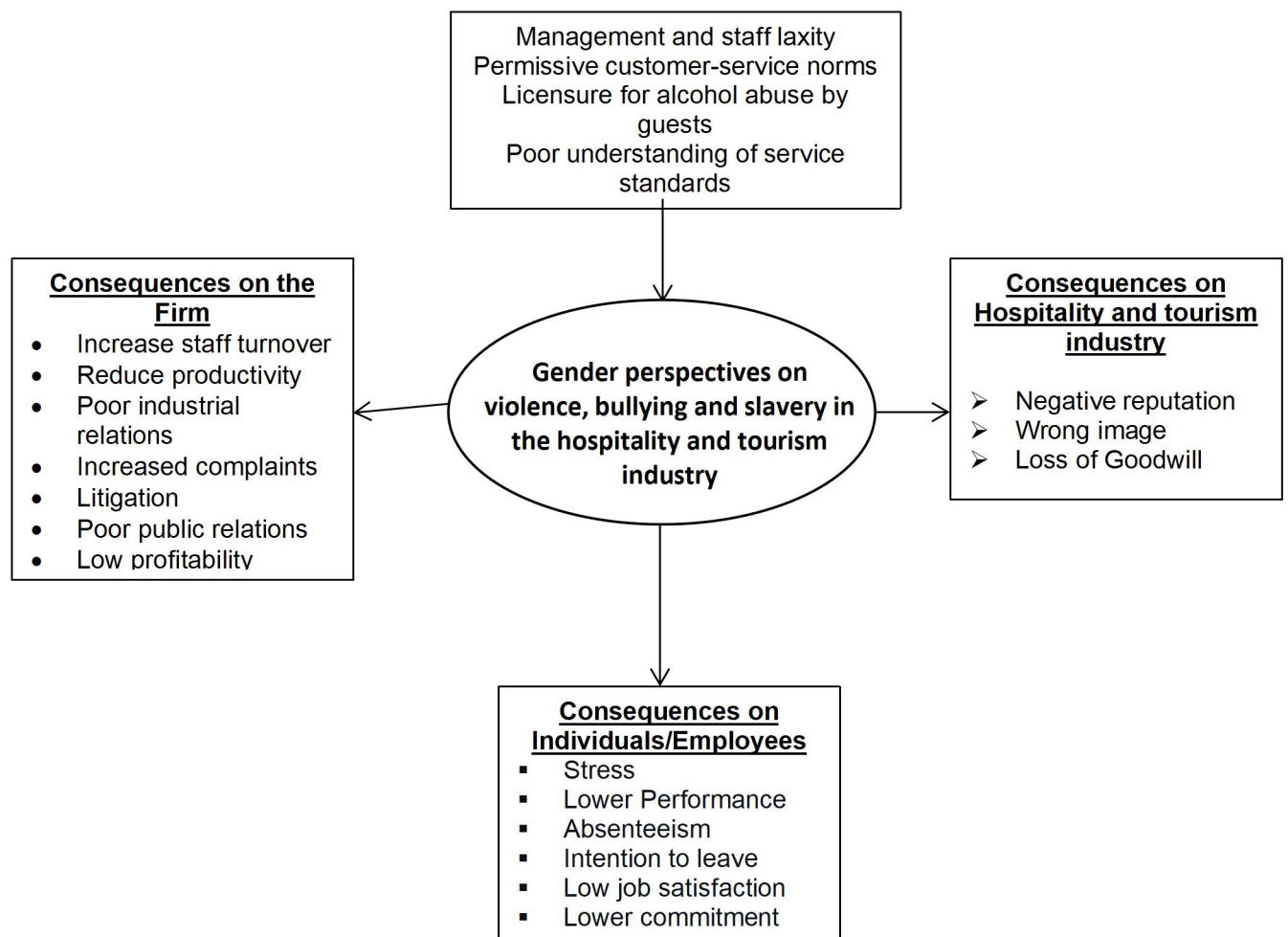


Figure 2.2: Gender Perspective on Violence, Bullying and Slavery in Hospitality and tourism Industry.

Source:¹⁰

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Chapter Three

Methodology

3.1 Research Design

Design is the procedure for collecting and analyzing the data necessary to help solve the problem. In gathering data for this study, the researcher made use of survey research method. This study adopted a perception-based research design. Research design combined both the exploratory and conclusive research methods. Qualitative and quantitative research methods were used to cover all areas of the research¹. This is because the study seemed rare and might not have attracted serious investigation in the past. For the purpose of thorough investigation, the exploratory design was adopted to allow for flexibility in the research process. The qualitative research gathered information for the descriptive narration of data and events. The quantitative research method involved the collection of numerical data to quantify events. Specific relationships among variables were examined, while the conclusive research method was employed to arrive at definite outcomes. The research instrument to be used will be questionnaire. Both primary and secondary data were used for this research work. Questionnaires will be used to acquire primary data from selected hospitality and tourism organizations in Lagos State.

3.2 Population of the Study

The population for this study comprised all employees of the one thousand and thirty two (1,032) organizations in hospitality and tourism industry duly registered in Lagos State. These are the employees of the selected hospitality and tourism organizations in Lagos state, Nigeria.

The target population for this study was principled on employees from all hospitality and tourism industry organizations in Lagos State. That is, employees of hotels, bars, clubs, lounges, recreation centres, restaurants, fast foods, tourist sites etc. From One thousand and thirty two (1,032) Lagos State approved and duly accredited organizations in Lagos state^{2,3}. Five out of this 1,032 are located within the Lagos Mainland and Lagos Island Local governments of Lagos State, Nigeria. Hence, the population of study was drawn in this regard and restricted to the employee from the five (5) hospitality and tourism organizations in Lagos State, Nigeria. The population being the total number of employees of each organization was gotten from the data of the organizations.

Table 3.1: Organizations Selected for the Study

Organization	Sector	Location
Lekki Conservation Centre	Travel and Tour services	Lekki
Eko Hotels and Suite	Accommodation and lodging	Victoria Island
Sailors Lounge	Club	Lekki phase 1
Jacaranda Casino	Recreation and entertainment	Ikeja
Tantalizers	Food and Beverage	Ikorodu Branch

Source: Author's Field Survey, 2022.

The selected organizations have been selected based on the reasons that: they all exist within the context of this study which is hospitality and tourism industry. They are places where violence, bullying and slavery can occur because the nature of operation in these organizations gives room to these occurrences. Also, in these organizations, especially those with accommodation and lodging, there is high tendency of employees being harassed, threatened and being bullied either by clients, colleagues or bosses. There is evidence about how guests, especially international tourists, take undue advantage of the proverbial hospitality of Ghanaians and abuse, and in some cases, sexually harass the staff⁴.

3.2.1 Justification for the Selected Sites

The hospitality and tourism industry is a significant contributor to the economy of Lagos, Nigeria, with a vast number of hotels, restaurants, and other tourist facilities. The industry's growth and success are heavily dependent on the well-being and satisfaction of its employees. Unfortunately, the industry is not immune to the prevalence of gender-based violence, bullying, and slavery. To gain a comprehensive understanding of the issue, it is essential to select a representative sample of hospitality and tourism facilities in Lagos. This study will focus on a selection of facilities that cater to diverse customer segments and have varying levels of staff engagement. The selected facilities were chosen based on the representation of different sectors, variety in employee demographics, range of employee roles, presence of employee unions or associations, accessibility and willingness to participate.

3.2.2 Target Population

These are the employees who have at one time or the other experienced violence, bullying or and/or slavery in their places of work in the hospitality and tourism industry. The target population was drawn from the total population using the snowball sampling method. In the study, an employee who is willing to share his experience and be part of this study provided referrals of his colleagues who were willing to share their experiences. They also in turn referred others known to have had such experiences. This process continued until there was enough data to analyze and draw conclusive results that can help achieve the objectives of this study. This method was adopted because of the shame and stigmatization that is usually attached to the victims of violence, bullying and slavery at work, who most of the time do not want to share or remember their experiences of these vices.

3.3 Sample and Sampling Technique

3.3.1 Sample Size

To get the number of organizations selected for the study, an organization was picked from the different sector of hospitality and tourism industry. The hospitality is broken down into separate sectors such as Food and Beverage, Accommodation, Travel and tourism, Entertainment and recreation. For Food and Beverage, Tantalizers was selected; for the Travel and Tourism, Lekki Conservative centre was selected; for accommodation, Eko Hotels and Suites was selected, for entertainment, Jacaranda casino was selected and for recreation, sailors lounge was selected.

However, the study employed Taro Yamane formula in calculating the sample size for each of the five (5) organizations selected⁵. This technique was use to get the number of participants to be used for the snowballing approach. According to Taro Yamane, to determine a sample from a population, the following formula was used:

$$n = \frac{N}{1+N(e)^2}$$

Where;

n = Sample size

N = Population size

e = Error limit

1 = Constant

For Eko hotels & Suites, the total number of staff is 117.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{117}{1+117(0.05)^2}$$

$$n = 91 \text{ (Table 3.1)}$$

For Lekki Conservative centre, the total number of staff is 25.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{25}{1+25(0.05)^2}$$

$$n = 23 \text{ (Table 3.1)}$$

For Tantalizers, the total number of staff is 1042.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{1042}{1+1042(0.05)^2}$$

$$n = 289 \text{ (Table 3.1)}$$

For Jacaranda Casino, the total number of staff is 6.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{6}{1+6(0.05)^2}$$

$$n = 5.9$$

$$n = 6 \text{ approximately (Table 3.1)}$$

For Sailors Lounge, the total number of staff is 14.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{14}{1+14(0.05)^2}$$

$$n = 13.5$$

$$n = 13 \text{ approximately (Table 3.1)}$$

Therefore, the total sample size is 422 (91 + 23 + 289 + 6 + 13).

Table 3.2: Study Population and Sample Size

S/N	Selected Organizations	Study Population (Number of employees)	Sample Size
1.	Eko hotel and suites	117	91
2.	Lekki Conservation Center	25	23
3.	Tantalizers (for all the branches)	1042	289
4.	Jacaranda casino, Ikeja	6	6
5.	Sailors Lounge	14	13
	Total	1,204	422

Source: Author's Field survey, 2022

3.3.2 Sampling Technique

The population of this study and the sample frame are regarded as unique elements because they emanated from homogeneous units (the employees of organizations in hospitality and tourism industry in Lagos State, Nigeria). This study applied the snowball sampling approach. Snowballing is a research technique used to recruit participants for a study, particularly in cases where the population of interest is hard to reach or hidden. It involves asking existing participants to refer other potential participants from their social networks, creating a "snowball" effect. When using snowballing, the researcher identifies and recruits an initial pool of participants through various means (e.g., social media, online forums, or community organizations); the participants are asked to refer friends, family, or acquaintances who fit the study's criteria; participants may receive incentives for successful referrals, such as gift cards or entry into a drawing; then the referred individuals are screened to ensure they meet the study's inclusion criteria; and the eligible participants are interviewed or complete surveys, providing valuable data for the study.

Snowball allows access to hard-to-reach populations; it helps increase sample size and diversity; it is also cost effective and builds trust and rapport within the community. However, the snowball can lead to potential bias in referrals (e.g., participants may only refer like-

minded individuals); difficulty in reaching a representative sample and; it requires significant time and effort to manage referrals and screening. Snowballing can be an effective technique for researching marginalized or stigmatized populations, where traditional recruitment methods may be unsuccessful. However, researchers must be aware of the potential limitations and implement strategies to mitigate them.

3.4 Description of the Research Instrument

The research instrument is a tool used by researchers to actually collect data in the research process. The common data collection instruments in research include interviews, questionnaires, documentary analysis and observation. For the purpose of this study, well-structured interview questions were used as the research instrument. It addressed the major objectives of this research which is gender perspectives on violence, bullying and slavery in hospitality and tourism industry. A section of the interview questions included questions relating to the demographic data of the responders such as, gender, age group, marital status, educational qualification etc. while the second part consisted of questions relating to the subject matter of the study. This section made use of a KII (Key Informant Interview), giving the respondents the opportunity to give enough information on the subject of study. Key Informant Interviews involved interviewing people who have particularly informed perspectives on the aspect of the study being evaluated.

3.4.1 Questionnaire

The questionnaire method and KII (Key Informant Interview) that was applied in this study provided better opportunity for use of qualitative methodology. Survey method used for this study involved administration of questionnaire while the snowball made use of interview (KII). The informants were the employees of the selected organizations in the hospitality and tourism industry that were willing to be interviewed. There is no specific method of data

collection that could be rated best, because, each method has its strength and limitations. Therefore, this study used the questionnaire and key informant interview as the methods of data collection which provided detailed perspectives of the phenomenon under study¹⁰.

When the self-administered questionnaire was used, scale questions were used to determine degree of respondent's feeling about phenomenon and this could ordinarily be gathered from two ways or multiple choices. Multiple choice questions presented grade of feelings, interest or perception (preference) and in this study; the choice of response was not restricted to one alternative. Open-ended questions allowed respondent made free comment about certain phenomenon. A good combination of the above methods was used in the design of questionnaire for this study. Remark like "Others please specify" option were also used to take care of the rigidity of the close-ended questions.

On the other hand, when KII (key informant interview is used, the respondent shall be interviewed with the use of the well written and approved questions. Responses will be recorded in writing and then collated for analysis. Key Informant Interviews (KII) respondents are individuals who possess specialized knowledge, experience, or insights relevant to a research study or project. They are typically selected purposefully, rather than randomly, to provide in-depth, qualitative information on a specific topic or issue. The common characteristics of KII include expertise, influence, unique perspective, access to information. Examples of KII respondents include: senior executives or managers, policy makers or government officials, experts in a specific field or discipline, community leaders or activists, healthcare professionals or medical experts, educators or academics, individuals with lived experience related to the research topic, etc.

KII respondents provide valuable insights and information, which can help researchers gain a deeper understanding of the research context; identify key themes and patterns, enhance the

validity of and reliability of the research findings and develop targeted interventions or policies.

3.5 Validity of Research Instrument

The representativeness and sampling adequacy of the content of the measuring instrument for this study was carried out and experts in hospitality and tourism management studies were requested to consent to the relevance and appropriateness of the statements in the questionnaires. This indicated and confirmed the ability of the instrument to measure what it was designed to measure.

3.6 Reliability of Research Instrument

Pilot study was carried out to pre-test the reliability of the instruments of survey to be used for this study. The instruments of survey were personally administered by the researcher. An organization different from the selected organizations was used for the pilot study. The name of the organization is Destiny Castle, located in Ikorodu area of Lagos State, Nigeria. This represented 40% of the total number of organizations in the study area. Questionnaires were administered to ten (10) employees of the previously mentioned organization. Numerical five-point scale was used for response format on the variables tested. The scale applied was calibrated from strongly agree to strongly disagree. The close-ended style response format was also used for the multiple-choice questions.

One of the popular measures of reliability of instrument in research is the Cronbach's alpha method. This was used in this study to obtain a result of 0.93. It ascertained the reliability of the instruments to be used. There are 5 basic categories of items involved in this study: the prevalence and occurrence of violence, the occurrence of bullying; the presence of slavery by

employees, its effects on the employees; and its overall effect on organizations in the hospitality and tourism industry.

3.7 Administration of Research Instrument and Method of Data Collection

Data collection method is a process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes. Data collection methods can be divided into two categories: secondary methods of data collection (data that has already been published in books, newspapers, magazines, journals, online portals etc.) and primary methods of data collection (data that has not been around or existed before but gotten from the unique findings of the research through the use of interviews, questionnaires with open-ended questions, focus groups, observation, game or role-playing, case studies etc.). The method of data collection for this study were questionnaires and Interview known as KII (Key Informant Interview).

3.7.1 Primary Data collection

The primary data for this study were gotten from 412 questionnaires and interview questions administered to 36 respondents. In achieving this, the researcher sought the consent of the respondent from selected organizations in hospitality and tourism industry in Lagos State, administered the questionnaire and scheduled the interview, then the questionnaires were retrieved and responses from interviews were collated by the researcher for data analysis. In order to gather information from these respondents, the services of 2 Research Assistants were contracted to help in administering and collecting the questionnaires from the respondents while the researcher conducted the interview on a one-on-one basis. The questions were based on gender perspectives to violence, bullying and slavery on employee behavior in the hospitality and tourism industry.

3.7.2 Categorization of facilities

The selected facilities for the study were chosen in line with the different categories in the hospitality and tourism industry. For the Food & beverage category, Tantalizers was selected; for Travel & tourism category, Sailors lounge was selected, for lodging and accommodation, Eko Hotels and Suites and Jacaranda Casino were selected; and for Recreation category, Lekki Conservative Centre was selected.

3.7.3 Structure of the Interview

The structure of the interview is that of snowballing in which, the researcher recruited the initial set of participants through friends and acquaintances of the victims of violence, bullying and slavery in hospitality and tourism industry. Before they were interviewed, all the participants were assured of confidentiality of the information they would give. After the interview of the initial set of participants, they were asked to refer friends, family, or acquaintances that fit the study's criteria, i.e. those that have been victim of violence, bullying and slavery at work places in the hospitality and tourism industry. Then the referred individuals were screened to ensure they meet the study's inclusion criteria; and the eligible participants were interviewed, providing valuable data for the study.

3.7.4 Secondary Data Collection

Sources of secondary data include books, personal sources, journals, newspapers, websites, government records etc. Secondary data are known to be readily available compared to that of primary data. It requires very little research and needs for manpower to use these sources. For this study, the secondary data were gotten from articles, journals, reports, news, records, and websites of selected organizations.

3.8 Method of Data Analysis

Data analysis is the most crucial part of any research. Data analysis summarizes collected data. It involves the interpretation of data gathered through the use of analytical and logical reasoning to determine patterns, relationships or trends. The two primary methods for data analysis are qualitative data analysis techniques (which describes information that is typically non-numerical, working with unique identifiers, such as labels and properties, and categorical variables, such as statistics, percentages, and measurements. The qualitative data in this study were discussed using narrative analysis method, in which the responses from participants interviewed were narrated and conclusions were inferred.

Quantitative data analysis techniques include statistics, percentages, calculations, measurements; while working with algorithms, mathematical analysis tools, and software. These data analysis techniques can be used independently or in combination with the other to help acquire insights from different data types. In this study, representations like tables and graphs were used to ensure easy and quick interpretation of data while responses were expressed in percentages. This method was used because it is the best instrument to identify, compare, describe and to reach a conclusion on the subject matter of the study. The modality for this was explained further in Tables 3.2 and 3.3. The collected data were statistically analyzed, using the Statistical Package for Social Sciences software (SPSS), version 21.

The following were the guide to the analysis.

Hypothesis I: There is no relationship between gender perspective of violence, bullying and slavery; and employee behaviour in hospitality and tourism industry.

Hypothesis II: There is no significant relationship between the occurrence of violence, bullying and slavery; and employee behavior in hospitality and tourism industry.

3.9 Ethical Approval

The questionnaire was designed to explore participants' experiences of violence, bullying and slavery. The questions had potentials of causing discomfort for some participants (respondents) as the experiences of the trio vices are not positive ones. Also, participants may have concerns about their employment, as they could have had pressure from their employers.

To avoid these risks and eliminate participants' concerns, the researcher applied for ethical approval from the Leads City University Ethics Committee. Approaches for coping with the risks were outlined in the ethics request letter. For example, the participants have the right to opt out of the interview/questionnaire filling process. To ensure that participants are away from their employers or perpetrators of violence, bullying and slavery, the questioning did not take place in the participant's workplace, and all the participants were assured of the confidentiality of their responses.

3.10 The Study Area

3.10.1 Lagos

Lagos is the former political capital of Nigeria and the largest city in Africa in terms of population (Approx. 14.3m (2020 est, from the UN)¹. It is also the 4th largest economy in Africa followed by South Africa, Egypt and Algeria². Lagos is in Lagos State in South-Western Nigeria. It is bounded on the west by the Republic of Benin, to the north and east by Ogun State with the Atlantic Ocean providing a coastline on the south. Lagos is made up of a collection of islands surrounded by creeks that fringe the mouth of the Lagos lagoon on the southwest. It is separated from the Atlantic Ocean by a stretch of loosely connected barrier islands and sand spits.

The state's mainly Yoruba population has grown more heterogeneous with the migration of other Nigerians and West Africans to Lagos city. Lagos state's agricultural and fishing output

includes cassava (manioc), palm oil and kernels, coconuts, corn (maize), vegetables, fruits, and fish. These products are collected in the lagoon ports of Badagry, Epe, and Ikorodu and shipped to markets in Lagos city.



Figure 3.1: Selected sites from tourism and hospitality industry in Lagos, Nigeria.

Because of the limited space available on the three islands that constitute central Lagos city, industry has been concentrated at estates both inside (Apapa, Ijora, and Yaba) and outside (Ikeja and Mushin) the city, while the central city has increasingly become a commercial, financial, transportation, and service centre. In response to the overcrowding and congestion of Lagos, the federal government selected a new capital site, Abuja, which replaced Lagos as the national capital in December 1991. The state government centred in Lagos city was shifted to Ikeja in 1976. Additional bridges and feeder roads have also been constructed from the central city to the mainland, and the ports at Apapa and Tin Can Island have been incorporated into the metropolitan area to reduce harbour congestion.

Lagos state is served by a main line of the Nigerian Railways (which has its central yards in Lagos city) and the trunk highway system; Ikorodu, Mushin, and Ikeja are thereby linked to Lagos city. Epe, the state's other major town, is served by secondary highways and is also a

seaport. Lagos is served by Murtala Muhammed International Airport, located in Ikeja. Area 1,292 square miles (3,345 square km).³ Among all the organizations present in tourism and hospitality industry in Lagos state, this study shall utilized the following organizations as case studies. The following are the organizations to be used.

3.10.2 History of Tourism in Lagos State

Tourism in Lagos State was first fashioned in 1995 by the Military Administration of Captain Mike Akhigbe as a department under the Ministry of Home Affairs. In 1991 the Government of Chief Michael Otedola, removed the Tourism Department from the Ministry of Home Affairs and merged it with the Ministry of Information and Culture, thus becoming the Bureau of Information, Culture and Tourism and was headed by a Permanent Secretary. In 1994, the Tourism Department was again detached from Bureau of Information, Culture and Tourism and was merged with the Ministry of Commerce, Industry and Tourism (MCIT) and was headed by a Commissioner. During that period, the Lagos State Tourism Board was created out of the Tourism Department; the functions of the Board were strictly tourism promotion and marketing while on the other hand the Tourism Department was in charge of policy matters. In 1998, the Tourism Department and the Lagos State Tourism Board became a full Corporation with the name Lagos State Waterfront and Tourism Development Corporation (LSWTDC) under a Managing Director. In 2007 the LSWTDC was divided into 2 (two) different ministries: Ministry of Tourism & Intergovernmental Relations and Ministry of Waterfront Infrastructure Development. The Administration of His Excellency, Mr. Akinwunmi Ambode in 2015 rechristened the Ministry and expanded its Ministerial responsibilities to read Ministry of Tourism Arts and Culture.⁴

The tourism and hospitality industry has great role in creating vast job opportunities for tourist destination peoples. Since, the sector is labor intensive; it provides a wide range of different employment opportunities to host communities. It creates opportunities for many

small entrepreneurs and for the development of a wide range of small scale business. It gives more employment opportunities for women's and young people than other industries. Tourism in general has three broad socio cultural advantages⁵. These are the promotion of cross-cultural understanding, the incentive value of tourism in preserving the local culture and heritage and the fostering of social stability. It also brings more opportunities to upgrade facilities such as outdoor recreation facilities, parks and roads. Besides this, it creates favorite image of the destinations that help local pride their belongingness of that society, facilities the process of modernization and provide opportunities of education⁵.

In 2019, contribution of travel and tourism to GDP (% of GDP) for Nigeria was 5.1 %. Though Nigeria contribution of travel and tourism to GDP (% of GDP) fluctuated substantially in recent years, it tended to decrease through 2000 - 2019 period ending at 5.1 % in 2019⁶. The occurrence of violence, bullying and slavery in tourism and hospitality industry has not really been reported in Lagos State except for those occurring in secondary schools.

Table 3.4: Organizations selected for the study

Organization	Sector	Location
Lekki Conservation Centre	Travel and Tour services	Lekki
Eko Hotels and Suite	Accommodation and lodging	Victoria Island
Sailors Lounge	Club	Lekki phase 1
Jacaranda Casino	Recreation and entertainment	Ikeja
Tantalizers	Food and Beverage	Ikorodu Branch

Source: Author's Field Survey, 2022.

3.10.3 Selection Criteria of the organizations

The selected organizations have been selected based on the reasons that: they all exist within the context of this study which is tourism and hospitality industry. They are places where

violence, bullying and slavery can occur because the nature of operation in these organizations gives room to these occurrences. Also, in these organizations, especially those with accommodation and lodging, there is high tendency of employees being harassed, threatened and being bullied either by clients, colleagues or bosses. There is evidence about how guests, especially international tourists, take undue advantage of the proverbial hospitality of Ghanaians and abuse, and in some cases, sexually harass the staff⁷.

3.11 Brief Description of the organizations

3.11.1 Lekki Conservation Centre

The Lekki Conservation Centre (LCC), located at Km 19 Lekki - Epe Expy, Lekki Penninsula II 106104, Lekki, was established in 1990 to serve as biodiversity conservation icon and environment education centre. The facility was built by the Chevron Corporation for the Nigerian Conservation Foundation (NCF), as a reserved sanctuary for the rich flora and fauna of the Lekki Peninsula. The company has since provided annual funding for the management of the centre.

It is the only vibrant protected area in Lagos State and one of the very few vibrant tourist destinations of repute in Lagos and has thus been recognized as one of the notable sites and monuments of special interest and exceptional relevance by the Lagos State Government under the listed sites for the preservation, protection and restoration of historical properties and cultural heritage in Lagos State and for connected purposes.

The centre has grown into one of Africa's prominent and most-diverse urban Nature Parks due to its high species richness. It is located in the coastal environs covering an approximate land area of 78 hectares, extending from kilometre 19 along the Lagos-Epe Expressway and ends up a very close distance to the Atlantic Ocean near Okun Ibeju Village, Eti-Osa Local Government Area of Lagos State.

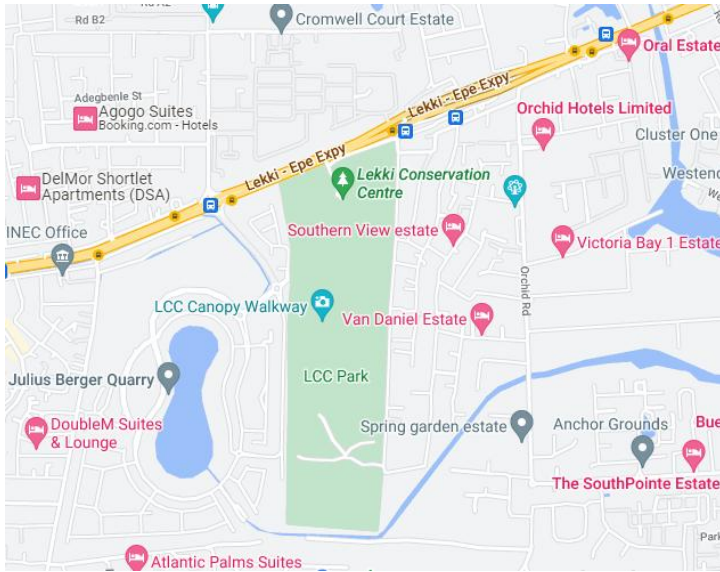


Figure 3.2: Lekki Conservation Centre (Source: Olaleru ⁸)

3.11.2 Eko Hotels and Suites

Established in 1977 as *Èkó Holiday Inn* and built on Victoria Island, it is the largest hotel in Nigeria. It was designed by architect Oluwole Olumuyiwa in collaboration with Americans.⁹ It was subsequently renamed *Le Meridien Eko Hotel and Suites, Lagos*. L'Hotel Eko Le Meridien is part of the Chagoury Group of companies. The Hotel building comprises 825 rooms and suites in four multistory buildings, clad in white with views of the Atlantic Ocean and the Kuramo Lagoon.¹⁰ The hotel located next to the financial centres of Lagos Island: Victoria Island. Eko Hotels & Suites has a sister hotel in Port Harcourt named Hotel Presidential. It has the largest Convention Centre in Nigeria.

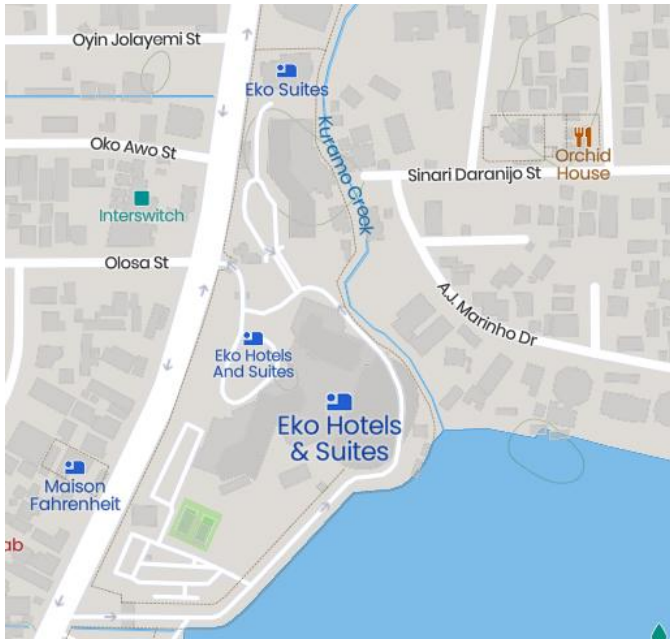


Figure 3.3: Eko Hotel and Suites

Source: www.mapcarta.com¹¹

3.11.3 Sailors Lounge

The Sailor's lounge is the first floating bar in Nigeria. Located inside **Lekki phase 1**, Lagos and designed with timber giving the experience of floating on top of the ocean. The bar can accommodate up to 100 visitors and is open every day from 10am-12midnight except for special events. The lounge boasts of three sections; Sailor's Bar, Captain's Cabin and Captain's Deck. Captain's Deck is the first floating bar in Nigeria, it is specifically designed to capture the experience of floating atop the ocean for maximum enjoyment.

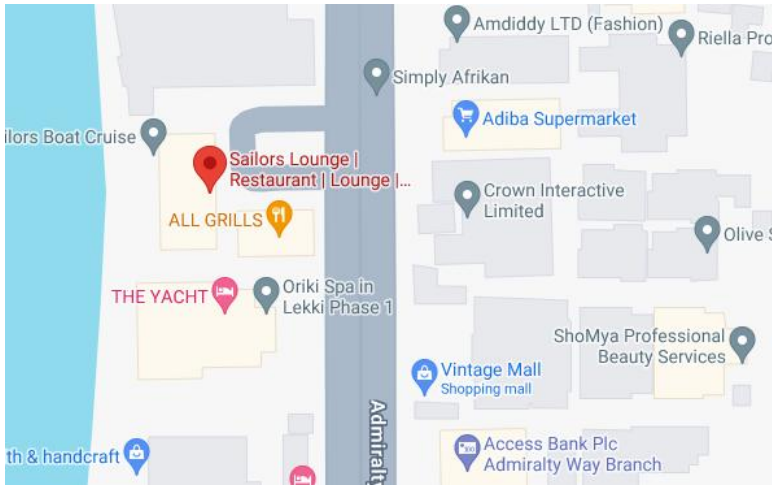


Figure 3.4: Sailors Lounge

Source: <https://maps.app.goo.gl/rfdBNJbPRZAFQUL5A>¹²

3.11.4 Jacaranda Casino

Located within a four star Sheraton Lagos Hotel premises, Mobolaji Bank Anthony Way, Ikeja, is a gaming centre called Jacaranda Casino, where experience is teeming with entertainment, excitement and stylish comfort. It offers the latest in video, traditional and retro slots, with tables including games such as Roulette, Blackjack, Easy Poker, Stud Poker, Baccarat and Texas Hold 'Em Poker, Bingo and lots more.

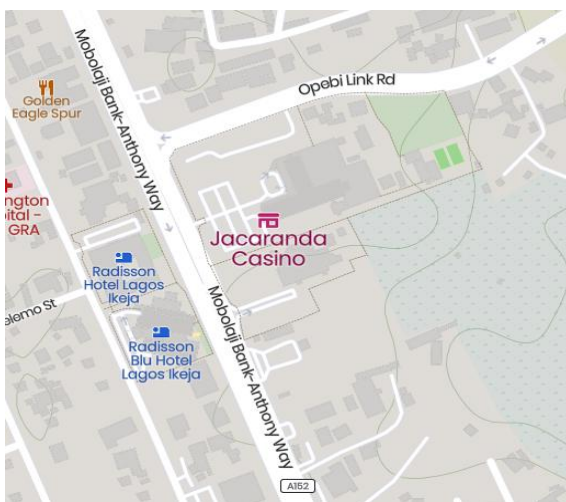


Figure 3.5: Jacaranda Casino

Source: www.mapcarta.com¹¹

3.11.5 Tantalizers (Ikorodu Branch)

Tantalizers is a leading Nigerian fast food restaurant chain. It opened its first location around 1997 in Festac Town, Lagos. This first location was initially a small neighborhood restaurant serving hamburgers. Success at this first location led to an expansion that has seen the company and its franchisees open additional locations in cities such as Lagos, Ibadan, Abuja, and Port Harcourt. As of 2015, the restaurant has 50 outlets across Nigeria. Tantalizers serves Nigerian fast food staples such as meat pies, scotch eggs, chicken, jollof rice, fried rice, cakes, and hamburgers.¹³ for the purpose of this study, its Ikorodu Branch was used.



Figure 3.6: Tantalizers (Ikorodu)

Source: www.googlemaps.com¹⁴

3.12 Chapter summary

This chapter explained the methodology and methods used for this research. The objectives of this investigative study were to explore causes, perpetrators of workplace violence, bullying and slavery in tourism and hospitality industry in Lagos State, Nigeria. The chapter also described the different selected organizations in tourism and hospitality industry for use in this study.

Endnotes

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Chapter Four

Results and Discussion of Findings

4.1 Socio-Demographic Profile of Respondents

The data collected from 412 respondents/participants out of the 424 questionnaires administered is analyzed and the demographic data of the respondents is presented in frequency distribution tables and charts.

Table 4.1. Organizational Distribution of the Participants

Organization	Sample size	Frequency	Percent
Eko Hotels & Suites	91	88	21.4%
Jacaranda casino	6	6	1.5%
Lekki Conservation Center	23	23	5.6%
Sailors Lounge	13	13	3.2%
Tantalizers	289	282	68.4%
Total	422	412	100.0%

Source: Author's Field survey, 2022

Table 4.1 shows that out of 91 participants administered questionnaires in Eko Hotels & Suites, 88 responded and returned their questionnaires, in Jacaranda Casino 6 participants were given questionnaires and the 6 returned the completed questionnaires, the participants in Lekki Conservation Centre were given 23 questionnaires and the 23 filled and returned theirs. Out of the 13 employees administered questionnaire to in Sailors Lounge, all the 13 participated in the survey, and out of the 289 questionnaires administered to the employees of

Tantalizers across Lagos, 282 participated in the survey and returned their questionnaires. So, in all there are 412 questionnaires, which accounted for 91.17% return rate. This was achieved because the study contracted the services of two research assistants to help in administering and collecting the questionnaires from the respondents.

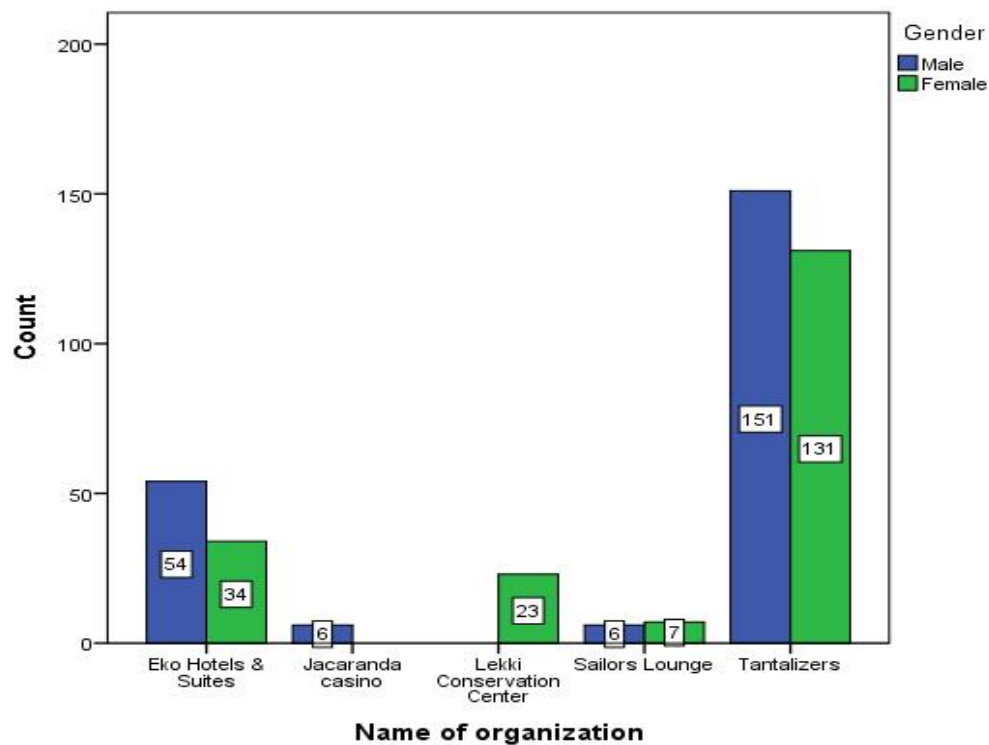


Figure 4.1. Distribution of Selected Organizations by Gender

Figure 4.1 shows that most of the participants are Tantalizers employees with 151 male and 131 female, followed by Eko Hotels & Suites employees with 54 male and 34 female. Other participants are employees of Lekki Conservation Centre (all male), Sailors Lounge (6 male, 7 female) and Jacaranda Casino (only male because majority of the casino customers are male and the female that are staff were not willing to be part of the study). This is in line with the sample sizes of the organizations given in Table 3.1. Figure 4.1 supports the result in Table 4.1 showing the frequency distribution of the organization involved by gender. All the organizations involved in the study are well represented in the study only that Lekki Conservation Centre and Jacaranda Casino do not have female respondents, but since the data

are combined and analyzed together, with homoscedasticity (equal variance assumed). This will give the true picture of the subject matter. The reason for the high level of participants from Tantalizers is because, it is one of the major players in the fast foods sector of the hospitality industry and have nothing less than 17 years of operational experience and are well spread all over Lagos State.

Table 4.2. Frequency Distribution of the Demographic Data

Variable	Levels	Frequency	Percentage
Age	18-25	154	37.4
	26-35	208	50.5
	36 years and above	50	12.1
Gender	Male	217	52.7
	Female	195	47.3
Tribe	Yoruba	292	70.9
	Ibo	105	25.5
	Hausa	2	0.5
	Others	13	3.2
Educational qualification	SSCE	102	24.8
	ND	149	36.2
	HND/BSc	157	38.1
	M.Sc and above	4	1.0
Type of hospitality organization	Travel and tour organization	31	7.5
	Recreation and entertainment	48	11.7
	Club	75	18.2
	Accommodation and lodging	130	31.6
	Food and beverage	128	31.1
Mode of work	Full-Time	285	69.2
	Part-Time	127	30.8

Source: Author's Field survey, 2022

Table 4.2 shows that 37.4% of the respondents are in the age bracket (18-25), 50.5% are in the age bracket (26-35), while the remaining 12.1% are 36 years old and above. The table shows that 52.7% are male while 47.3% are female. Figure 4.2 shows that most of the participants are male in the age bracket (26-35). Table 4.2% shows that 70.9% of the

participants are Yoruba, 25.5% are Ibos, 0.5% is Hausa, and 3.2% are of other tribes. Most of the participants are Yoruba because the survey was carried out in Lagos Southwest Nigeria, a Yoruba dominated geopolitical zone. The table shows that 24.8% of the participants have school cert, 36.2% are national diploma holders, 38.1% have Bachelors degree of HND, and the remaining 1% have higher educational qualifications. All the participants some level of education, at least they can all read and write and with their level of education they can contribute meaningfully to the subject matter and understand the implications of the data they provide, and the ethical consideration is not unknown to them.

Table 4.2 shows that most of the participants work in accommodation and lodging hospitality service accounting for 31.6%, followed by food and beverage service (31.1%), then club (18.2%), recreation and entertainment (11.7%) and travel and tour organization (7.5%) in that order. Table 4.2 shows that 69.2% of the participants are full time employees of their organizations, while 30.8% are on part-time. Figure 4.3 shows that most of the participants are waitress and waiters both accounting for 50.4% of the total participants, followed by bar attendants, then house keepers.

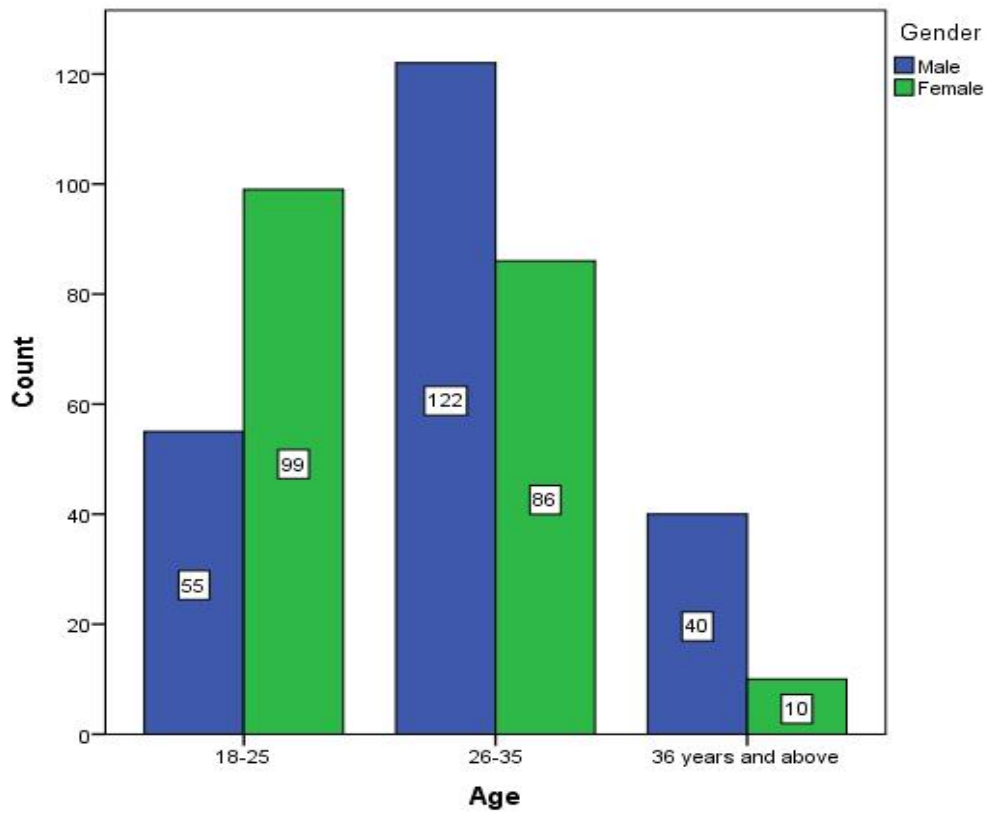


Figure 4.2. Age by Gender Distribution

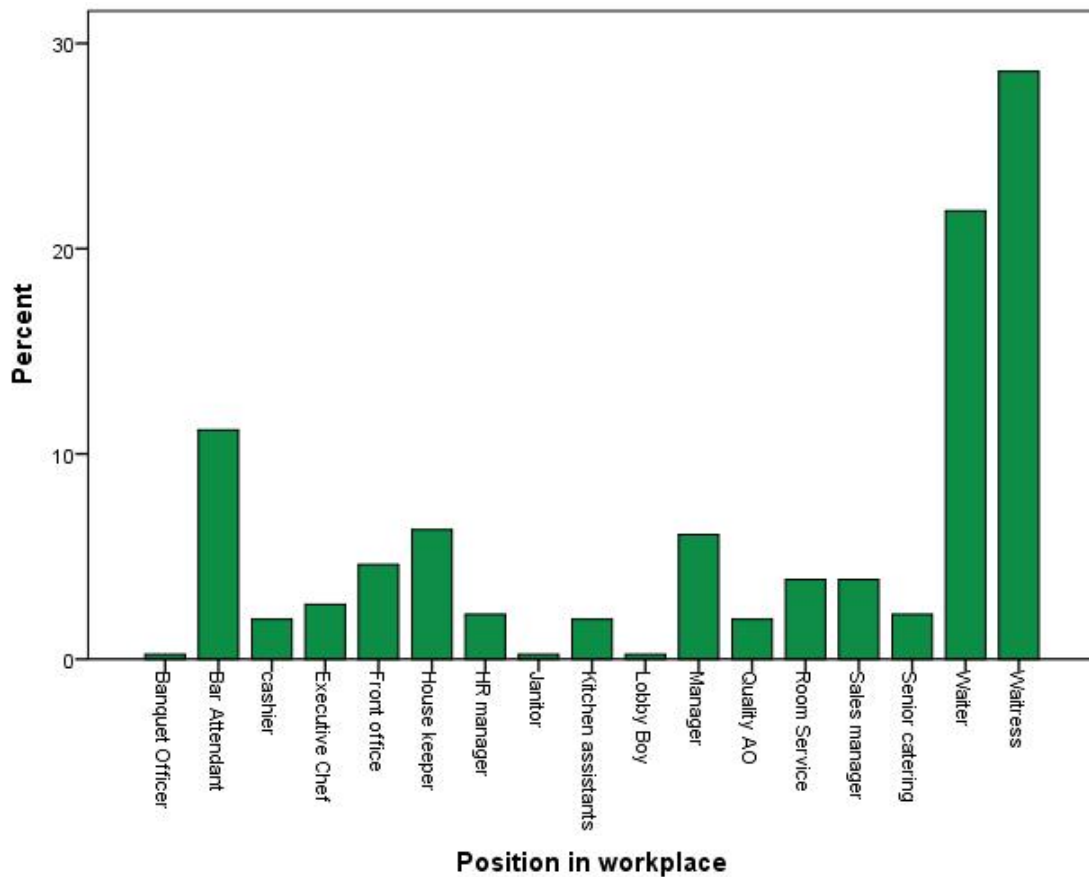


Figure 4.3. Position in Work Place Distribution

4.2 Presentation of Data

The data is presented using different descriptive forms, ranging from frequency tables, contingency tables and pie charts, simple bar charts, multiple bar charts on the subject matter.

Workplace Violence

Figure 4.4 depicts that female employees in the hospitality industry experienced workplace violence than the male, and participants that had experience workplace violence are more than the ones that had not experience it. Figure 4.5 depicts that participants, who experience workplace violence, experience it once a month (65.78%), once a week (19.17%), twice a week (9.22%) and above three times a week (5.83%). The plot shows that 65.78% of the

participants experience workplace violence monthly. Figure 4.6 depicts that guests assaulted 36.89% of the participants, 36.65% were assaulted by co-workers, their supervisors assaulted 19.66% of the participants, and top management staff assaulted the remaining 6.8%.

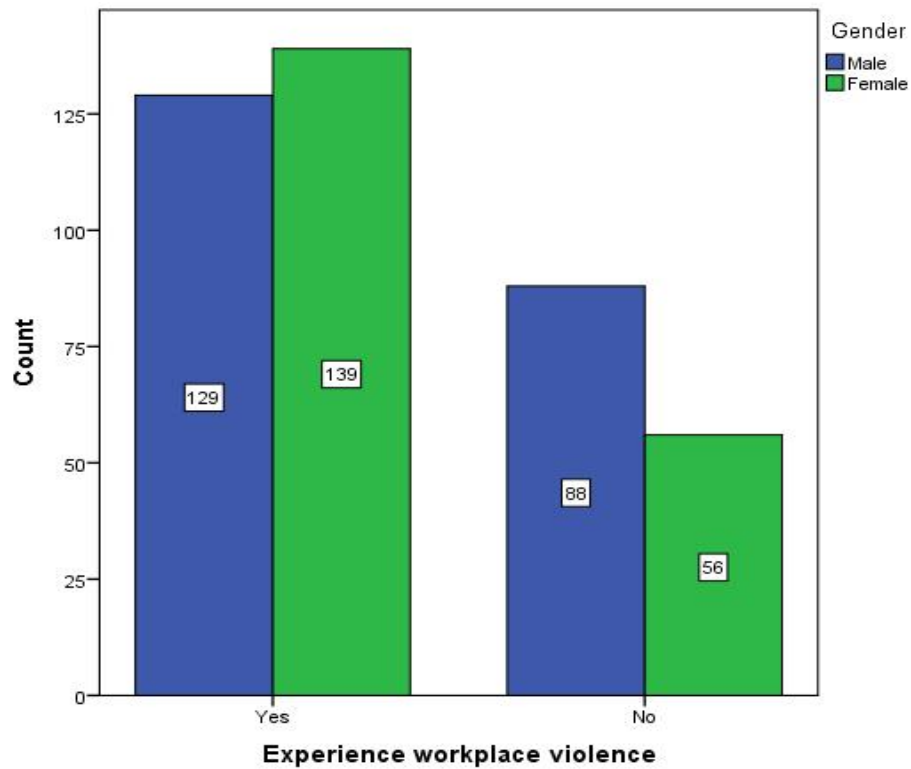


Figure 4.4. Workplace Violence by Gender Distribution

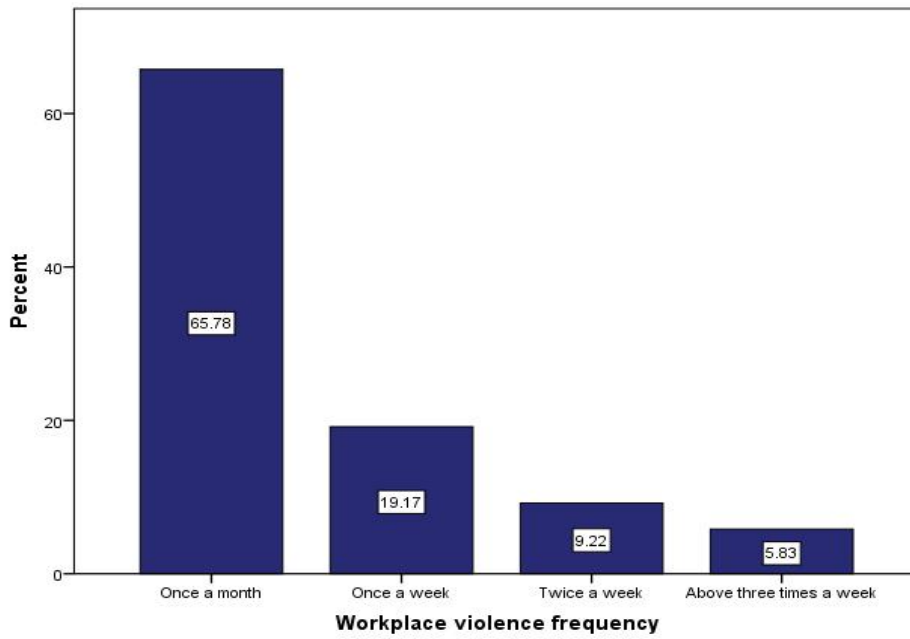


Figure 4.5. Frequency of Workplace Violence

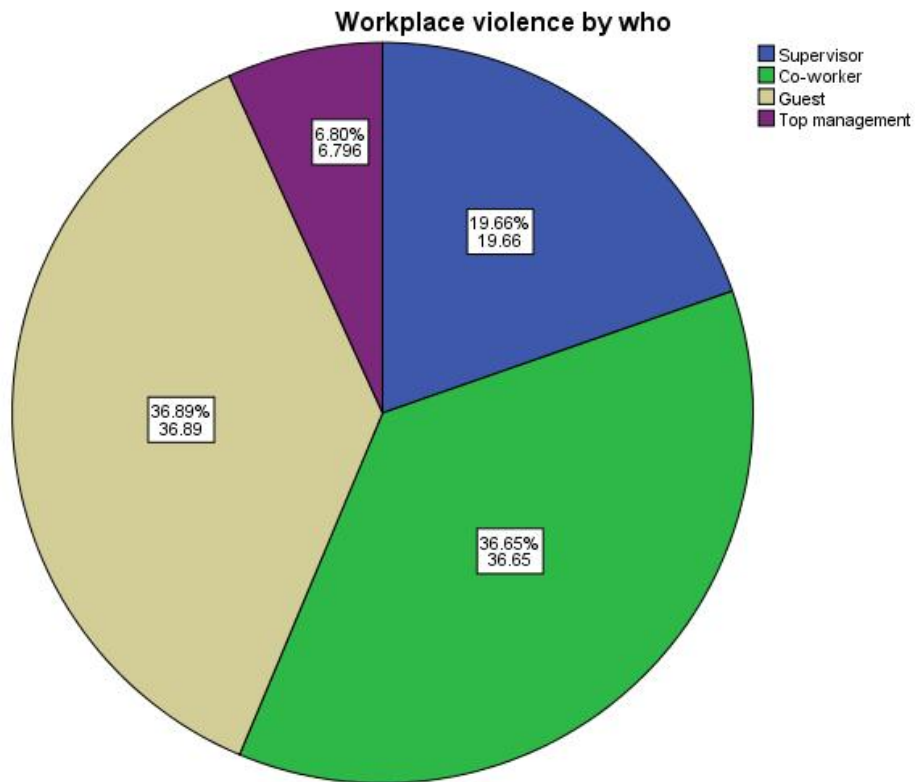


Figure 4.6. Workplace Violence by Whom

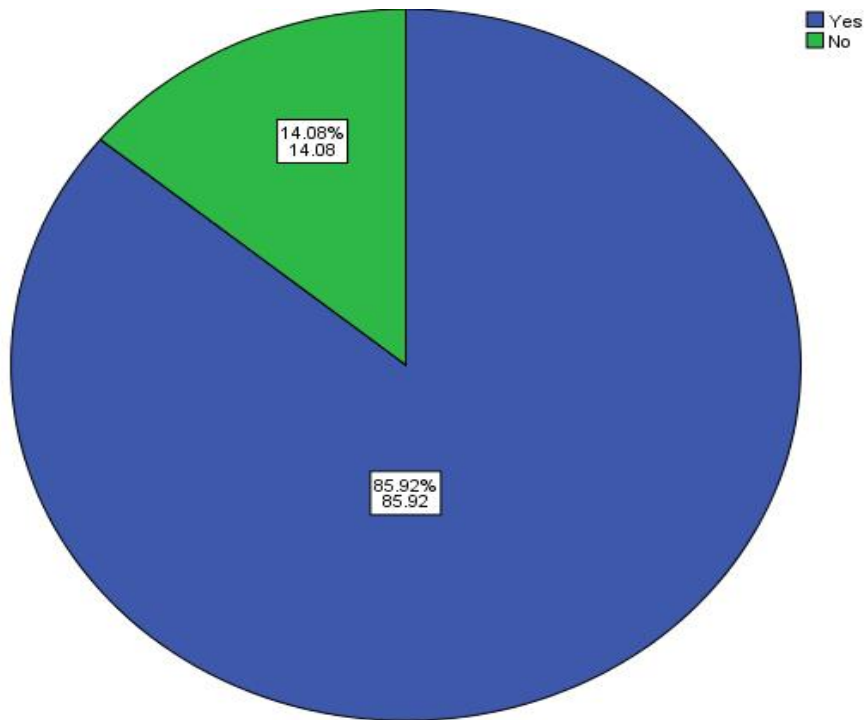


Figure 4.7: Report of Workplace Violence

Figure 4.7 depicts that 85.92% of the participants who were assaulted report workplace violence to their employers, while 14.08% do not report workplace violence to their employers.

Table 4.3 Perspectives on Workplace Violence

Items	Mean	Std. Deviation
Part of the job	3.96	1.174
Significant problem	3.45	1.198
Quitting the job	2.28	1.394
Coping	3.62	1.285
Negative job consequences	2.76	1.497

Source: Author's Field survey, 2022

Table 4.3 shows that the participants agreed that violence and harassment is part of the job, is a significant problem, and agreed that coping with violence and other negative happenings at

work are considered as pursuing a career in the industry. However, the participants did not agree that quitting of job as the best solution to stop experiencing violence at work, and disagree that there would be negative job consequences when violence at work is reported. A mean equal to or greater than 3 is agreed while less than 3 is disagreed.

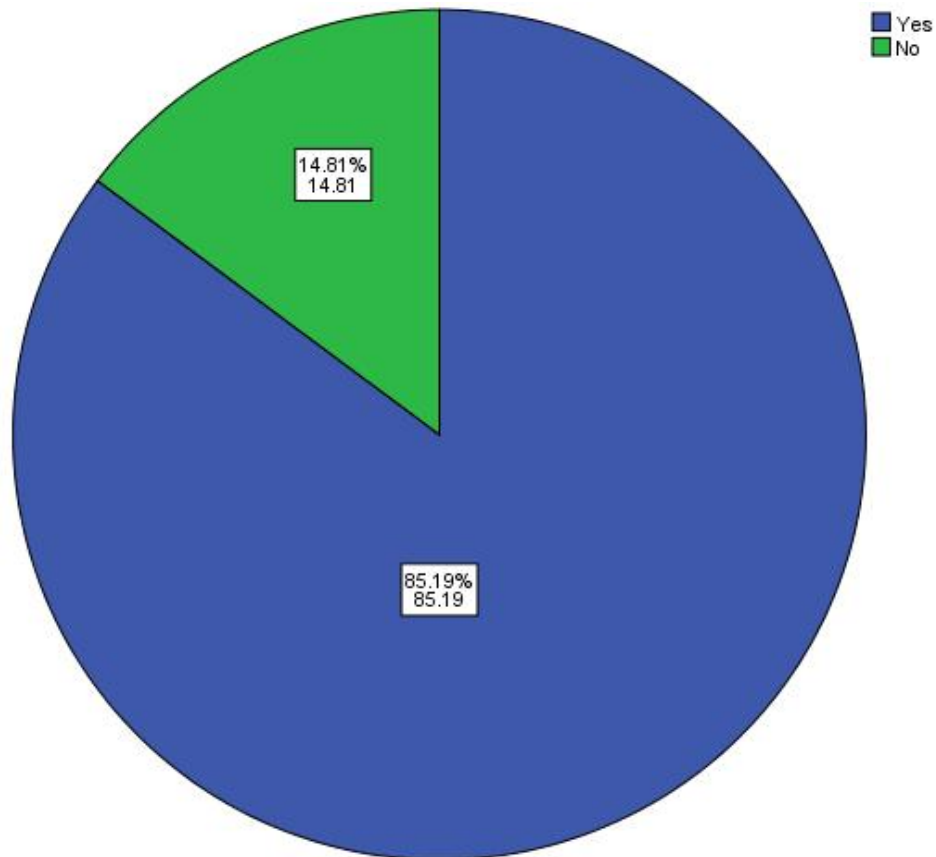


Figure 4.8: Workplace Bullying Knowledge

Source: Field Survey Results, 2022

Figure 4.8 depicts that 85.19% of the participants understand what workplace bullying is all about, while 14.81% do not understand workplace bullying.

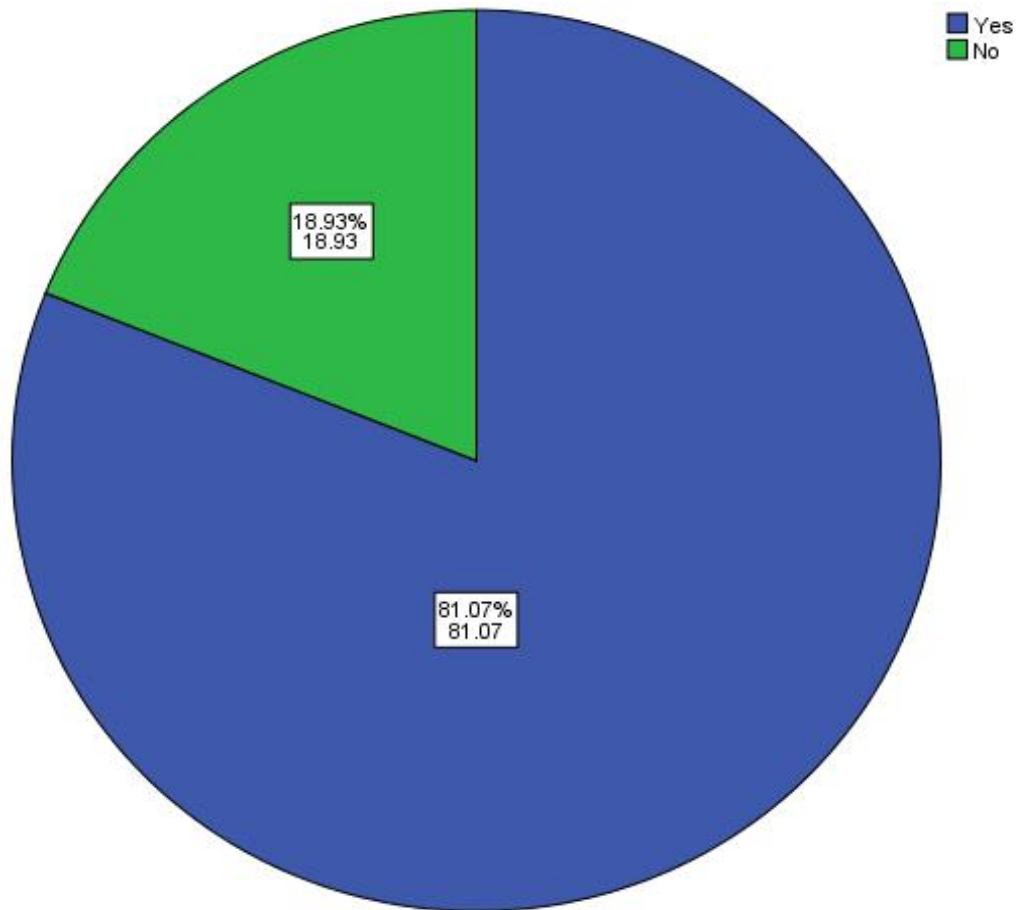


Figure 4.9: Experience of Workplace Bullying

Source: Field Survey Results, 2022

Figure 4.9 depicts that 81.07% of the participants had experience workplace bullying, while 18.93% had not experience workplace bullying before.

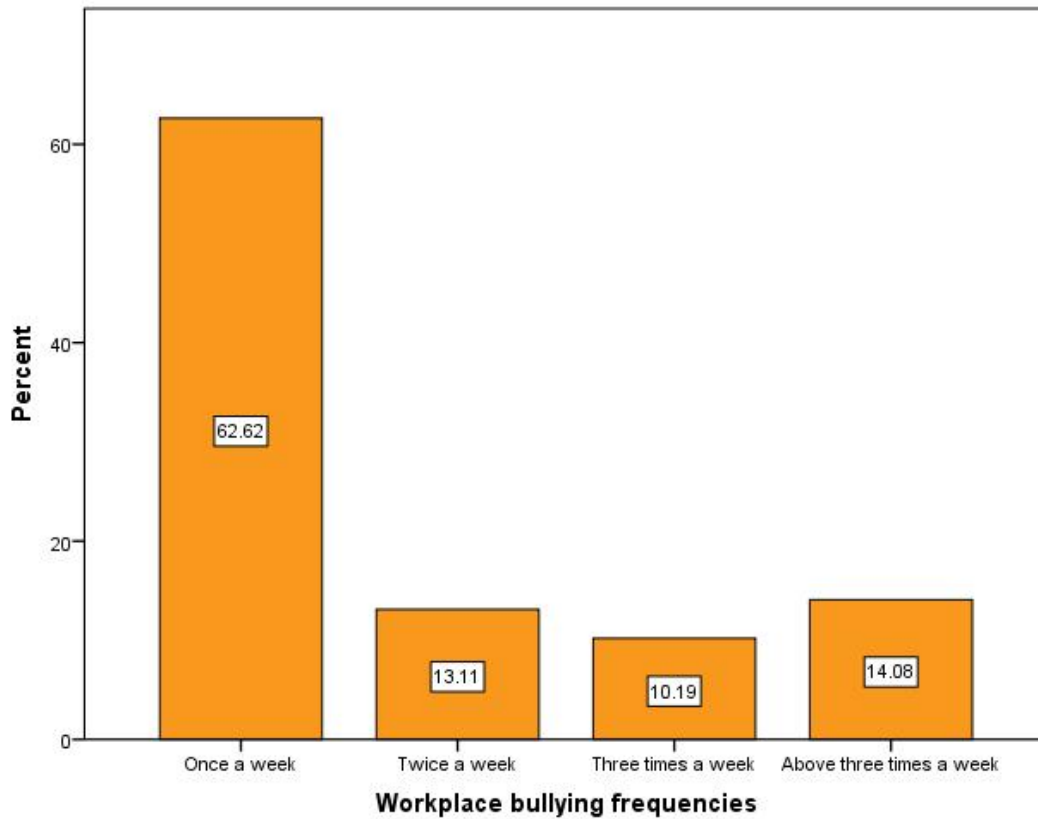


Figure 4.10: Frequency of Workplace Bullying

Source: Field Survey Results, 2022

Figure 4.10 depicts that participants, who experience workplace bullying, experience it once a month (62.62%), once a week (13.11%), twice a week (10.19%) and above three times a week (14.08%). The plot shows that 62.62% of the participants experience workplace bullying monthly.

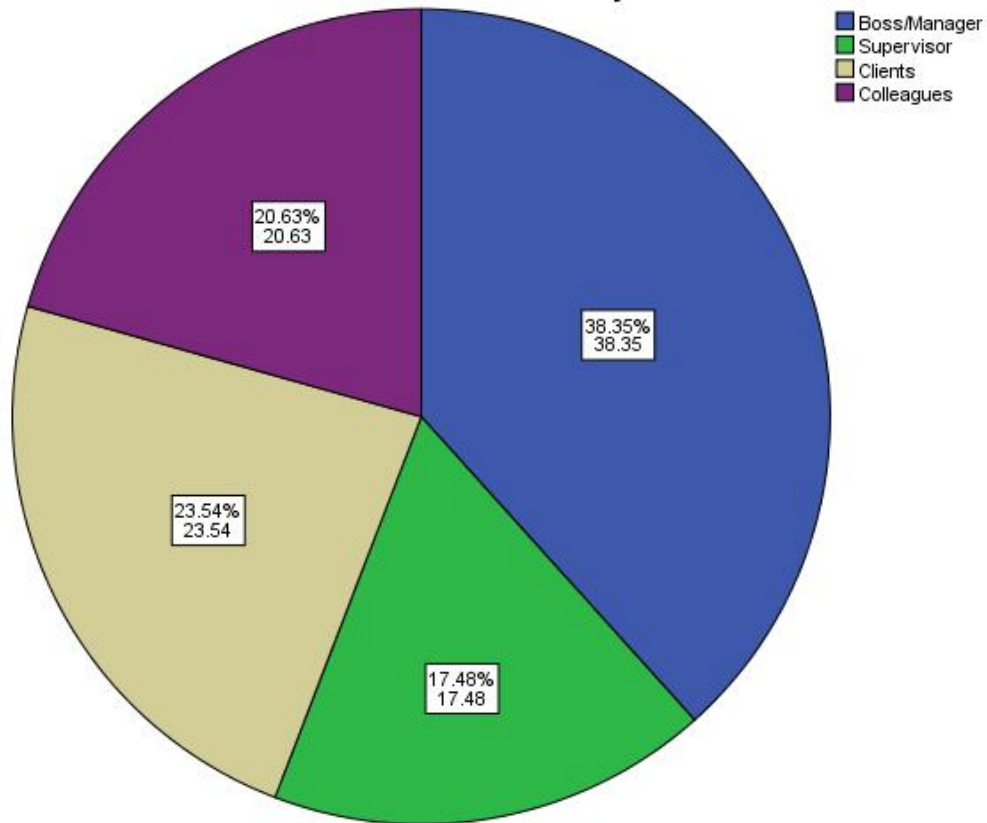


Figure 4.11: Frequency of Workplace Bullying Perpetrators

Source: Field Survey Results, 2022

Figure 4.11 depicts that boss/manager bullied 38.35% of the participants, 23.54% were bullied by clients, 20.63% of the participants are bullied by their colleagues, and supervisors bullied the remaining 17.48% of the participants.

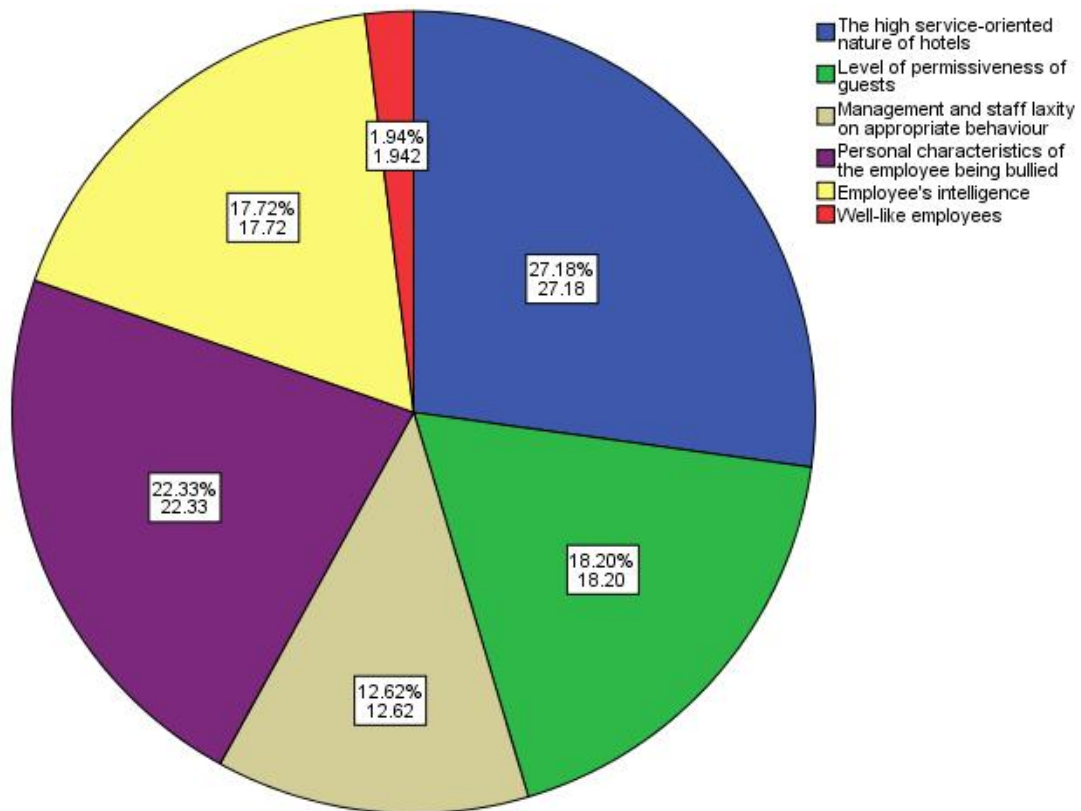


Figure 4.12: Factors of Workplace Bullying

Source: Field Survey Results, 2022

Figure 4.12 depicts that 27.18% of the participants are of the opinion that high service-oriented nature of hotels is a factor contributing to workplace bullying, 22.33% are of the opinion that personal characteristics of the employee being bullied is a factor contributing to workplace bullying. The figure shows that 18.20% opined that the level of permissiveness of Guests is a factor to workplace bullying, 17.72% opined that employee's intelligence is a factor to workplace bullying, and 1.94% said that well-like employees is a factor to workplace bullying.

Table 4.4. Descriptive Statistics of Forms of Workplace Bullying

Items	N	Mean	Std. Deviation
Humiliated or ridicule	412	3.82	1.195
Order to work below your level	404	3.55	1.089
Key area of responsibility removed from your schedule	412	3.88	1.203
Ignored or excluded	412	3.39	1.431
Insulting or offensive remarks	412	3.49	1.164
Shouted at	412	3.57	1.154
Intimidating behaviours	412	3.78	1.292
Repeated reminder of your errors	412	3.17	1.257
Subject of excessive teasing	412	3.80	1.160
Pressure not to claim your entitlement	412	3.69	1.232
Violence or physical abuse	412	3.73	1.505
Shouting and sexual harassment	412	3.23	1.255
Unwanted sexual advances	412	3.09	1.273
Invasion of personal space	412	3.42	1.430
Insulting messages	412	2.85	1.308
Verbal abuses by guests	412	3.58	1.448
Giving difficult task to perform	408	3.61	1.320
Social isolation and boycott	408	3.50	1.324

Source: Author's Field survey, 2022

Table 4.4 shows that most of the participants agreed that all the items listed are the different forms of bullying on employee of in the hospitality and tourism industry. The major form of bullying of the employee as perceived by the participants is that the key area of their responsibility is removed from their schedule, followed by being humiliated or ridiculed, and subject of excessive teasing. This might affect their performances, as they would felt sidelined from key decision making aspect and reduce self-esteem.

Workplace Slavery

The workplace slavery is analyzed based on the items in the questionnaire and it is subject to the perception of the participants. They were asked if they had experienced slavery in the course of their work in the past, and were asked what are the different forms of slavery experienced in hospitality and tourism industry?

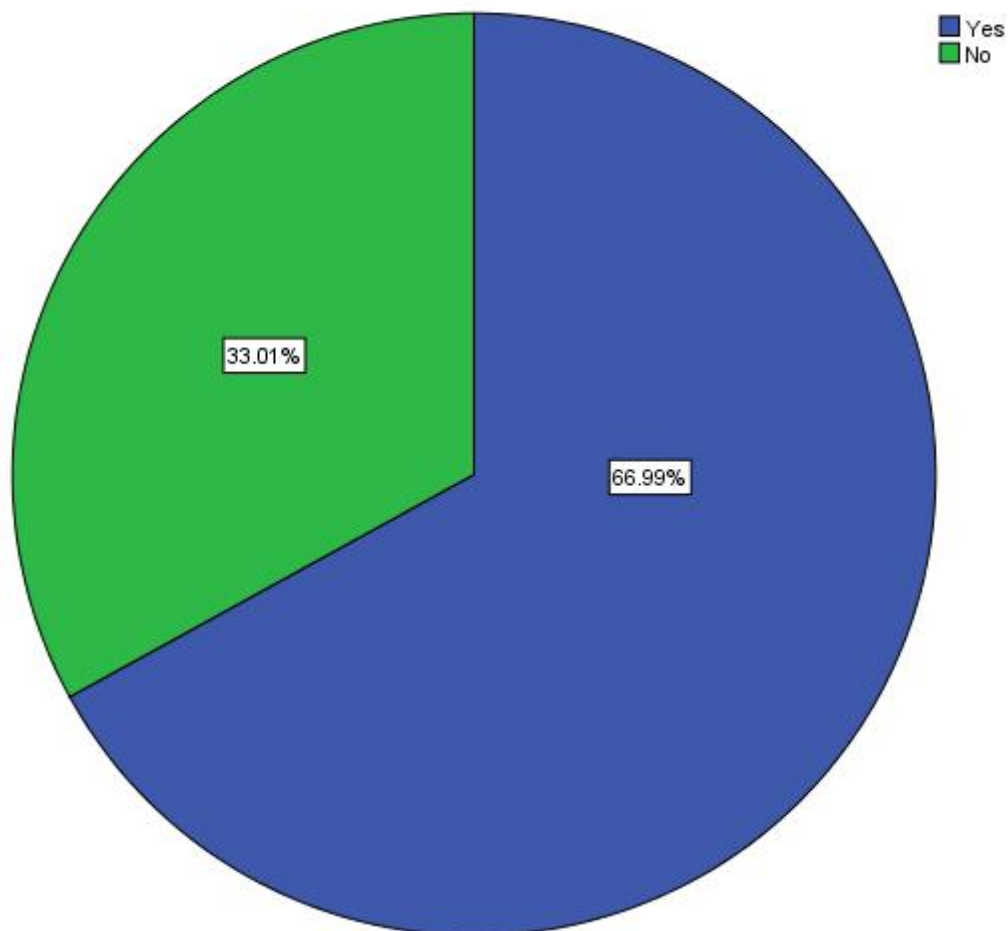


Figure 4.13: Workplace Bullying Experienced

Source: Field Survey Results, 2022

Figure 4.13 shows that most of the participants agreed that they had experienced slavery in the course of your work before, accounting for 66.99% of the total participants. These means that they can contribute to the subject matter based on their experience. Others that have not experienced it personally would have seen it happened to their colleagues and would have tried to either avoid it or by chance have not personally at disadvantage.

Table 4.5. Descriptive Statistics of Forms of Workplace Slavery

Items	N	Mean	Std. Deviation
Trafficking of people for sex	412	3.82	1.252
Forced labour	412	3.81	1.157
Servitude	412	3.43	1.207
Sexual exploitation	412	3.66	1.348
Debt bondage	412	3.31	1.226
Unlawful recruitment of minors	412	3.44	1.234
Labour exploitation	412	3.40	1.223
Unpaid leave allowances	408	3.64	1.341
High recruitment fees	412	3.26	1.224
Withholding of wages	412	3.46	1.506
Forced sex work	408	3.49	1.457

Source: Author's Field survey, 2022

Table 4.5 shows that most of the participants agreed that all the items listed are the different forms of slavery experienced in hospitality and tourism industry. The major form of slavery experience as perceived by the participants is trafficking of people for sex, followed by forced labour, and sexual exploitation. These forms of slavery might not be known to the employers, if the accused did not report the cases. This study has one way or the other exposed the different ways of workplace slavery that the employers in the industry, especially in the hospitality and tourism industry to look into, and make policies that can advert them.

Effects and Implication of Violence, Bullying and Slavery

The likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry as perceived by the participants are analyzed and discussed.

Table 4.6. Mean Effects and Implications of Workplace Violence, Bullying and Slavery

Items	N	Mean	Std. Deviation
Poor psychological health	412	3.89	1.217
Depression	412	4.00	1.053
Stress	412	3.42	1.329
Anxiety	412	3.63	1.216
Low levels of emotional wellbeing	412	3.18	1.083
Low job satisfaction	412	3.40	1.207
Low affective commitment and work performance	412	3.75	1.121
Intention to leave job	412	2.99	1.531

Source: Author's Field survey, 2022

Table 4.6 shows that most of the participants agreed that all the items listed are the different effects and implications of violence, bullying and slavery in the hospitality and tourism industry on employees, except intention to leave job, which is below 3.00 on the average. The major effect and implication perceived by the participants is depression, followed by poor psychological health, and low affective commitment and work performance. These effects and implications in majorly on the employees, which can affect their performance at workplace, even at home. It can also reduce productivity without the employer knowing. The employer would think they are doing well but if these are taking care of, they can do better. The intention to leave job is the least effect and implication of violence, bullying and slavery in the hospitality and tourism industry on employees, because they believe that a bird at hand worth's more than thousand in the bush. It is the fear of the unknown.

Coping Mechanism for Workplace Violence, Bullying and Slavery

The coping mechanism or strategies against violence, bullying and slavery in the hospitality and tourism industry as perceived by the participants are analyzed and discussed.

Table 4.7. Average Coping Mechanism or Strategies against Workplace Violence, Bullying and Slavery

Items	N	Mean	Std. Deviation
Not being emotional	411	2.97	1.493
Exercising confidence	412	3.96	1.195
Evaluate the situation	412	3.85	1.173
Awareness of the workplace bullying	412	3.44	1.051
Knowledgeable about violence	412	3.87	1.308
Taking or expressing oneself to someone trusted	412	3.36	1.185
Talking to a legal representative	412	3.24	1.256
Seek professional counselling	412	3.98	1.119
Talk to your doctor	412	3.78	1.140
Get your supervisors and HR involved	412	3.79	1.214
Maintain a healthy balanced lifestyle	412	3.87	1.267
Move on	412	4.05	1.113
Consider leaving the job	412	2.87	1.461

Source: Author's Field survey, 2022

Table 4.7 shows that most of the participants agreed that all the items listed are the different coping mechanism or strategies against violence, bullying and slavery in hospitality and tourism industry, except not being emotional and consider leaving the job. The major coping mechanism or strategies against violence, bullying and slavery in hospitality and tourism industry as perceived by the participants is move on, followed by seeking professional counselling and exercising confidence. These coping mechanics can only help the accused to

prevent it from happening to them but would not help the system in general, except they report these casing rather than enduring or coping with them. Not being emotional and consider leaving the job are the two least coping mechanism or strategy as perceived by the participants, which are just enduring mechanism rather than eradication mechanism.

Prevention of Workplace Violence, Bullying and Slavery

The ways violence, bullying and slavery against employees can be prevented in the hospitality and tourism industry as perceived by the participants are analyzed and discussed.

Table 4.8 Average Preventive Measures to Stop Workplace Violence, Bullying and Slavery

Items	N	Mean	Std. Deviation
Reduce operation in high risk area	412	3.94	1.146
Form strategic alliances	412	3.84	1.284
Undertake security check-ups	412	3.54	1.298
Train superior officers on how to manage such situations	412	4.10	1.188
Establish crisis management team	412	4.07	1.010
Install adequate lightening	412	4.08	1.284
Avoid working alone	412	3.94	1.135
Introduce counters which offer sufficient protection	412	3.90	1.095
Install systems of emergency communication	412	4.19	1.141
Employ security staff	412	4.02	1.159
Ensure that exchange of money takes place openly	412	3.27	1.423
Ensure safe entrance and exit	412	4.11	1.134
Train staff to recognize potential dangers	412	4.23	.974
Set standard for acceptable clients behaviour	412	4.19	.965
Introduce anti-bullying policies	412	3.92	1.205
Guidance on informal and formal complaints	412	3.95	1.188

Source: Author's Field survey, 2022

Table 4.8 shows that most of the participants agreed that all the items listed are the different preventive measures to violence, bullying and slavery on employees in hospitality and tourism industry. The major preventive measure as perceived by the participants is by training staff to recognize potential dangers, followed by install systems of emergency communication and setting standard for acceptable clients behaviour. If all the preventive measures listed here are taken into consideration, then workplace violence, bullying, and slavery would reduce to its barest minimum.

Table 4.9 Summary of Workplace Violence, Bullying and Slavery

Items	N	Mean	Std. Deviation
Perspective of workplace violence	412	3.23	.672
Forms of bullying	396	3.52	.739
Forms of slavery	404	3.55	.766
Effects	412	3.54	.704
Coping mechanism	412	3.66	.720
Prevention	412	4.01	.729

Source: Author's Field survey, 2022

Table 4.9 shows that on the average most of the participants agreed that all the items listed as workplace violence, bullying, and slavery, their effects, coping mechanism and prevention are correct to the best of their knowledge. The closer the means are to 5 the greater the acceptability of the item to be true, but the lower the means are to 1, the lower the acceptability of the items. An item is generally accepted to be correct if the mean is 3 or greater than 3. So, 3 is the benchmark for acceptability of an item in a 5-likert-scale.

4.2.1 Research Questions

Research Questions One: What are the types of violence, bullying and slavery, as perceived and experienced by employees in hospitality and tourism industry using gender lens?

Figure 4.14 depicts that the types of workplace violence as perceived and experienced by employees in hospitality and tourism industry using gender lens includes direct physical assault (male 148, female 59), followed by written or verbal threats (male is 35, female is 65), then physical or verbal harassment (male 15, female 49). Other workplace violence as perceived and experienced by employees in hospitality and tourism industry using gender lens includes sexual violence (male is 9, female is 15) and assault by criminals (male is 10, female is 7). The workplace violence experience by male employees in the hospitality and tourism industry in order of importance is direct physical assault, written or verbal threat, physical or verbal harassment, assault by criminals and sexual violence. On the other hand, the female counterpart experience the following assaults in order of importance, written or verbal threat, direct physical assault, physical or verbal harassment, sexual violence and assault by criminals.

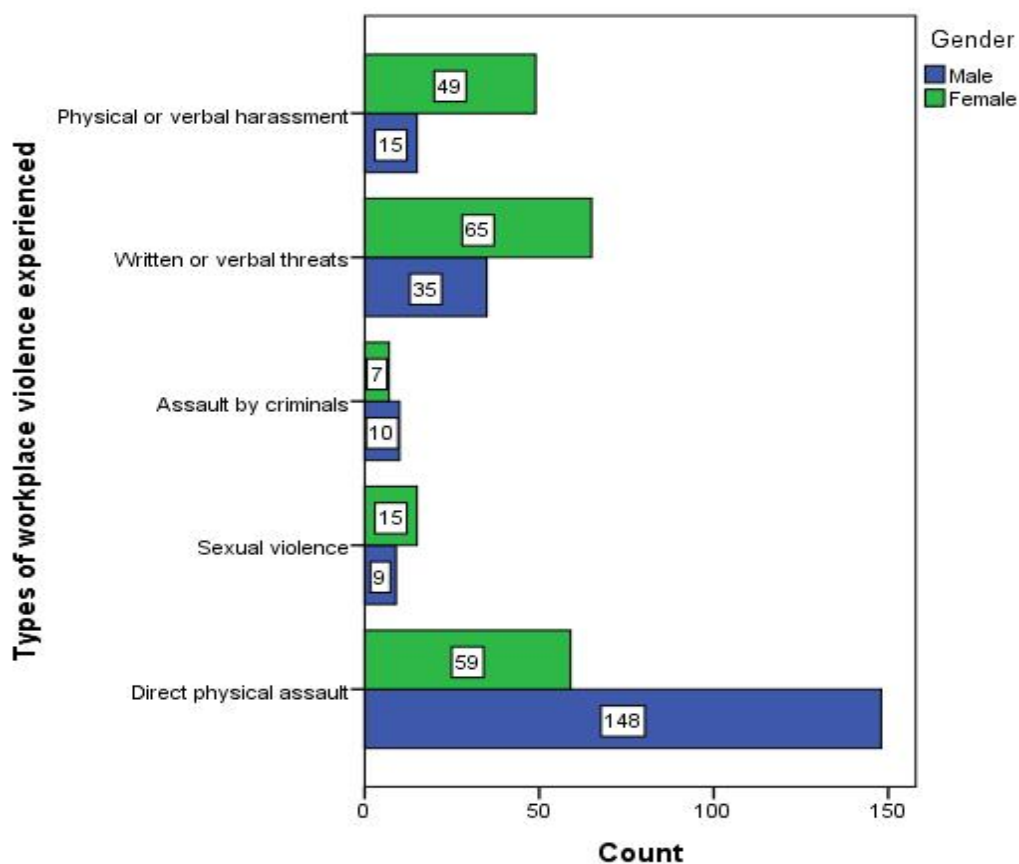


Figure 4.14: Forms of Workplace Violence by Gender

Source: Field Survey Results, 2022

Table 4.10 Forms of Workplace Bullying by Gender

Forms of Bullying	Male	Female
Being humiliated or ridicule in connection with your work?	4.01	3.55
Being ordered to do work below your level of competence	3.82	3.30
Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks	4.03	3.74
Being ignored or excluded	3.32	3.48
Having insulting or offensive remarks made about your person, attitudes or your private life	3.64	3.27
Being shouted at or being the target of spontaneous anger	3.59	3.50
Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking your way	3.73	3.75

Repeated reminders of your errors or mistakes	2.86	3.44
Being the subject of excessive teasing and sarcasm	3.76	3.77
Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses)	3.59	3.77
Threat of violence or physical abuse or actual abuse	4.18	3.18
Shouting and patronizing with sexual harassment	3.38	3.03
Unwanted sexual attention/advances	3.08	3.11
Invasion of personal space	3.80	2.88
Insulting messages	2.74	2.86
Verbal abuses by guests	4.13	2.85
Changing the victim's work tasks in some negative way or making them difficult to perform	3.80	3.36
Social isolation and boycott by not communicating with somebody or excluding someone from social activities	3.67	3.27

Source: Author's Field survey, 2022

Table 4.10 shows that the major types of workplace bullying according to their importance, as perceived and experienced by employees in hospitality and tourism industry using gender lens are analyzed and discussed. The major workplace bullying experience by men is verbal abuses by guests, followed by having key areas of responsibility removed or replaced with more trivial or unpleasant tasks, and being humiliated or ridicule in connection with their work. On the other hand, the major workplace bullying experience by women is being the subject of excessive teasing and sarcasm, and pressure not to claim something to which by right you are entitled, like sick leave, holiday entitlement, and travel expenses, followed by being shouted at or being the target of spontaneous anger.

Table 4.11 Forms of Workplace Slavery by Gender

Forms of Bullying	Male	Female
Trafficking of people for sex	4.08	3.52
Forced labour	3.79	3.82
Servitude	3.37	3.52
Sexual exploitation	4.13	3.14
Debt bondage	3.28	3.34
Unlawful recruitment of minors	3.62	3.22
Labour exploitation	3.71	3.03
Unpaid leave allowances	3.99	3.29
High recruitment fees	3.15	3.39
Withholding of wages	3.94	2.89
Forced sex work	4.03	2.86

Source: Author's Field survey, 2022

Table 4.11 shows that the major types of workplace slavery according to their importance, as perceived and experienced by employees in hospitality and tourism industry using gender lens is analyzed and discussed. The major workplace slavery experience by men is sexual exploitation, followed by trafficking of people for sex, and forced sex work. On the other hand, the major workplace slavery experience by women is forced labour, followed by trafficking of people for sex and servitude. The major form of slavery common to both male and female employees in the hospitality and tourism industry is trafficking of people for sex. Both male and female experience trafficking of people for sex prior to the belief by many that it is only female that are traffic for sex. When male are trafficked for sex, the society do not see it as bad or evil or slavery because there are no foundations fighting for man's right. The men because of money agree to be used just like the female with a little bit of threat by the accuser. Just as we have sugar daddies, there are also sugar mummies.

Research Questions Two: How frequent are the incidence of violence, bullying and slavery on employees in hospitality and tourism industry across gender?

Table 4.12 Frequency of Occurrence of Workplace Violence and Bullying by Gender

Frequency of Occurrence	Violence			Bullying		
	Male	Female	Total	Male	Female	Total
Once a month	160	111	271	146	112	258
Once a week	41	38	79	15	39	54
Twice a week	16	22	38	38	4	42
Above three times a week	0	24	24	18	40	58
Total	217	195	412	217	195	412

Source: Author's Field survey, 2022

Table 4.12 shows that the frequency of occurrence of workplace violence and bullying as perceived and experienced by employees in hospitality and tourism industry using gender lens is analyzed and discussed. The analysis shows that 271 participants experience workplace violence once a month of which 160 are male while 111 are female; 79 experience it once a week of which 41 are male while 38 are female; 38 participants experience workplace violence twice a week of which 16 are male while 22 are female; and 24 participants experience workplace violence three times a week of which all are female employees. The analysis shows that 258 participants experience workplace bullying once a month of which 126 are male while 112 are female; 54 experience it once a week of which 15 are male while 39 are female; 42 participants experience workplace bullying twice a week of which 38 are male while 4 are female; and 58 participants experience workplace bullying three times a week of 18 are male while 40 are female employees.

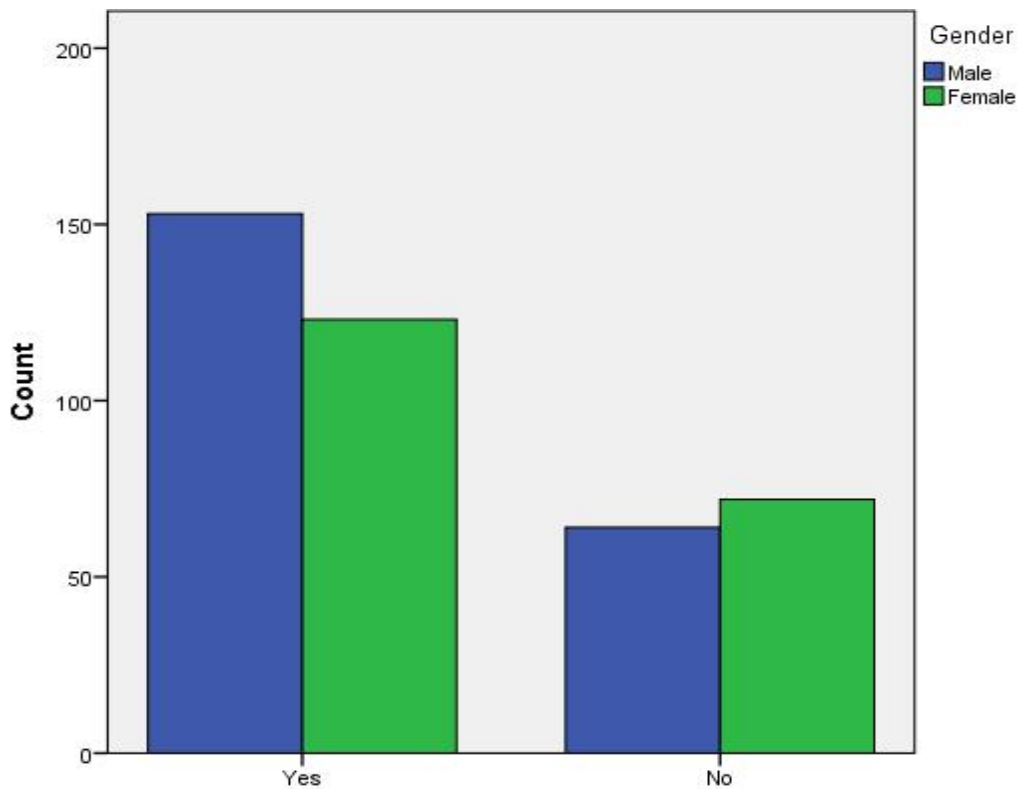


Figure 4.15 Experience of Slavery on the Job

Source: Field Survey Results, 2022

Figure 4.15 depicts that the frequency of occurrence of workplace slavery as perceived and experienced by employees in hospitality and tourism industry using gender lens is analyzed and discussed. The analysis shows that most of them have experience workplace slavery with male being more affected than the female. Some of the types of slavery experienced by respondents are trafficking of people for sex, forced labour, servitude, sexual exploitation, debt bondage, unlawful recruitment of employees such as minors, unpaid leave allowances, high recruitment fees, withholding of wages and forced sex work.

Research Questions Three: What are the implications of the occurrence of violence, bullying and slavery on employees in the hospitality and tourism industry to different gender group?

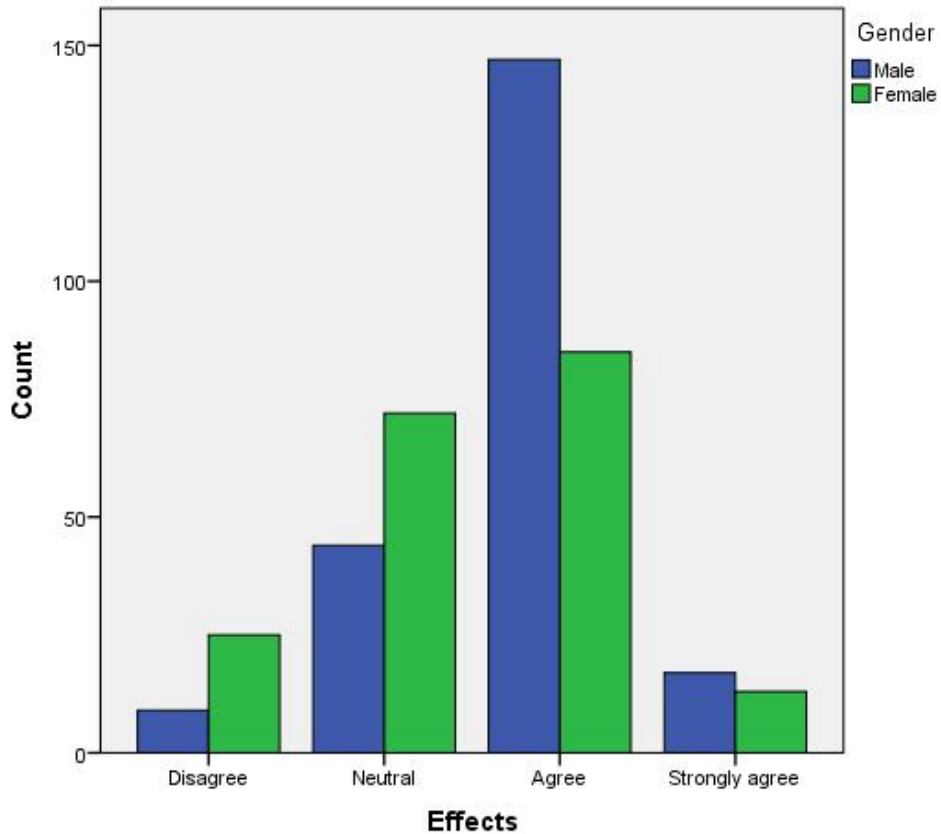


Figure 4.16: Implications of Workplace Violence, Bullying and Slavery on Employees

Source: Field Survey Results, 2022

Table 4.13 and Figure 4.16 show that the implications of the occurrence of violence, bullying and slavery on employees in the hospitality and tourism industry to different gender group is significant. Out of 30 participants that strongly agree that the items are the effects of workplace violence, bullying and slavery, 17 are male while 13 are female, out of the 232 that agreed, 147 are male while 85 are female, out of the 116 that were neutral, 44 are male, while 72 are female, and out of 34 that were disagreed, 9 are male while 25 are female. This

shows that the male perceived the items as effects of workplace violence, bullying and slavery than the female.

Research Questions Four

What are the profiles of coping mechanism across the gender class in relation to violence, bullying and slavery Lagos State?

Table 4.13. Coping Mechanism Workplace Violence, Bullying and Slavery by Gender

		Gender		Total
		Male	Female	
Coping mechanism	Disagree	5	54	59
	Neutral	29	27	56
	Agree	166	95	261
	Strongly agree	17	19	36
Total		217	195	412

Source: Author's Field survey, 2022

Table 4.13 and Figure 4.17 show that the coping mechanism of the occurrence of violence, bullying and slavery in the hospitality and tourism industry to different gender group is significant. Out of 36 participants that strongly agree that the items are the coping mechanisms of workplace violence, bullying and slavery, 17 are male while 19 are female, out of the 261 that agreed, 166 are male while 95 are female, out of the 56 that were neutral, 29 are male, while 27 are female, and out of 59 that were disagreed, 5 are male while 54 are female. This shows that the more female than male perceived the coping mechanism as appropriate, but the male agree but not as strongly agreed as the female. This implies that the female prefer to cope and has longer endurance than the male.

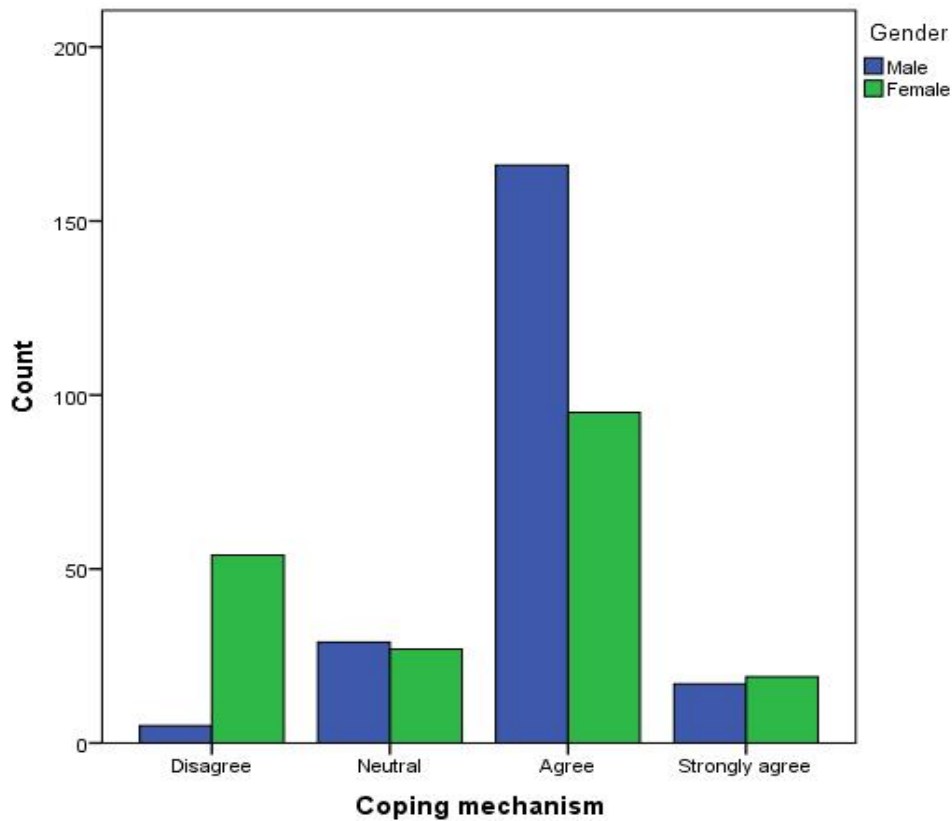


Figure 4.17 Coping Mechanism of Workplace Violence, Bullying and Slavery

Source: Field Survey Results, 2022

Figure 4.17 depicts that the profiles of coping mechanism across the gender class in relation to violence, bullying and slavery Lagos State is significant. The coping mechanisms include not being emotional, exercising confidence (not blaming oneself), evaluation of the situation, being knowledgeable about violence, bullying and slavery, expressing oneself to someone trusted, talking to legal representative, seeking professional counselling, talking to a doctor, getting supervisors involved, maintaining a healthy balanced lifestyle outside of work and moving on as soon as the situation get resolved.

4.2.2 Test of Hypotheses

H₀₁: There is no relationship between gender perspective of violence, bullying and slavery on the behaviour of employees in hospitality and tourism industry.

Table 4.14 Regression Model Estimates of Hypothesis One (where Gender = “Female”)

Model	Unstandardized Coefficients		Standardized Coefficients	t-stat	P-value
	B	Std. Error	Beta		
(Constant)	2.041	0.477		4.281	0.000
Violence	-0.157	0.120	-0.091	-1.307	0.193
Bullying	0.276	0.096	0.281	2.885	0.004
Slavery	0.292	0.130	0.216	2.237	0.027

a. Dependent Variable: Coping mechanism

b. Selecting only cases for which Gender = Female

$R^2 = 0.203$, $MSE = 0.806$

Source: Author’s Field survey, 2022

Table 4.15. Regression Model Estimates of Hypothesis One (where Gender = “Male”)

Model	Unstandardized Coefficients		Standardized Coefficients	t-stat	P-value
	B	Std. Error	Beta		
(Constant)	3.596	0.239		15.048	0.000
Violence	-0.291	0.061	-0.339	-4.790	0.000
Bullying	0.536	0.091	0.553	5.916	0.000
Slavery	-0.195	0.077	-0.235	-2.540	0.012

a. Dependent Variable: Coping mechanism

b. Selecting only cases for which Gender = Male

$R^2 = 0.184$, $MSE = 0.244$

Source: Author’s Field survey, 2022

Table 4.15 shows that there is a significant relationship between gender perspective of violence, bullying and slavery on the behaviour of employees in hospitality and tourism industry at 5% level of significance for female. This shows that the model can correctly predict perceived coping mechanism by female employees that are abused in the industry. The model shows that either female are abused or not, they would disagree with the coping mechanism stated in the questions. However, the female agreed that the coping mechanisms for workplace bullying and slavery are significantly adequate as coping mechanism but not significant for violence.

Table 4.15 on the other hand shows that there is a significant relationship between gender perspective of violence, bullying and slavery on the behaviour of employees in hospitality and tourism industry at 5% level of significance for male. This shows that the model can correctly predict perceived coping mechanism by male employees that are abused in the industry. The model shows that either male are abused or not, they would disagree with the

coping mechanism stated in the instruments. However, the male agreed that the coping mechanisms for workplace violence, bullying and slavery are significantly adequate provided every other contributing factors remain negligible.

H₀2: The occurrence of violence, bullying and slavery has no effect on hospitality and tourism industry.

Table 4.16 Regression Model Estimates of Hypothesis Two (Workplace Violence)

		Experience workplace violence		Total
		Yes	No	
Effects	Disagree	19	15	34
	Neutral	82	34	116
	Agree	159	73	232
	Strongly agree	8	22	30
Total		268	144	412

$\chi^2 = 23.559$, P-value = 0.000

Source: Author's Field survey, 2022

Table 4.17 Regression Model Estimates of Hypothesis Two (Workplace Bullying)

		Workplace bullying experience		Total
		Yes	No	
Effects	Disagree	22	12	34
	Neutral	97	19	116
	Agree	202	30	232
	Strongly agree	13	17	30
Total		334	78	412

$\chi^2 = 39.700$, P-value = 0.000

Source: Author's Field survey, 2022

Table 4.18 Regression Model Estimates of Hypothesis Three (Workplace Slavery)

	Have you Experienced Slavery on the Job			Total
	Yes	No	5	
Disagree	19	15	0	34
Neutral	86	29	1	116
Agree	160	71	1	232
Strongly agree	10	20	0	30
Total	275	135	2	412

$\chi^2 = 21.729$, P-value = 0.001

Source: Author's Field survey, 2022

Tables 4.16, 4.17, 4.18 show that the occurrence of violence, bullying and slavery has a significant effect on hospitality and tourism industry at 5% level of significance. Table 4.16 shows that out of the 412 participants, 268 has experience workplace violence, and out of the 258 participants, 8 strongly agreed that workplace violence has effect on the organization, 159 agreed, 82 were neutral and the remaining 19 disagree. This implies that 65% (i.e. 268/412) of the participants had experienced workplace violence. Table 4.17 shows that out of the 412 participants, 334 has experience workplace bullying, and out of the 334 participants, 13 strongly agreed that workplace bullying has effect on the organization, 202 agreed, 97 were neutral and the remaining 22 disagree. This implies that 81.1% (i.e. 334/412) of the participants had experienced workplace bullying.

Table 4.18 shows that out of the 412 participants, 275 has experience workplace slavery, and out of the 275 participants, 10 strongly agreed that workplace slavery has effect on the organization, 160 agreed, 86 were neutral and the remaining 19 disagree. This implies that 66.7% (i.e. 275/412) of the participants had experienced workplace slavery.

Key Informant Interview (KII) Responses

Table 4.19 Organizational Distribution of the Interviewed Employees

Organization	Frequency	Percent
Eko Hotels & Suites	16	44.4
Jacaranda casino	4	11.1
Lekki Conservation Center	2	5.6
Sailors Lounge	6	16.7
Tantalizers	8	22.2
Total	36	100.0

Source: Author's Field survey, 2022.

Table 4.19 shows that 16 employees from Eko Hotels & Suites were interviewed. In Jacaranda Casino 4 employees were interviewed, the employees interviewed in Lekki Conservation Centre were just 2. Six (6) employees were interviewed from Sailors Lounge, and 8 employees from Tantalizers were also interviewed. 36 employees in all were interviewed using the structured interview questions.

Table 4.20 Frequency Distribution of the Demographic Data of the Participants Interviewed

Variable	Levels	Frequency	Percentage
Age	18-25	24	66.7
	26-35	12	33.3
	36 years and above	0	0.0
Gender	Male	20	55.6
	Female	16	44.4
Name of organization	Jacaranda casino	4	11.1
	Eko Hotels & Suite	20	55.6
	Sailor's Lounge	4	11.1
	Tantalizers	8	22.2
	Lekki Conservative centre	0	0.0
Position at work	Supervisor	4	11.1
	Assistant Supervisor	4	11.1
	Waiter/Waitress	16	44.4
	Food Runner	4	11.1
	Receptionist	4	11.1
	Attendant	4	11.1

Source: Author's Field survey, 2022

Table 4.20 shows that 66.7% of the interviewees are in the age bracket (18-25), while the remaining 33.3% are in the age bracket (26-35). None of the participants were 36 years old and above. The table shows that 55.6% are male while 44.4% are female. The male participants were more than the female because some female employees were not willing to be interviewed because of the sensitivity of the subject matter.

Table 4.20 shows that most of the participants work in different organizations in hospitality and tourism industry located in Lagos state. The table shows that most of the participants are

waitress and waiters both accounting for 44.4% of the total participants, others are supervisors, assistant supervisors, food runner, receptionists and attendants.

4.3 Discussion of Findings

The analysis is based on the data collected from 412 participants out of the 424 questionnaires administered, accounting for 91.17% return rate. The participants are the employees who took time to fill the questionnaire and give their perception on the subject matter. The participants have some level of education and were well informed verbally and written as can be seen in the introduction part of the questionnaire. So, there was informed consent. The descriptive analysis was carried out using frequency distribution tables and charts, while the inferential analysis was carried out using Chi-square and regression analysis. The results of the analysis show that 5 organizations in the hospitality and tourism industry were covered, namely, Eko Hotels & Suites, Jacaranda Casino, Lekki Conservation Centre, Sailors Lounge, and Tantalizers, and Tantalizers employees mostly participated, accounting for 68.45% of the total participants. Other organizations used in this study are located just in a place but Tantalizers has a wider coverage within Lagos State than others. In fact, it is one of the five biggest eateries in Lagos.

The demographic analysis of the participants shows that most of them fall in the age bracket (26-35) years, and the ratio of male to female is approximately 1:1. Most of the participants are young men and women and both gender are equally represented. Most of the participants are Yorubas since the survey is carried out in Lagos, a Yoruba dominated geopolitical zone. All the participants are education with at least school cert and some even have higher degrees, which makes them literate by all standard. Most of the participants work in accommodation and lodging hospitality service and food and beverage service and are mostly full time employees of their organizations who are mostly waitress and waiters. They are like customer

service because they have direct contact with customers, and so they are more prone or susceptible to abuse at their place of work. These organizations might even prefer to employ beautiful and attractive boys and girls to bring in customers without proper protection of the employees.

The female employees in the hospitality industry experienced workplace violence than the male, and participants that had experience workplace violence are more than the ones that had not experience it. Most of the abused participants reported the violence to their employers, but some did not. The participants perceived that violence and harassment is part of the job, that it is a significant problem, and agreed that coping with violence and other negative happenings at work are considered as pursuing a career in the industry. However, the participants did not agree that quitting of job is the best solution to stop experiencing violence at work, and disagree that there would be negative job consequences when violence at work is reported. Most of the participants understand what workplace bullying is all about had experience it in the past and some might still be experiencing it at the moment. Most of the abused participants were bullied by their by their boss/manager or clients or colleagues, or even supervisors.

Most of the participants are of the opinion that high service-oriented nature of hotels is a factor contributing to workplace bullying, some are of the opinion that personal characteristics of the employee being bullied is a factor contributing to workplace bullying. The level of permissiveness of guests is a factor to workplace bullying, and that employee's intelligence is a factor to workplace bullying. The major forms of bullying as perceived by the participants is that the key area of their responsibility is removed from their schedule, humiliation or ridicule, and subject of excessive teasing. The analysis shows that most of the participants had experienced slavery in the course of their work and most of them agreed that

the major forms of slavery in hospitality and tourism industry are trafficking of people for sex, forced labour, and sexual exploitation, which are not limited to female employees alone, but are so common among male employees as well.

The participants perception is that the major effects and implications of violence, bullying and slavery in the hospitality and tourism industry on employees are depression, poor psychological health, and low affective commitment and work performance. According to the participants the intention to leave job is the least effect and implication of violence, bullying and slavery in the hospitality and tourism industry on employees. Most of the participants agreed that the major coping mechanisms or strategies against violence, bullying and slavery in hospitality and tourism industry, as perceived by the participants are move on, seeking professional counselling and exercising confidence. Not being emotional and consider leaving the job are the two least coping mechanism or strategy as perceived by the participants. Most of the participants agreed that the major preventive measures to violence, bullying and slavery on employees in hospitality and tourism industry are training staff to recognize potential dangers, install systems of emergency communication and setting standard for acceptable clients' behaviour.

There are more male than female participants who perceived that workplace violence on employees in hospitality and tourism industry includes direct physical assault and written or verbal threats. There are more female than male participants who perceived that workplace violence on employees in hospitality and tourism industry includes physical or verbal harassment. Other workplace violence as perceived and experienced by employees in hospitality and tourism industry include sexual violence, and assault by criminals. The workplace violence experience by male employees in the hospitality and tourism industry in order of importance is direct physical assault, written or verbal threat, physical or verbal

harassment, assault by criminals and sexual violence. On the other hand, the female counterpart experience the following assaults in order of importance, written or verbal threat, direct physical assault, physical or verbal harassment, sexual violence and assault by criminals.

The major workplace bullying experience by male is verbal abuses by guests, followed by having key areas of responsibility removed or replaced with more trivial or unpleasant tasks, and being humiliated or ridicule in connection with their work. For female it is being the subject of excessive teasing and sarcasm, and pressure not to claim something to which by right you are entitled, like sick leave, holiday entitlement, and travel expenses, followed by being shouted at or being the target of spontaneous anger. The major workplace slavery experience by men are sexual exploitation, trafficking of people for sex, and forced sex work; while for female includes forced labour, trafficking of people for sex and servitude. The major form of slavery common to both male and female employees in the hospitality and tourism industry is trafficking of people for sex.

The rate at which workplace violence and bullying occur as perceived and experienced by employees in hospitality and tourism industry using gender lens is discussed. More male than female experience workplace violence once a month, and once a week, but more female than male experience workplace violence twice a week. All the participants who experience workplace violence three times a week are all female employees. More male than female experience workplace bullying once a month but more female than male experience it once a week. More male than female experience workplace bullying twice a week, but more female than male participants experience workplace bullying three times a week. Most of the participants have experience workplace slavery with male being more affected than the female.

More male than female who strongly agreed and agreed that the major effects and implications of the occurrence of violence, bullying and slavery on employees in the hospitality and tourism industry are depression, poor psychological health, and low affective commitment and work performance. There are more female than male who were either neutral or disagreed that the major effects and implications of the occurrence of violence, bullying and slavery on employees in the hospitality and tourism industry are depression, poor psychological health, and low affective commitment and work performance. There are more female than male who strongly agreed that the major coping mechanism against violence, bullying and slavery on employees in the hospitality and tourism industry are move on, seeking professional counselling and exercising confidence, but more male than female agreed or neutral. There are more female than male who disagreed that the major coping mechanism against violence, bullying and slavery on employees in the hospitality and tourism industry are move on, seeking professional counselling and exercising confidence.

There is a significant relationship between gender perspective of violence, bullying and slavery on the behaviour of employees in hospitality and tourism industry at 5% level of significance for both genders. The occurrence of violence, bullying and slavery has a significant effect on hospitality and tourism industry at 5% level of significance. The result shows that 65% of the participants had experienced workplace violence, 81.1% had experienced workplace bullying, and 66.7% of the participants had experienced workplace slavery. The participants had experience workplace bullying more than violence and slavery.

This dissertation present the findings from the Key Informant Interview sessions held with 36 employees working in different organizations in hospitality and tourism industry. The selection criteria used to select the employees for the structured interviews are: they all work within the context of this study which is hospitality and tourism industry organizations. The organizations are places where violence, bullying and slavery can occur because the nature of

operation in these organizations gives room to these occurrences. Also, in these organizations, especially those with accommodation and lodging, there is high tendency of employees being harassed, threatened and being bullied either by clients, colleagues or bosses.

An interview schedule was prepared for this part of the study, using information drawn from the literature review and the findings from the quantitative section. The participants were requested to provide their demographic details and to answer the questions relating to violence, bullying and slavery as it concerns their genders.

From the interview session, more than half (75%) of the participants have experienced workplace violence before. Majority of who are females. The male participants rarely experienced workplace violence. This is as a result of the biased gender perspective to violence in the hospitality and tourism industry. This is in line with the study conducted in United Kingdom, on graduates in the hospitality industry (N=68), a total of 44% of respondents claimed that they had experienced violence in their careers, in managerial as well as non-managerial capacities in the hospitality industry¹. This implies that there is occurrence of violence in hospitality and tourism industry and this is mostly experienced by female workers.

The vulnerability of bar and waiting staff is further highlighted in a report on psychosocial working conditions from Finland. Of all occupational groups measured, waiters were exposed to the highest risk of violence at work in 1990 and the second highest in 1997 (after social workers)². In both years surveyed, more than 75% of waiters reported having experienced violence from time to time.

Majority (86%) of the participants affirmed that, their experience of workplace violence depends on the level of patronage of customers, while a few (14%) said they rarely experience workplace violence. For the majority that sometimes experience violence at work,

it was discovered that it is almost inevitable. This is evidenced in an interview study conducted among chefs working in high-quality British restaurants, who concluded that the kitchen is a highly stressful place with occurrence of abusive and violent interaction usually instigated by the chef³. The kitchen is crowded, noisy and hot. This combination is regarded as a typical potential cause of aggression. Additional factors are the pressure to speedily deliver quantity and high quality.

The types of workplace violence experienced by the participants are physical abuse, harassment, fights, exchange of words and so on, but none of them mentioned the use of weapon in the course of their workplace violence experiences.

The perpetrators of workplace violence as experienced by the participants are their colleagues, clients, bosses and customers. This affirms what was said by Menzel and Tschörner that violence and bullying amongst co-workers are widespread especially in kitchens as seen from a large-scale “straw poll” of the United Kingdom hospitality industry³.

Eighty percent (80%) of the participants reported cases of workplace violence most of the time, while a few of them did not report their experiences of workplace violence because it could be settled amicably amongst themselves (i.e. co-workers). Some were of the opinion that reporting such situation can lead to a query to both parties (i.e. the participant and the perpetrator of the workplace violence) involved, so they decided to keep quiet. This is because the violence experienced did not involve the use of weapon as earlier pointed.

Majority of the participants that have always reported the cases of workplace violence nursed the fear of retrenchment for the perpetrators or other strict punishment. This fear has been a major contributor to the under reporting status of workplace violence. This situation of under reporting is common as it was **Error! Bookmark not defined.** suggested that under-reporting is a serious problem in the industry in the United Kingdom, with one in three respondents

stating they were left with the feeling that violence was to be expected and associated with this type of job. Among other contributing factors were: extra administration involved; fear of losing one's job; shame on the part of the victim; and lack of support from employers. As job insecurity in the industry is an obstacle to reporting, employees and employers in some cases cooperate in covering up incidents. Moreover, fear of retribution is widespread (reported by 64% of respondents).

However, a few participants said they were not afraid of anything but were upset by the way the matter was handled afterward.

Participants' thoughts were that, the occurrence of the trio could lead to underperformance of staff; the trio vices can be eradicated or curbed if management of hospitality and tourism organizations set standards and rules straight.

Some participants' perspective is that bullying and violence are wrong acts to be carried out by anyone in any organization while some felt that workers in the hospitality industry should be able to lay a good example because a violent staff is a red flag for the guest and vice versa. Also, some participants felt that violence, bullying and slavery can lead to poor performance of staff while some participants felt that when they are deprived of their right by a colleague or superior, it is bullying and that such should be discouraged in every organization.

More than half (89%) of the participants interviewed attested to the fact that they know and understand what bullying is. However, some participants do not know what workplace bullying is and therefore did not know whether they are bullied or not. The ability to identify bullying can help in its prevention, avoidance and curbing either by victims or management team or organizations in the hospitality and tourism industry.

From the interview sessions, 95% of the participants have experienced bullying behavior in their workplaces before while the remaining 5% have not. This is a good sign that bullying is not very rampant in tourism and hospitality industry in Lagos state. This does not mean that bullying is ethical because somehow, some people still involve themselves in workplace bullying.

Most participants' (77%) experiences of workplace bullying were occasional, 5% of the participants experienced workplace bullying several times in a month, some (15%) affirmed they were bullied just once since they started working, few participants (3%) said they were bullied once in a while others (5%) said they do not experience bullying often. All these point to the fact that workplace bullying exist in the hospitality and tourism industry.

In the interview session, perpetrators of bullying were guests/customers (40%), head chefs (15%), senior colleagues (35%) and co-workers (10%). It was discovered that bullying occurred as a result of relationship with the victims. Prominent among the perpetrators are because they are superiors in the organisational hierarchy. Superiors in this context refers to direct manager, supervisor, head chef or duty manager. This group was one of the major perpetrators of workplace bullying identified from the interviews.

Bullying by senior colleagues like manager, supervisor, were the other important concern when participants were talking about the person who was bullying them. Participants stated that they suffered bullying from a colleague. Most participants reported that the colleague who bullied them had long tenure and adequate work-related experience or skills in their current workplace. Some of the participants also affirmed that they were bullied by guests in their workplace and several negative behaviours from guests were also mentioned. This findings is in line with a study that reported that, an average 16% of the employees in hospitality industry report to have been subject to numerous undesirable acts at their

workplace. Also, Studies in Europe and in Australia have demonstrated that workplace bullying is a serious problem for the industry that leads to employee intentions to leave.

The factors that contribute to workplace bullying, from the findings of this study are nagging, unnecessary arguments, emotional trauma, lack of empathy, alcohol intake, poor social behavior, making too many mistakes or being clumsy, hatred or dislike, work position and superiority. This relates with the study carried out by a scholar who discovered incidents of workplace bullying are intensified by an excessive use of alcohol by customers and guests, and by a close contact between staff and customers, which blurs the boundaries between private and public space.

The different forms of bullying as identified in this study from the interview are physical and emotional bully, use of abusive words or constant shouting, emotional, physical and sexual bullying. This relates to the study of a scholar that identified workplace bullying behaviors as verbal abuse, gossiping, allocation of unachievable work tasks and unrealistic deadlines.

On slavery, almost all (95%) the participants have experienced slavery in the course of their work in one way or the other and majority of them are female. Only a few (5%) have not experienced slavery at work.

The participants stated that slavery meant different things to them and these are: denying a staff of being promoted, working not in accordance with the work supposed to be carried out doing the work not meant to be yours, making employees do the job not assigned to them or doing the job an employee is not paid to do.

Participants stated that the likely effect and implication of violence, bullying and slavery in the hospitality and tourism industry on employees are that it reduces the speed or services of the employee it also kills the morale of the employee; It has an adverse and negative effect on

employee; It lowers their self-esteem and makes the employee feel nervous; it does not allow confidence in relating with colleagues and the guests.

Participants stated that they were able to cope with violence, bullying and slavery in hospitality and tourism industry by observing peoples' mood and character, through perseverance and ability to observe pressure; by being calm in the situation and not responding disrespectfully; by avoiding unnecessary argument; and by discouraging any form of violence and slavery in a hospitality and tourism industry.

On this, some of the interviewees said that violence can be controlled when the worker is diligent at work and CCTV camera is installed around by the management of the organization; through the introduction and management of respect in an organization; the hotel manager should monitor the staffs especially the senior colleagues; there should be rigid law stating that everyone should be treated in accordance; by stopping and discouraging any form of violence in a hospitality and tourism industry; and if every employee follow the work ethics and standard of operation properly, everyone will be working peacefully.

Endnotes

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Chapter Five

Conclusion

5.1 Summary of Findings

The issue of gender perspectives to violence, bullying and slavery in hospitality and tourism industry has been studied in different countries and industries; however, researches into this subject in the Lagos State hospitality and tourism industry are limited. This investigative study identified causes, impacts, and influential factors of workplace violence, bullying, and slavery with the coping strategies of those subjected to it, particularly focusing on employees in the Lagos State hospitality and tourism industry. The research was conducted using a qualitative approach. Four hundred and twelve (412) respondents working in different organizations of the hospitality and tourism industry completed the questionnaires and thirty-six participants who are also employees of these organizations were involved in structured interviews, and data were analysed using Statistical Package for the Social Science (SPSS)

The research findings on gender perspectives on violence showed that female employees in the hospitality industry experienced workplace violence than the male with their experiences being once in a month. The perpetrators of violence, as revealed in the study are guests, co-workers, supervisors and top management staff. Majority of the respondents claimed that they reported the incidence of workplace violence to their employers. Findings also showed that participants agreed that violence and harassment is part of the job, it is a significant problem, and they agreed that coping with violence and other negative happenings at work are considered as pursuing a career in the industry. However, the participants did not agree that quitting of job is the best solution to stop experiencing violence at work, and disagree that there would be negative job consequences when violence at work is reported. This relates with the social cognitive theory of Bussey and Bandura, who argued that the development

and differentiation of gender transpires through the reciprocal and bidirectional influences occurring between personal, behavioural, and environmental factors. The cognitive factor also known as cognitive psychology focuses on the scientific study of mental processes, including perception, attention, memory, language, problem-solving, and decision-making. The theory aims to understand how we process information, form beliefs, make decisions, and how we behave in various contexts.

On workplace bullying, it is glaring from the study that a lot of employees in the hospitality industry experience workplace bullying once a month, once a week, and twice a week while few others experience it three times a week. Those that bully the participants, as shown in the study are bosses, managers, client, colleagues and supervisors. It was discovered from the study that the factors that contributes to workplace bully in hospitality and tourism industry are the high service-oriented nature of hotels; the level of permissiveness of guests; management and staff laxity on appropriate behavior; personal characteristics of the employees being bullied and employee's intelligence. The different forms of bullying as discovered from the study are humiliation or ridicule, order to work below your level, key area of responsibility removed from your schedule, being ignored or excluded, insults or offensive remarks, shouting, intimidating behavior, repeated reminders of errors, excessive teasing, pressure not to claim entitlement, invasion of personal space, verbal abuse by guests, social isolation and boycotting.

On workplace slavery in the hospitality and tourism industry, perpetrators' behaviours for were trafficking of people for sex, forced labour, servitude, sexual exploitation, debt bondage, unlawful recruitment of minors, labour exploitation, unpaid leave allowances, high recruitment fees, withholding of wages, forced sex work, and making an employee do the job not being paid to do.

In this study, employees coping mechanism with the occurrence of violence, bullying and slavery in the hospitality and tourism industry to different gender group is significant. Additionally, the cultural values of Nigerians were observed to contribute to workers' timid personalities, further orienting their avoidance and tolerance behaviour towards workplace violence, bullying, and slavery.

The findings of this study contribute to research into workplace violence, bullying and slavery in Lagos State, Nigeria by allocating a particular focus on employees in the Nigeria hospitality and tourism industry. The research results offer valuable insights into understanding employees' experiences of workplace violence, bullying and slavery in hospitality workplaces, and the discussion provides practical information to Nigeria hospitality organisations to help them develop anti-violence, anti-bullying and anti-slavery policy and strategies.

5.2 Conclusion

The study was to establish the prevalence of gender perspectives to violence, bullying and slavery of employees in the hospitality and tourism industry of Lagos State, Nigeria. The conclusions that may be drawn from this study are that violence, bullying and slavery is real and happening in the hospitality and tourism industry of Lagos State, Nigeria and must be curbed. Although there are major coping mechanisms or strategies used by employees against violence, bullying and slavery in hospitality and tourism industry, which are to move on, seek professional counselling and exercise confidence, not being emotional and consideration to leave the job, but it is pertinent that these vices are prevented and curbed in the hospitality and tourism industry of Lagos State Nigeria. The major preventive measures to violence, bullying and slavery on employees in hospitality and tourism industry are training staff to recognize potential dangers; to install systems of emergency communication and to set

standards for acceptable clients behavior, putting in mind the likely consequences which are negative reputation of organization, wrong image, loss of goodwill, increased staff turnover, reduced productivity, poor industrial relations, increased complaints, litigation, poor public relations and low profitability on the organizations and the hospitality and tourism industry as a whole.

5.3 Recommendations

The following recommendations in this study are made based on the findings from the study. It is feared that given the industry's anticipated expansion and the current political context, there will be an increase in violent crime. The organization that ignores the problem as part of its policy planning and formulation role will eventually suffer, as will society as a whole. Due to the fact that businesses are responsible for making sure employees are safe at work, neglect can lead to expensive compensation claims from victims and unfavorable press coverage. Therefore, to prevent of violence, bullying and slavery in the hospitality industry, organisations should develop and implement a clear cut policy on preventing and dealing with the vices which shall zero tolerance to all form of violence, bullying and slavery behaviour at work especially the ones against female employees who, most of the time experience these vices.

The study recommends that the procedure for reporting, handling and punishment on reported cases of violence, bullying and slavery convicted offenders should be made known by the management to all employees, guest and clients in the hospitality and tourism industry so that others can learn and desist from such acts.

Lastly, for coping strategy, options available to the victims, and the role of the organization in implementing this strategy such as transfers, redeployment, counselling sessions and treatment costs should be made known to employees working in hospitality industry

organizations. Employees in hospitality and tourism industry should be given assurance of their safety at work through different policies on gender perspectives established by the organizations.

5.4 Contribution to Knowledge

This research has made following key contributions to knowledge .

I. Conceptually, this study expands extant literature on Gender Perspectives of social category to Violence, Bullying and Slavery in the Hospitality and tourism Industry in Nigeria.

II. Theoretically, the study uses mixture of theories and linking Gender Perspectives to Violence, Bullying and Slavery in the Hospitality and tourism Industry in Nigeria.

III. Empirically, the study contributed to the literature by expanding the empirical understanding of Gender Perspectives to Violence, Bullying and Slavery in the Hospitality and tourism Industry in Nigeria.

5.5 Suggested Area for Further Research

The gender perspective has become an indispensable instrument in social research, as it sheds light on the different forms of identity construction of women and men, their particular ways of acting, perceiving, understanding, feeling, speaking and interacting. Despite its importance, it has not been sufficiently theoretically and empirically applied in the tourism industry. In this sense, there are still certain stereotypes and biases implicit in research, based on the experiences and expectations of a group of people, mostly men, which entails maintaining their status quo and maintaining the imbalance in research –environments. This is of vital importance in research that includes both the selection of topics and the interpretation of reality.

As far as violence, bullying and slavery in hospitality and tourism industry is concerned, there is certainly a real need for further research on the issues of prevention, reduction, management and coping. In order to conduct such research successfully, however, more descriptive information on the phenomenon itself must first be provided and for a wider geographic area. Secondly, more information is needed on the causes and consequences of these problems. Effective intervention may only be accomplished through the development of theoretically and empirically sound models of the causes and effects involved.

Not every possible cause of violence, bullying and slavery at work may be easily eliminated. More information is needed regarding possible intervention programmes and the costs and benefits associated with different strategies. Hence, there is an urgent requirement to develop intervention theories within this industry, as well as empirical data on their effectiveness. Systematic research on violence, bullying and slavery-related issues in the hospitality and tourism industry is paramount to the satisfaction, health and well-being of employees, the future success and growth of the sector.

Finally, it is worth noting that to date most of the research on gender and violence, bullying, and slavery with some exceptions, stems from regions that score relatively high on gender equality in global comparison, such as Scandinavia, Western Europe and Anglo-Saxon countries. To increase our understanding of gender and bullying, further research on this topic should be encouraged also in other regions of the world.

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Appendix I

Questionnaire on Gender Perspectives to Violence, Bullying and Slavery in the Hospitality and tourism Industry

Department of Hospitality and tourism
Management,
Faculty of Environmental Design,
Lead City University,
Ibadan, Nigeria.
July, 2022.

Dear Respondent,

This survey is based on the study of perspectives on violence, bullying and slavery in hospitality and tourism industry across gender in organizations rendering hospitality and tourism services in Lagos State of Nigeria. This questionnaire seeks to gather information on violence, bullying and slavery with a view to analysing gender perspectives as it affects employees in their workplaces.

I therefore humbly seek for your kind cooperation in giving attention to the questionnaire. Your response shall be handled with utmost confidentiality it deserves and all information provided shall be strictly used for this research only.

Thank you.

Julliete Fatmata FASHAKIN

Name of Organization: _____

A. Respondent's Bio-data (Code: Gi)

Instruction: Please tick (√) within the box one response that match your status in the questions below.

1. Age: 18 – 25 years () 26 – 35 years () 36 years and above ()
2. What is your gender? Male () Female ()
3. Tribe: Yoruba() Ibo () Hausa () Others, pls specify_____
4. Educational qualification: SSCE () OND () HND/B.Sc () M.Sc. and above ()
5. What kind of hospitality organisation do you work for? Travel and Tour service () Recreation and entertainment () Club () Accommodation and lodging () Food and beverage ()
6. Mode of work: Full-Time () Part-Time ()
7. Current Position in your workplace: _____

B. Experience of Workplace Violence

8. Have you experience workplace violence? Yes () No ()
9. How often do you experience violence at work? Once a month () Once a week () Twice a week () Three times a week () Above three times a week ()
10. What are the types of violence experienced at workplace?
Direct Physical assault (with or without weapons) ()
Sexual violence ()
Assault by criminals ()
Written or verbal threats ()
Physical or verbal harassment ()

Threats of negative consequences if sexual advancement is refused ()

11. By whom did you experience any form of violence at work? Supervisor () Co-worker

() Guest () Top management () Others, pls specify _____

12. Did you report it to your employer? Yes () No ()

13. If No, why?

14. To what extent do you agree with the following statements on workplace violence in hospitality and tourism industry?

Please tick (√) your response that best match your opinion in each of the statements stated below. Kindly note the option ranges from 5 to 1 (i.e. from strongly agree to strongly disagree).

Statement (perspectives on workplace violence)	5	4	3	2	1
Violence and harassment is part of the job.					
Violence is a significant problem.					
Quitting of job is the best solution to stop experiencing violence at work.					
Coping with violence and other negative happenings at work are considered as pursuing a career in the industry.					
There would be negative job consequences when violence at work is reported.					

C. Perceived experience of Bullying

15. Do you know what workplace bullying is? Yes () No ()
16. Have you had any experience of bullying behaviour in the workplace? Yes () No ()
17. How often are you bullied at work? Once a week () Twice a week () Three times a week () Above three times a week ()
18. Who bullies you? Boss/Manager () Supervisor () Clients () Colleagues ()
19. What kind of factors in your opinion might contribute to workplace bullying?
- The high service-oriented nature of hotels ()
 - Level of Permissiveness of Guests* ()
 - Management and Staff Laxity on appropriate behaviour ()
 - Personal characteristics of the employee being bullied ()
 - Non-confrontational nature of an employee ()
 - Employee’s intelligence ()
 - Well-like employees ()

20. What are the different forms of bullying on employee?

Kindly tick (√) one response that best match your opinion in each of the statements stated below. Kindly note the option ranges from 5 to 1 (i.e. from strongly agree to strongly disagree).

Statement (Forms of bullying)	5	4	3	2	1
Being humiliated or ridiculed in connection with your work?					
Being ordered to do work below your level of competence					
Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks					
Being ignored or excluded					

Having insulting or offensive remarks made about your person, attitudes or your private life					
Being shouted at or being the target of spontaneous anger					
Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking your way					
Repeated reminders of your errors or mistakes					
Being the subject of excessive teasing and sarcasm					
Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses)					
Threat of violence or physical abuse or actual abuse					
Shouting and patronizing with sexual harassment					
Unwanted sexual attention/advances					
Invasion of personal space					
Insulting messages					
Verbal abuses by guests					
Changing the victim's work tasks in some negative way or making them difficult to perform					
Social isolation and boycott by not communicating with somebody or excluding someone from social activities					

21. Have you experienced slavery in the course of your work before? Yes () No ()

22. What are the different forms of slavery experienced in hospitality and tourism industry?

*Kindly tick (✓) one response that best match your opinion in each of the statements stated below. Please note that the option ranges from 5 to 1 (i.e. from **strongly agree to strongly disagree**).*

Forms of slavery	5	4	3	2	1
Trafficking of people for sex					
Forced labour					
Servitude					
Sexual exploitation					
Debt bondage					
Unlawful recruitment of employees such as minors					
Labour exploitation					
Unpaid leave allowances					
High recruitment fees					
Withholding of wages					
Forced sex work					

D. Effects and Implication of violence, bullying and slavery in the hospitality and tourism industry

23. What are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Kindly tick (✓) one response that best match your opinion in each of the statements stated below. Please note that the option ranges from 5 to 1 (i.e. from strongly agree to strongly disagree).

Effects	5	4	3	2	1
Poor psychological health					
Depression					
Stress					

Anxiety					
Low levels of emotional wellbeing					
Low job satisfaction					
Low affective commitment and work performance					
Intention to leave job					

E. Coping mechanism for violence, bullying and slavery in the hospitality and tourism industry.

24. What do you think are the coping mechanism or strategies against violence, bullying and slavery in hospitality and tourism industry?

*Kindly tick (✓) one response that best match your opinion in each of the statements stated below. Please note that the option ranges from 5 to 1 (i.e. from **strongly agree to strongly disagree**).*

Coping mechanisms	5	4	3	2	1
Not being emotional					
Exercising confidence (not blaming oneself)					
Evaluate the situation to see if its bullying					
Being aware of the workplace bullying policy and reporting the case					
Be knowledgeable about violence, bullying and slavery					
Talking or expressing oneself to someone trusted.					
Talking to legal representative, if necessary					
Seek professional counselling or advice, if necessary.					
Talk to your doctor, if need be.					
Get Supervisors and HR involved					

Maintain a healthy balanced lifestyle outside of work so as to cope with the occurrence at work.					
Move on as soon as the situation get resolved					
Consider option of leaving the job or not.					

25. How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

Kindly tick (✓) one response that best match your opinion in each of the statements stated below. Kindly note the option ranges from 5 to 1 (i.e. from **strongly agree to strongly disagree**).

Prevention	5	4	3	2	1
Reduce operations in high-risk areas and do not operate during particularly high-risk times					
Form strategic alliances with other establishments to prevent crime, e.g. Joint security operations and warning systems					
Undertake security check-ups on a daily basis					
Train all managers and supervisors on how to respond to threats of violence or violent incidents					
Establish crisis management teams to be available on call					
Install adequate lighting, alarms, and surveillance cameras (CCT)					
Avoid working alone as far as possible					
Introduce counters which offer sufficient protection					
Install systems of emergency communication					
Employ security staff					

Ensure that all exchange of money takes place in visible areas					
Ensure safe entrance and leaving areas, including adequate lighting at car-parks					
Train staff in recognizing potentially dangerous situations and how situations with aggressive or violent customers may be diffused or de-escalated					
Set standards for acceptable client behaviour.					
Introduction of anti-bullying policies					
Guidance on informal and formal complaints procedures should be provided					

Thank you for your time.

Appendix II
Employee Consent Approval
Interview Questions
**On Gender Perspectives to Violence, Bullying and Slavery in the Hospitality and
tourism Industry**

Department of Hospitality and tourism
Management,
Faculty of Environmental Design,
Lead City University,
Ibadan, Nigeria.
July, 2022.

Dear Respondent,

This interview is based on the study of perspectives on violence, bullying and slavery in hospitality and tourism industry across gender in organizations rendering hospitality and tourism services in Lagos State of Nigeria. This interview seeks to gather information on the subject matter with a view to analysing gender perspectives as it affects employees in their workplaces.

I therefore humbly seek for your kind cooperation in giving answers to the questions in this interview. Your responses shall be handled with utmost confidentiality it deserves and all information provided shall be strictly used for this research only.

Thank you.

Fashakin, Julliete Fatmata

Researcher

Few Responses from Interview Sessions

Name of Organization: _____

1. What is your age?
2. What is your gender?
3. What kind of hospitality organisation do you work for?
4. What is your current position in your workplace?
5. Have you experienced workplace violence?
6. How often do you experience violence at work?
7. What are the types/forms of violence you experienced at workplace?
8. By whom did you experience any form of violence at work?
9. Did you report it to your employer?
10. If No, why?
11. What are you afraid of, when you report such situations?
12. What is your thought or perspective about violence, bullying and slavery in the hospitality and tourism industry?
13. Do you know what workplace bullying is?
14. Have you had any experience of bullying behaviour in the workplace?
15. How often are you bullied at work?
16. Who bullies you?
17. What kind of factors in your opinion might contribute to workplace bullying?
18. What are the different forms of bullying on employee?
19. Have you experienced slavery in the course of your work before?
20. What are the different forms of slavery experienced in hospitality and tourism industry?
21. What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

22. How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

23. How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

Thank you for your time.

Appendix III

Some Responses from Interviews

Interviewee 1

Question: Age

Answer: 33 years

Question: Gender

Answer: Female

Question: Work organization

Answer: The Jacaranda casino

Question: Position?

Answer: Supervisor

Question: Have you experienced work place violence before?

Answer: Yes

Question: How often do you experience work place bully?

Answer: It depends

Question: Types of violence experienced

Answer: harassment, physical abuse

Question: By whom experienced from

Answer: colleagues

Question: Did you report such situation?

Answer: Yes

Question: What are you afraid of when such situation is reported?

Answer: Implication leading to sack of employee

Question: Thought of violence bully and slavery in tourism industry

Answer: If such organization set their standards and rules straight, there will be no such thing.

Question: Do you know what bullying is?

Answer: Yes

Question: Have you had a bully experience at work place before?

Answer: Yes

Question: How often have you been bullied?

Answer: Depends

Question: Who bullies you?

Answer: fellow colleagues

Question: What kind of factors in your opinion can contribute to bully?

Answer: Inferiority complex, over-confidence

Question: Different form of bullying and slavery

Answer: Molestation

Question: Experience slavery at work place before?

Answer: No

Question: What do you think are likely effect and implication of bullying, violence and slavery in tourism industry on employee?

Answer: I really don't know

Question: How were you able to cope with violence, slavery and bullying in hospitality and tourism industry?

Answer: I was obedient to the rules and order of the organization and I report any issue to the authorities.

Question: How do you think violence slavery and bullying in hospitality and tourism industry can be preven

Interviewee 2

Mr Gbenga

Question: Age

Answer: 35 years

Question: Gender

Answer: Male

Question: What hospitality organization do you work for?

Answer: Eko Hotel & Suite

Question: Current position

Answer: Waiter

Question: Have you experienced work place violence before?

Answer: Yes I have

Question: How often?

Answer: Not often but sometimes

Question: What are the types and forms of violence you experience at work?

Answer: Fight with a colleague at work

Question: Did you report such incident?

Answer: No I did not

Question: and why sir?

Answer: It is because we can settle it between ourselves amicably

Question: Okay so what are you afraid of when you report such situation?

Answer: There is nothing to be afraid of because I felt reporting such situation can lead to a query to both of us involved so I decided to shed my sword.

Question: What is your thought or perspective about violence bullying and slavery in hospitality and tourism industry?

Answer: It could lead to underperformance of staff.

Question: Do you know what work pace bully is?

Answer: When someone is insulted or molested by a staff or colleague at work

Question: Have you had any experience of bullying behaviour in the workplace?

How often are you bullied at work?

Answer:On a daily basis if I will guess

Question: Who bullies you?

Answer:My manager did

Question:What kind of factors in your opinion might contribute to workplace bullying?

Answer:From my thinking its coming from nagging and a bottled anger by my manager

Question: What are the different forms of bullying on employee?

Answer: Molestation is one of them shouting suppression and yelling at a younger staff is one of them.

Question: Have you experienced slavery in the course of your work before?

Answer:Yes I did by way often and denying a staff of promotion

Question: What are the different forms of slavery experienced in hospitality and tourism industry?

Answer: The use of contralti like I said before denying a staff of aa deserved promotion are ways of enslaving a staff in a work pace

Question: What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Answer: It may lead to under performance by such bullied staff and then unmotivated performance from an unmotivated staff.

Question: How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

Answer: I was able to overcome such by studying my manager and observing his character well and then I adjust to what form he needed me to conduct myself

How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

Answer: Courtesy should be introduced at the work place as well as mutual respect

Thank you for your time.

Interviewee 3

Name of Organization: _Eko Hotel & Suites

A. Respondent's Bio-data

Instruction: Please tick (√) within the box one response that match your status in the questions below.

Mrseun

Question: What is your age?

Answer: I'm 28 years

What is your gender?

Answer: Male

Question: What kind of hospitality organization do you work for?

Answer: Eko Hotel & Suite

Question: What is your current position in your workplace?

Answer: I'm a waiter

Question: Have you experienced workplace violence?

Answer: Yes I have

Question:How often do you experience violence at work?

Answer: Hmm sometimes but its very rare

Question: What are the types/forms of violence you experienced at workplace?

Answer: Mostly it's fighting

Question: By whom did you experience any form of violence at work?

Answer: I experienced it from a colleague at work

Question: Did you report it to your employer?

Answer: Yes I did

Question: What are you afraid of, when you report such situations?

Answer: I wasn't afraid of anything but I was upset and the best way to handle the matter was to report such situation.

Question: What is your thought or perspective about violence, bullying and slavery in the hospitality and tourism industry?

Answer: Uhm my thought about that is that bullying and violence is an act which is wrong to be carried out in an organization.

Question: Do you know what workplace bullying is?

Yes I do

Question: Have you had any experience of bullying behaviour in the workplace?

Answer: No I haven't

Question: How often are you bullied at work?

Answer: I have never been bullied at work

Question: Who bullies you?

Answer: No one

Question: What kind of factors in your opinion might contribute to workplace bullying?

Answer: My opinion is that Intimidation and lower self-esteem can be factors that can contribute to work place bullying

Question: What are the different forms of bullying on employee?

Answer: The forms of bullying can be slapping yelling nagging using of foul languages on an employee.

Question: Have you experienced slavery in the course of your work before?

Answer: No I haven't

Question: What are the different forms of slavery experienced in hospitality and tourism industry?

Answer: Slavery could be experienced by an employee when an employee is due for promotion and he or she is not giving after agreeing that he or she will be promoted after an agreed year of service

Question: What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Answer: Effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees are it can make the employee nervous it can decrease their work pace

Question: How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

Answer: Doing what is right at the right time giving respect to who its due to and following all protocols

Question: How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

I think it can be prevented when courtesy are being maintained between young and old in the organization.

Thank you for your time.

Interviewee 4

Name of Organization: _____

A. Respondent's Bio-data

Instruction: Please tick (√) within the box one response that match your status in the questions below.

Mr Uche

Question: What is your age?

Answer: I'm 22 years old

Question: What is your gender?

Answer: male

Question: What kind of hospitality organization do you work for?

Answer: I work for bar and restaurant in Eko Hotel & Suites

Question: What is your current position in your workplace?

Answer: I am a food runner

Question: Have you experienced workplace violence?

Answer: Not really but I've experienced dispute at work

Question: How often do you experience violence at work?

Answer: It doesn't happen often but it happens once in a while

Question: What are the types/forms of violence you experienced at workplace?

Answer: Nothing physical just exchange of words

Question: By whom did you experience any form of violence at work?

Answer: I have had this exchange of words with a colleague

Question: Did you report it to your employer?

Answer: every time yes I do report

Question: What are you afraid of, when you report such situations?

Answer: I'm always afraid on the decisions my employer takes so it won't bounce back on any of my colleagues

Question: What is your thought or perspective about violence, bullying and slavery in the hospitality and tourism industry?

Answer: I feel as someone working in the hospitality industry I should be able to lay a good example a violent staff is a red flag for the guest

Question: Do you know what workplace bullying is?

Answer: Yes I do know what work place bully is

Question: Have you had any experience of bullying behavior in the workplace?

Answer: Yes I have experienced work bully

Question: How often are you bullied at work?

Not very often

Question: Who bullies you?

Answer: Colleagues also

Question: What kind of factors in your opinion might contribute to workplace bullying?

Answer: Work position and superiority

Question: What are the different forms of bullying on employee?

Answer: Bullying can happen in different ways the can happen physically

Question: Have you experienced slavery in the course of your work before?

Answer: Yes I have

Question: What are the different forms of slavery experienced in hospitality and tourism industry?

Answer: Making me do the job I'm not assigned to do or doing the job I'm not paid to do.

Question: What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Answer: Bullying and slavery reduces my self esteem and I will not be confident to relate with my colleagues and the guest

Question: How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

Answer: I've been able to cope with it by being calm in the situation and not responding disrespectfully

Question: How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

Answer: It can be prevented if every employee follow the work ethics and standard of operation properly everyone will be working peacefully

Thank you for your time.

Interviewee 5

Name of Organization: _____

A. Respondent's Bio-data (Code: Gi)

Instruction: Please tick (√) within the box one response that match your status in the questions below.

Miss Oyetoke

Question: What is your age?

Answer: I'm 25 years old

Question: What is your gender?

Answer: I'm a female

Question: What kind of hospitality organisation do you work for?

Answer: Eko hotel to be precise

Question: What is your current position in your workplace?

Answer: waitress

Question: Have you experienced workplace violence?

Answer: No I've not

Question: How often do you experience violence at work?

Answer: I have not had any

Question: What are the types/forms of violence you experienced at workplace?

Answer: I've not come across one

Question: By whom did you experience any form of violence at work?

Answer: None sir

Question: Did you report it to your employer?

Answer: Since I havent come across one there is no reason to report

Question: If No, why?

Answer: Because I havent come across one

Question: What are you afraid of, when you report such situations?

Answer:Im not afraid cus I have not reported such situation

Question: What is your thought or perspective about violence, bullying and slavery in the hospitality and tourism industry?

Answer: To me violence bullying and slavery is a red flag in an organization it could lead to poor performance of such staff

Question: Do you know what workplace bullying is?

Answer: yes

Question: Have you had any experience of bullying behaviour in the workplace?

Answer: yes

Question: How often are you bullied at work?

Answer: Once in a while

Question: Who bullies you?

Answer: My manager

Question: What kind of factors in your opinion might contribute to workplace bullying?

Answer: Nagging or unnecessary argument

Question: What are the different forms of bullying on employee?

Answer:There are emotional physical and sexual bullying

Question: Have you experienced slavery in the course of your work before?

Answer:Yes sir

Question: What are the different forms of slavery experienced in hospitality and tourism industry?

Answer:To me denying a staff of being promoted is slavery

Question: What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Answer: It lowers their self esteem and it makes the employee feel nervous

Question: How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

Answer:Being calm and avoid unnecessary argument.

Question: How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

Answer: Respect should be introduced and managed in an organization.

Thank you for your time.

Interviewee 6

Name of Organization: _____

A. Respondent's Bio-data

Instruction: Please tick (✓) within the box one response that match your status in the questions below.

Mr Friday

Question: What is your age?

Answer: Im 25

Question: What is your gender?

Answer: a male

Question: What kind of hospitality organisation do you work for?

Answer: I work in an hotel, Eko hotel and suite specifically

Question: What is your current position in your workplace?

Answer: Assistant supervisor

Question: Have you experienced workplace violence?

Answer: No

Question: How often do you experience violence at work?

Answer: I have never experienced any type of violence at all

Question: What are the types/forms of violence you experienced at workplace?

Answer: I have never experienced none

Question: By whom did you experience any form of violence at work?

Answer: None

Question: Did you report it to your employer?

Answer: No since I have never experienced any

Question: What are you afraid of, when you report such situations?

Answer: I have never reported none at all since I have never experienced any before

Question: What is your thought or perspective about violence, bullying and slavery in the hospitality and tourism industry?

Answer: Violence bullying and slavery should not be allowed in hospitality and tourism industry every form of bullying should be banned in hospitality and tourism industry

Question: Do you know what workplace bullying is?

Answer: Work place bullying simply means any form of intimidation oppression threat chaos or plan to harm from a superior in a work place to a sub ordinate

Question: Have you had any experience of bullying behavior in the workplace?

Answer: Not at all

Question: How often are you bullied at work?

I have never been bullied

Question: Who bullies you?

No one

Question: What kind of factors in your opinion might contribute to workplace bullying?

Some factors includes emotional trauma lack of empathy, if you have been bullied before learn behaviour poor social behavior to mention with few

Question: What are the different forms of bullying on employee?

Some forms of bullying includes physical bully verbal bully emotional intimidation sexual bully to mention with few

Question: Have you experienced slavery in the course of your work before?

None

Question: What are the different forms of slavery experienced in hospitality and tourism industry?

Answer: The different forms of slavery experienced in hospitality and tourism industry include working and not in accordance to the work supposed to be carried out doing the work not meant to be yours

Question: What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Answer: It has an adverse and negative effect on employee

Question: How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

Answer: By discouraging any form of violence and slavery in a hospitality and tourism industry

Question: How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

Answer: By stopping and discouraging any form of violence in a hospitality and tourism industry

Thank you for your time.

Interviewee 7

Name of Organization::Eko Hotel & Suites

A. Respondent's Bio-data

Instruction: Please tick (√) within the box one response that match your status in the questions below.

MR Bolaji

Question: What is your age?

25

Question: What is your gender?

Answer: male

Question: What kind of hospitality organisation do you work for?

Answer: Eko Hotel & Suites

Question: What is your current position in your workplace?

Answer: Waiter

Question: Have you experienced workplace violence?

Answer: No

Question: How often do you experience violence at work?

Answer: Like I said earlier none

Question: What are the types/forms of violence you experienced at workplace?

Answer: None

Question: By whom did you experience any form of violence at work?

Answer: Nobody yet

Question: Did you report it to your employer?

Answer: Not at all since I have not experienced it

Question: What are you afraid of, when you report such situations?

Answer: Nothing since I have not experienced it

Question: What is your thought or perspective about violence, bullying and slavery in the hospitality and tourism industry?

Answer: To me it simply means when you are deprived of your right by a colleague or superior

Question: Do you know what workplace bullying is?

Answer: Yes

Question: Have you had any experience of bullying behaviour in the workplace?

Answer: Yes

Question: How often are you bullied at work?

Answer: I guess once

Question: Who bullies you?

Answer: My supervisor

Question: What kind of factors in your opinion might contribute to workplace bullying?

Answer: It might be through hatred or dislike.

Question: What are the different forms of bullying on employee?

Answer: Using abusive words or constant shouting at.

Question: Have you experienced slavery in the course of your work before?

Answer: No

Question: What are the different forms of slavery experienced in hospitality and tourism industry?

Answer: I don't have any idea about that

Question: What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Answer: It reduces the speed or services it also kills the morale of the employee

Question: How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

Answer: Perseverance and ability to observe pressure

Question: How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

Answer: Through a rigid law that states everyone should be treated in accordance.

Thank you for your time.

Interviewee 8

Name of Organization: _____

A. Respondent's Bio-data (Code: Gi)

Instruction: Please tick (✓) within the box one response that match your status in the questions below

Anonymous 1

Question: What is your age?

Answer: I am 22 years of age

Question: What is your gender?

Answer: female

Question: What kind of hospitality organisation do you work for?

Answer: Silux lounge

Question: What is your current position in your workplace?

Answer: Im a Receptionist

Question: Have you experienced workplace violence?

Answer: No

Question: How often do you experience violence at work?

Answer: I haven't

Question: What are the types/forms of violence you experienced at workplace?

Answer: No idea

Question: By whom did you experience any form of violence at work?

Answer: No one

Question: Did you report it to your employer?

Answer: No

Question: What are you afraid of, when you report such situations?

Answer: I'm afraid it will not escalate

Question: What is your thought or perspective about violence, bullying and slavery in the hospitality and tourism industry?

Answer: I do not have much idea

Question: Do you know what workplace bullying is?

Answer: Yes I do

Question: Have you had any experience of bullying behaviour in the workplace?

Answer: Yes when I just resumed as a receptionist those older than me makes me feel inferior whenever I make mistakes

Question: How often are you bullied at work?

Answer: Occasionally if I take the wrong decision I am been bullied about ten times a month

Question: Who bullies you?

Answer: Those higher than me at my place of work

Question: What kind of factors in your opinion might contribute to workplace bullying?

Answer: I make too many mistakes being clumsy made my colleagues bully me

Question: What are the different forms of bullying on employee?

Answer: Physical and emotional bully

Question: Have you experienced slavery in the course of your work before?

Answer: No no

Question: What are the different forms of slavery experienced in hospitality and tourism industry?

Answer: Don't know

Question: What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Question: How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

Answer: I was able to observe peoples mood and character

Question: How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

Answer: In my own opinion the HM should monitor the staffs especially the senior colleagues.

Thank you for your time.

Interviewee 9

Name of Organization: _____

A. Respondent's Bio-data (Code: Gi)

Instruction: Please tick (✓) within the box one response that match your status in the questions below.

Anonymous 2

Question: What is your age?

Answer: I am 24 years old

Question: What is your gender?

Answer: female

Question: What kind of hospitality organisation do you work for?

Answer: Sailor's lounge

Question: What is your current position in your workplace?

Answer: Attendant

Question: Have you experienced workplace violence?

Answer: Yes

Question: How often do you experience violence at work?

Answer: I can't say at time maybe once in a month or two

Question: What are the types/forms of violence you experienced at workplace?

Answer: Violence between coworkers and customers

Question: By whom did you experience any form of violence at work?

Answer: Colleague and customers

Question: Did you report it to your employer?

Answer: yes

Question: What are you afraid of, when you report such situations?

Answer: No I'm not cause it is being handled amicably

Question: What is your thought or perspective about violence, bullying and slavery in the hospitality and tourism industry?

Answer: No idea

Question: Do you know what workplace bullying is?

Answer: No I don't

Question: Have you had any experience of bullying behaviour in the workplace?

Question: How often are you bullied at work?

Question: Who bullies you?

Question: What kind of factors in your opinion might contribute to workplace bullying?

Question: What are the different forms of bullying on employee?

Question: Have you experienced slavery in the course of your work before?

Answer: No

What are the different forms of slavery experienced in hospitality and tourism industry?

What do you think are the likely effects and implication of violence, bullying and slavery in the hospitality and tourism industry on employees?

Answer: I don't have any idea

How were you able to cope with violence, bullying and slavery in hospitality and tourism industry?

Answer: No idea

How do you think violence, bullying and slavery can be prevented in hospitality and tourism industry?

They can control violence when the worker is diligent at work and cctv camera should be installed around by the manager

Thank you for your time.

Appendix IV

Pilot Study

Reliability /Variables= Q1 Q2 /Model=Alpha

Scale: Any

Case Processing Summary

Cases	N	Percent
Valid	20	100.0%
Excluded	0	.0%
Total	20	100.0%

Reliability Statistics

Cronbach's Alpha	N of Items
.93	2

Bio-data

Name: Juliette Fatmata FASHAKIN

Phone: +2348023149487

Email: juliet961@yahoo.com

Date of Birth: 30th June, 1962

Place of Birth: Kono Sierra Leone

Sex: Female

Marital Status: Married

Nationality: Nigerian

Religion: Christian

Educational Background with Dates

2015 Lead City University, Ibadan, Oyo State

2004 Alliance Francais.

2000 University of Lagos, Akoka, Lagos State

1990 Ondo State Polytechnic, Owo, Ondo State

1984 Nigeria Hotel Training School, Ikoyi, Lagos.

1980 St. Joseph's Secondary School, Freetown Sierra Leone

1972 St. Anthony's Primary School, Freetown Sierra Leone.

Academic Qualification with Dates

- 2021 MPhil Hospitality & Tourism
- 2015 Msc. Hospitality & Tourism
- 2004 Certificate in French Language
- 2000 Masters Public Administration.
- 1990 Higher National Diploma (Catering & Hotel Management)
- 1989 National Diploma Catering & Hotel Management
- 1985 City & Guilds of London
- 1984 Certificate in Hotel & catering Service
- 1984 The basic Certificate in Hotel & Catering
- 1980 West African School Certificate
- 1972 First School Leaving Certification

Professional Qualification

Nigeria Hotel and Catering Institute (NHCI)	Member
Institute of Hospitality (UK) IOH	Member
Hospitality and tourism Management Association of Nigeria (HATMAN)	Member
Nigerian Institute of Food Science and Technology (NIFST)	Member
Association of Professional Chefs Nigeria	Fellow

Work Experience

1981 – 1982	Nigerian High Commission Free Town Sierra Leone <i>Position: Telephonist</i>
1984	Ikoyi Hotel, Lagos Nigeria <i>Position: Attachment</i>
1984 - 1985	Crown Fast Food Awolowo Road, Ikoyi Lagos <i>Position: Supervisor</i>
1986	Durbar Hotel Mile 2, Lagos, Nigeria <i>Position: Attachment</i>
1988	Leone Restaurant Tinubu Lagos, Nigeria. <i>Position: Supervisor</i>
1990 – 1991	Federal Palace Hotel Victoria Island Lagos, Nigeria. <i>Position: Training Instructor (NYSC)</i>
1992 – 1994	Nigeria Hotels Training School Ikoyi Lagos, Nigeria. <i>Position: Training Instructor</i>
1995 – 2000	Lagos Airport Hotel, Obafemi Awolowo way, Ikeja Lagos, Nigeria. <i>Position: (a)Floor Housekeeper</i> <i>(b)Kitchen Officer</i> <i>(c) Chef</i>
2000 – 2001	Alpha Motel Akure, Ondo, Nigeria <i>Position: Hotel Manager</i>
2020– to date	Lagos State Polytechnic <i>Position: Chief Lecturer Hospitality Mgt. Dept.</i> <i>(b) Senior Lecturer</i>

- Assistant Director Environmental service parks & Gardens.

(c) Principal Lecturer

Published Books, Dissertation, Technical Workbook and Practical Manual

- Care and Maintenance of Kitchen Equipment (1987)
- Development, Sensory Evaluation and Presentation of selected, Ondo state Dishes for National Acceptance. (1990)
- Manpower Training and Development in the Hotel Industry (A case study of Lagos Airport Hotel) (2000)
- Responsible Tourism and Pro-Environmental Behaviour of Participant at NIPOGA 2014 (Study of participant from Lagos State Polytechnic)
- Introduction to Hospitality Management Vol. 1 – Metilelu O.O &Fashakin J.F (2004)
ISBN: 978 – 062 – 538 – 0
- Modern Recipes for Cooks. (2007) ISBN: 978 – 37872-33
- Technical Workbook for Hospitality Management, J.F. Fashakin, O.O. Metilelu, A.S. Osho, C.M. Abidoye, A.A. Olorunfemi
- Fundamental of Human Capital in Hospitality and Tourism Management J.F. Fashakin.
ISBN: 978 – 978 – 962 – 672 – 4
- Practical Manual for food Hygiene and Nutrition. J.F. Fashakin, C.M. Abidoye

Books in View

1. Essential Food Commodities
2. Hospitality Management for Polytechnics and Universities
3. Food and Beverages Service Encyclopedia Babalola W, Fashakin J.F, Iyiade A.T.
4. 200 Recipes at a Glance

Chapter of a Book

1. Sustaining Hospitality and Tourism in Challenging Economy

Chapter 1 – Food and Beverage Management Cost Control. J.F. Fashakin

Article in Magazine

1. Rice for Occasion (dirty rice) etc in Harmony, The Ikeja Club magazine Special anniversary edition.

Facilitator in Training of Programmes

- ❖ Swiss International Hotel Training in Ghana 2016
- ❖ Swiss International Hotel Training in Port-Harcourt, Nigeria
- ❖ Prevention and control of Hazards and Accidents in an industrial kitchen performance improvement workshop for catering authority (NPA) at Yisade Hotels Ijebu Ode.
- ❖ The techniques of purchases in catering outlet: performance workshop for catering staff of Nigeria ports Authority (NPA) 3rd -6-sept 2002, at Yisade Hotel Ijebu Ode.
- ❖ Training for waiter's skills and quality: a performance workshop for waiters at ikoyi Cub, Ikoyi 2007, 2006.

Contribution to the Polytechnic

- | | |
|--|---|
| • Dean | School of Technology 2021- till date |
| • Chairman Exam Committee. | School of Technology 2013 – 2017 |
| • Chairman Accreditation Committee | School of Technology 2017 to date |
| • Chairman Welfare committee | School of Technology 2009 – 2011 |
| • Exam Mal-practice Committee – Member | School of Technology 2004 |
| • Ceremonies Committee | 2013 – 2016 |
| • Guest House Committee – Member | 2004 |

- .Co-heads of Rector’s meeting – Member 2005
- Admission Committee – Annex – Member 2009

Contribution to Nigeria

1. Member Board of Director Guarding Hand Foundation
2. Service to Humanity, Lions Club of Nigeria
3. External Moderator, Moshood Abiola Polytechnic Now University of Technology.
4. Tax payer to Lagos State
5. Church Matron – Forever in Christ Evangelical and Deliverance Ministry

Award Received

1. The most supportive female Lecturer (Award by Hospitality Management Technology Student Association, Lagos State Polytechnic)
2. Outstanding Lecturer of the year (Award by Newsy Talk, Students of Lagos State Polytechnic, Ikorodu)
3. Plasmid Award for Immense Contributions Towards 2016/2017 Academic session (Award by **PLASMID** SLT Student, Lagos State Polytechnic, Ikorodu)

Conference / Seminar Papers (Current)

1. Jammal M.T., Fashakin, J.F., Olorunfemi, A., Awotimayin, O. & Olapade, O.E. (2022). A Conceptual Review of Digital Detox Tourism and the implication for Tourism business suppliers in Nigeria. 30thiSTEAMS multidisciplinary conference LASUSTECH 19TH, May 2022. doi.org/1022624/AIMS/iSTEAM/LASUSTECH 2022V30-2p7
2. Jammal M. T., Fashakin J.F& Yekini A.W, (2021). Artificial Intelligence and Robotic Technologies in Hospitality and Tourism Business in Nigeria. A paper presented at the 4th International conference, School of Engineering, Lagos State Polytechnic Ikorodu. November 2021 .

3. Fashakin J.F and Jammal M.T.(2017). Menu engineering: A tool for improved profitability in restaurant. Accepted for journal publication. Lagos state Polytechnic Journal of technology, 2017.
4. Jammal M.TandFashakinJ,F(2016). Training as strategic tool for human resource development in luxury hotels. A paper presented at the Academic Staff Union of Polytechnic conference. Accepted for Journal publication ASUP conference Lagos state polytechnic chapter, 2017. (Yet to be published)

Papers Accepted For Conference Presentation (Previous)

5. Adenuga W, Adelaja S.o, Ayinde F.A, Fashakin J.F and Godonu K. Nutrition for safe pregnancy, motherhood and Infant survival. Accepted for presentation for the school of Technology conference (2007).
6. Fashakin J.F, Morenike A. production of selected confectionaries from cassava flour (cakes, biscuits, fruit buns) accepted for the bresentation for school of technology conference on science and Technology (Sept 2007).
7. Fashakin J.F and Metilelu O.O Horticulture and land scaping in Hotel beautification. Presented at the 21st annual conference of Hortson.
8. Metilelu,O.O and Fashakin, J.F providing an enabling environment for suitable Hospitality and tourism (Journal NACIMA).
9. Metilelu O.O and Fashakin J.F an appraisal of government agencies in Hospitality and Tourism industries in Nigeria.
10. Fashakin J.F and Metilelu O.O (Hospitality Journal HCM) Decolonizing nature; post colonist ecoteminist perspective on humour environment relations, Journal of Hospitality and Tourism management department of Hotel and Catering Management.
11. De/colonizing Nature: Post coloualishEccteminist. Perspective on Human – Environment Relations. Fashakin J.F, Koya E., Metilelu O.O, Adesanya S.A Paper presented at Department Seminar (HCM), 2001 – 2002
12. Hand washing process and Food Production Delivery- Fashakin J.F- Paper presented at Nigeria Hotel and Catering Institute Seminar (Lagos Chapter) 12th December, 2003.
13. Application of Total Quality Control for Customer Satisfaction in Fast Food Business- Fashakin J.F.
14. Horticulture and Landscaping in Hotel Beautification. Metilelu O.O, Fashakin J.F- Paper presented at Hortson 22nd Annual Conference Held at LASPOTECH.
15. Nutrition for safe pregnancy, Motherhood and Infant Survival.- Adenuga W, Adelaja S.O, Ayinde F.A, Fashakin J.F,Godonu K. Paper presented at the school of Technology Conference, 2007.
16. Production of Selected Confectionaries from cassava flour- Fashakin J.F, Morenike A. Adelaja S.O

17. Tourism as a social and Economic Force in an Emerging Economy- Metilelu O.O, Fashakin J.F- Nigeria Institute of Management (NIM) yaba chapter.
18. Nutritional Potentials of African Giant Snail Meat – Adelaja S.O, Adenuga W, Ojo J.S.A, Fashakin J.F, Olapade A.A-Nigeria Institute of Food Science and Technology. October 2006.
19. Terrorism: Global threat on Tourism Development - Metilelu O.O, Fashakin J.F: 2nd National Conference on Contemporary Issues in technology and development. Rufus Giwa Polytechnic Owo, 2007
20. An Appraisal of Government Agencies in Sustainable Hospitality and Tourism Industry – Metilelu O.O, Fashakin J.F. Presented at the Nigeria tourism and development co-operation. November, 2002.
21. Economic and Non-Economics in household Demand for Food in Nigeria: The case of fish consumption in Lagos State – Taiwo Olayinka. Timothy Okeowo (JP), Fashakin J.F.

Papers in Journal Publications (Current)

1. Jammal,M.T., Fashakin,J.F., Olorunfemi,A&Awotimayin, O. (2022). Assessing the Significance of Fire Safety Management in Sherryfyt Royale Hotel and Suite, Odogunyan, Ikorodu, Lagos State. A paper accepted for publication by *International Journal of Hospitality, Leisure and Tourism*, University of Portharcourt, Choba. Vol 6, 2022
2. Jammal, M. T &Fashakin, J.F . (2021). Covid-19 pandemic; impact of government policies on hospitality and tourism industry. A paper published *Journal of Institutional Catering, Hospitality and Tourism Management*. (A publication of the Nigerian Hotel and Catering Institute) . Vol 3, No 1. ISSN(p): 2955-1242 eISSN:2955-1250.
3. Jammal, M.T., Fashakin, J .F. &Adadiran, A (2021). Exploring the Tourism Area Life Cycle (TALC) of Osun Osogbo World Heritage Site and Festival for Long Term Sustainability. *Journal of Institutional Catering, Hospitality and Tourism Management* (JICHTM), Vol 3, No1
4. Jammal M.T.,Fashakin, J.F., Abidoye, C. &Awotimayin, O. (2020). The Effect of Ergonomics on Kitchen Staff in Hotels, a case study of Fitted Suites, Ikorodu, Lagos state. A paper published in National Institute for Hospitality and Tourism (NIHOTOUR) *Journal of Research in Tourism*. Vol 7, (1), 2020.
5. Fashakin, J. F. & Jammal, M. T (2020). Eco-Hotel : A Marketing Strategy or Genuine Service Offering? . *Journal of Institutional Catering, Hospitality and Tourism Management* (JICHTM), Vol 2, No1
6. Fashakin, J. F. & Jammal, M. T. (2019).Globalisation and the Globalized Tourist: Implication for Hospitality and tourism Industry in Nigeria. *Journal of Institutional Catering, Hospitality and Tourism Management* (JICHTM), Vol 1, No1

Published in Journals (Previous)

1. Impact of Soaking Period and Drying Temperature on the Pasting produced from some selected Maize Varieties. Bolaji O.T., Abegunde T.A., Prouse-OjuaniOyinloye, Fashakin J.F., Apotiola Z.O. (*African Journal for Food Science Technology* 2017 No.5, 2220 – 227)
2. Responsible Tourism and Pro-Environmental Behaviour of Participant at NIPOGA 2014. A study of participants from Lagos State Polytechnic, Ikorodu, Lagos State.
3. J.F. Fashakin, Hassan T.I., Olorunfemi A.A. *International Journal of Innovative Research and Advance Studies* (IJIRAS) ISSN: 2394 – 4404. Volume 4 Issue, 7 July, 2007
4. Optimization of some processing conditions of maize snack (kokoro) using Response Surface Methodology (RSM) Bolaji O.T., Abegunde T.A., Fashakin J.F., Adenuga Ogunji L., Malik O. and Talabi Z. *Journal of Culinary Science and Technology*.
5. Effect of varieties on proximate composition and Anti nutritional properties of cassava (*Manihot esculenta*) Wheat (*Triticum aestivum*) for composite bread. Apotiola Z.O. and J.F. Fashakin. *African Journal of Agricultural Research and Development*.
6. Evaluation of Fried Water yamball (Ojojo) fortified with soya beans (*Glycine max*) Apotiola Z.O. and J.F. Fashakin. *Journal of Technology and Applied Sciences, Lagos State Polytechnic, Ikorodu. Volume three Issue one*
7. Creating and Maintaining the WOW factor in the Hospitality Industry. Jammal M.T. and J.F. Fashakin. *Journal of Technology and Applied Science* (2014)
8. Optimization of Ogi spiced with clothes using response surface methodology Peluola Adeyemi O.A., Fashakin J.F., Amoreoluwa K.O. and Babatunde T.M. *Journal of Technology and Applied Sciences Lagos State Polytechnic Ikorodu. Volume three Issue two. 2017*
9. Metilelu O.O, Fashakin J.F (2004) *Tourism as a social and Economic Force in an Emerging Economy. Nigeria Institute of Management (NIM) Yaba Chapter.*
10. Adelaja S.O, Adenuga W, Ojo J.S.A, Fashakin J.F, Olapade A.A-*Nutritional Potentials of African Giant Snail Meat. Nigeria Institute of Food Science and Technology. (October 2006).*
11. Fashakin J.F, Metilelu O.O, *Terrorism; Global threat on Tourism Development. 2nd National Conference on Contemporary Issues in technology and development. Rufus Giwa Polytechnic Owo.*
12. Fashakin J.F, Adelaja S.O. *Untapped Potentials of Cassava Lagos Journal of Entrepreneurship and Technology. Enhancer for Sustainable Development (2nd February, 2008).*
13. Bolarinwa J.B & Fashakin J.F. *Lagos State of Nigeria. The under Exploited Gold Mine of Tourism Industry (Lagos State Journal of Entrepreneurship and Technology. February, 2008.)*

14. Fashakin J.F, Koya E, Metilelu O.O and Adesiyan A. Decolonizing nature; Post colonialist Ecojeminist Perspectives on human-Environment Relations. Journal of hospitality and tourism management volume 1, No1 2004
15. Metilelu O.O, Adelaja S, Asaolu M. and Fashakin .F. Hand washing process and food production. Delivery in Hotel Services Journal of Hospitality and tourism Management volume 1 No 1 2004.
16. J.F. Fashakin. Application of Total Quality Control for Customer Satisfaction in Fast Food Business. Journal of Hospitality and tourism management volume 1, No1 2004.

Summary of Books and Papers

Theses/ Project

1. OND HOTEL AND CATERING MANAGEMENT
Care and Maintenance of Kitchen equipment submitted to the department of Hotel and Catering Management Ondo State Polytechnic.
2. HND HOTEL AND CATERING MANAGEMENT
Sensory evaluation of selected ONDO State dishes. Submitted to the department of Hotel and Catering Management Ondo State Polytechnic Owo.
3. MPA MASTERS IN PUBLIC ADMINISTRATION
Man power training and development in the hotel industry. Case study Lagos Airport Hotel 111 Obafemi Awolowo way Ikeja. Submitted to the department of Political science University of Lagos Akoka Yaba.
4. MSC. IN HOSPITALITY AND TOURISM
Responsible Tourism and Pro-environmental behaviour of Participant at 2014 NIPOGA. Case study of Lagos State Polytechnic Participants. Submitted to the department of Hospitality, Lead City University, Ibadan, Oyo State
5. M.PHIL

Text Books Published

1. Metilelu O.O; **Fashakin J.F** Introduction of Hospitality management Volume 1 OMV publishers Lagos
2. Modern Recipe For cooks **J.F Fashakin**.

Hobbies

Reading, Cooking, Holiday Making, Swimming and Skipping.

Referees

1. **Eng. Olawunmi Anthony Gasper**
Former Rector Lagos State Polytechnic
Ikorodu, Lagos.

2. **Iyiade A.T**
HOD, Hospitality Management Technology
Lagos State Polytechnic,
Ikorodu, Lagos

3. **Dr. Babalola W.A**
Eco Signature
Hospitality consultant

Signature

Date

The University Compliance Certification

This is to certify that, this Thesis was written by Juliette Fatmata FASHAKIN with Matriculation number LCU/PG/000123 in the Department of Hospitality and tourism Management, Faculty of Management and Social Sciences, Lad City University, Ibadan Oyo State in full compliance with the approved University format and style.

Signature

Date

-
- ¹ T. Green, *[A Fistful of Shells: West Africa from the Rise of the Slave Trade to the Age of Revolution](#)*. New York City: Penguin Random House. 2020, [ISBN 978-0-141-97766-9](#)
- ² <https://naijaquest.com/largest-economies-in-africa/>
- ³ <https://www.britannica.com/place/Lagos-state-Nigeria>
- ⁴ <https://tourismartandculture.lagosstate.gov.ng/#:~:text=Tourism%20in%20Lagos%20State%20was%20first%20fashioned%20in,a%20department%20under%20the%20Ministry%20of%20Home%20Affairs.>
- ⁵ F. Agumas “*The Impact of Tourism on Culture on Tourist Destination Area: A case Study of Hamer People*”. A.A.U: MA Thesis, **Linguistics and Philosophy**. 2012.
- ⁶ Nigeria - Contribution of travel and tourism to GDP as a share of GDP, Available Online: <https://knoema.com/atlas/Nigeria/topics/Tourism/Travel-and-Tourism-Total-Contribution-to-GDP/Contribution-of-travel-and-tourism-to-GDP-percent-of-GDP>
- ⁷ Ghanaweb, “*US students laud proverbial Ghanaian hospitality*”, 2021. Available Online: <https://www.ghanaweb.com/GhanaHomePage/NewsArchive/US-students-laud-proverbial-Ghanaianhospitality-106795>. Accessed 31/07/ 2021.
- ⁸ F. Olaleru, *Seasonal availability and nutrient contents of mona monkey (Cercopithecus mona, Schreber, 1774) plant diets in Lekki Conservation Centre, Nigeria*. **Munis Entomology and Zoology Journal**. 2018, 13.
- ⁹ B. P. Ogunsote. "[The International Style in Nigeria](#)" (PDF). *Journal of Environmental Technology*. Retrieved November 6, 2016.
- ¹⁰ A. Uponi, *[Handbook on tourism and hospitality in southwestern Nigeria](#)*. GSL Publishers. [ISBN 9789780793593](#). 2015.
- ¹¹ Mapcarta, Available Online: https://mapcarta.com/Eko_Hotels_%26_Suites_1915346

¹² Sailors Lounge | Restaurant | Lounge | Bar in Lekki Lagos, Available Online:
<https://maps.app.goo.gl/rfdBNJbPRZAFQUL5A>

¹³ L. Williams, & M. Shenley, *Nigeria*. **Bradt Guides (in German)**. Bradt Travel Guides.
p. 175. [ISBN 978-1-84162-397-9](https://www.isbn-international.org/product/978-1-84162-397-9). 2017.

¹⁴ https://www.google.com/maps/vt/data=qCGjunvk2ITrZO9ZDPsrF3zPJWh36ilgyo2v1acWeA8l-pmGovFC9FpeF6PdDC5DCAo6Z-dg4bz0-5XpobE43eDwew9f3t-x5kTdKxKHbQsJyqaPfDyV_d4fWYQzy2w2tG05KNd-ddjnGne52pW1KmEuh4fHHbvmOVXdjzlQu2saFz8VubYqNdYDrg8AvZXUpYHEuEFkc2ngps6ynuftQ8DNE_g8aq_mXC1-Xp_3kJ64nQ